

ORDINANCE NO. 2019-22

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, 2020, 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, 2020, 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 11-18-19 2nd reading 12-2-19 3rd reading 12-16-19

Passed: 12-16, 2019 Vote: 7-0

Attest:  Clerk of Council  
 President of Council

Approved: December 17, 2019   
Mayor

Introduced by: Jon Ansel

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**Budget Information**

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**2020 City Budget**

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**2020 City Capital Plan**

4

**City Planning  
2021 - 2025**

5

**2020 Wooster Community  
Hospital Budget**

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**CITY OF WOOSTER, OHIO  
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL  
FOR THE CALENDAR YEAR 2020**

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**Has this requirement been met for 2020?**

The 2020 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.

**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:

- No** (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 2020**

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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.

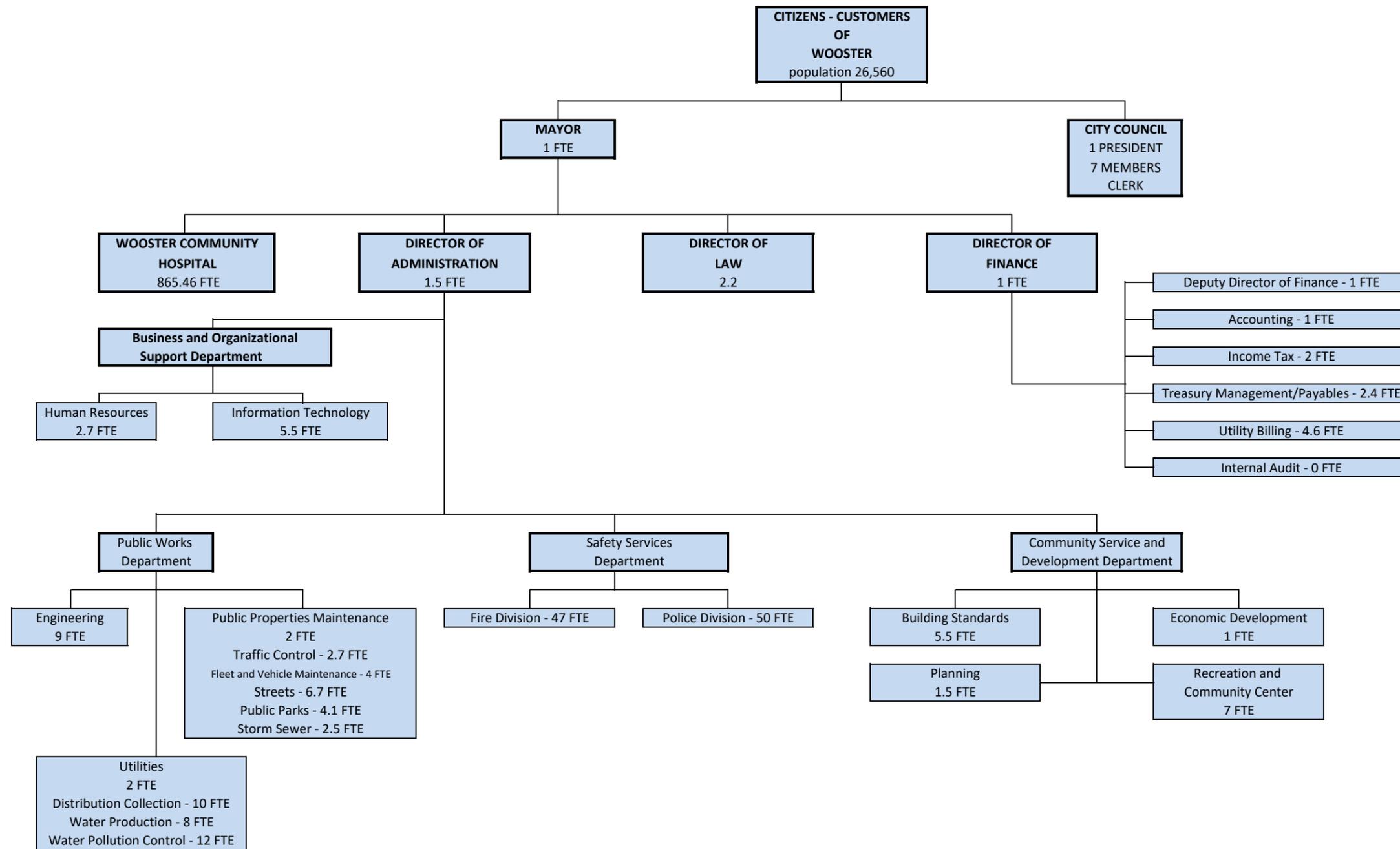
Investment Policies (summarized)

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 2020 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.

<b>City of Wooster, Ohio</b>					
<b>General Fund</b>					
<b>Tax Dollars Used to Fund Capital/Infrastructure Investment</b>					
	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Forecast	Budgeted
Transfer for Capital Improvements Fund	\$ 4,332,190	\$ 4,092,000	\$ 4,162,798	\$ 4,581,000	\$ 4,000,000
Principal Payment - City Hall Renovations	\$ 130,000	\$ 135,000	\$ 135,000	\$ -	\$ -
Principal Payment - Safety Service Center	\$ 295,000	\$ 295,000	\$ 300,000	\$ 305,000	\$ 305,000
<b>Total</b>	<b>\$ 4,757,190</b>	<b>\$ 4,522,000</b>	<b>\$ 4,597,798</b>	<b>\$ 4,886,000</b>	<b>\$ 4,305,000</b>

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



**CITY OF WOOSTER, OHIO  
 FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES  
 LAST TEN YEARS and 2020 PROJECTED BUDGET**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	budgeted 2019	projected 2020	
Governmental Services:												
Safety services:												
Police Division	38.00	43.0	39.5	36.8	43.0	43.0	45.0	45.0	50.0	50.00	50.00	(4)
Fire Division	42.00	43.0	42.0	42.0	45.0	47.0	46.0	46.0	46.0	47.00	47.00	
Traffic Control	2.00	2.0	2.0	2.3	3.1	2.7	2.7	2.7	2.7	2.70	2.70	
Total Safety Services	82.00	88.0	83.5	81.1	91.1	92.7	93.7	93.7	98.7	99.70	99.70	
Leisure services	10.50	9.9	8.9	10.2	9.5	9.1	9.1	9.1	10.1	10.10	11.10	(5)
Environment and development	8.40	8.0	9.5	7.0	7.0	8.0	10.2	11.2	11.2	11.15	11.20	
Transportation services	16.50	17.4	15.0	11.3	13.4	14.9	11.7	11.7	12.7	12.70	12.70	
Administrative services	16.40	19.0	15.9	17.3	18.0	17.2	19.2	18.4	19.4	19.40	20.30	(1) (2)
Total Governmental Services	133.80	142.3	132.8	126.9	139.0	141.9	143.9	144.1	152.1	153.05	155.00	
Business-type services (Note 2):												
Wooster Community Hospital	705.00	704.5	714.3	760.6	785.0	766.1	794.4	844.7	844.1	850.04	865.46	
Water - Treatment & Distribution	14.00	13.8	14.1	18.3	19.4	16.3	16.8	17.6	16.8	17.80	17.60	(1) (3)
Water Pollution Control - Collection & Treatment	13.50	13.3	16.1	15.9	16.4	20.8	22.3	22.0	22.8	22.75	22.10	(1) (3)
Storm Drainage - Collection	5.30	5.3	2.5	3.8	4.2	5.1	5.3	5.3	5.3	5.30	5.20	(1) (3)
Total Business-type Services	737.80	736.9	747.0	798.6	825.0	808.3	838.8	889.6	889.0	895.89	910.36	
TOTAL PRIMARY GOVERNMENT	871.6	879.2	879.8	925.5	964.0	950.2	982.7	1,033.7	1,041.10	1,048.94	1,065.36	

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

**Notes:**

Note 1 - Finance has absorbed one full-time position with existing personnel, resulting in a 0.6 FTE reduction.  
 Small percentage reductions flowed through Administration, Water Treatment, Water Pollution Control and Storm Drainage.

Note 2 - Information Technology has added one full-time position and one part-time position, for a net increase of 1.5 FTEs.

Note 3 - 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 4 - 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.

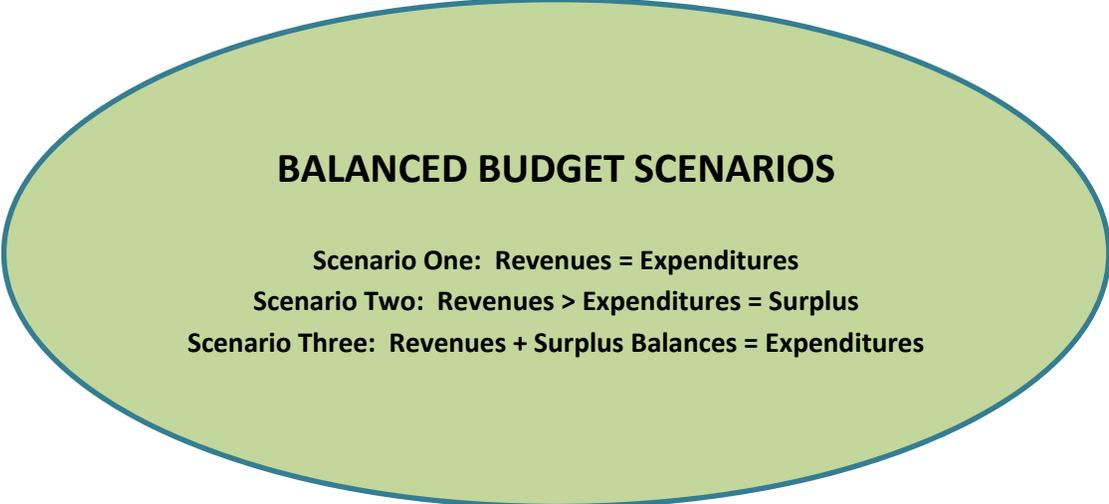
### **Scenario Two: Revenues > Expenditures**

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 2020, 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 2020 BUDGET**

This narrative is organized by organizational chart structure. The activities (divisions or departments) under each heading include a mission statement, one or more 2020 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:*

In 2019, the Fire Division continued to focus on continual improvement as we work towards our vision statement. The completion of capital projects and functional reorganization of the Division allowed us to diligently work towards enhancing the level of service to the city and the safety of the staff.

In July of 2019, the Division accomplished the strategic goal of reorganizing the functional organizational structure of the Fire Division. The creation of the Community Risk Reduction Division, allows the Division to utilize data to identify hazards & risk within the City. This methodology enables us to prioritize, prevent, and mitigate these risks more effectively, resulting in a higher level of service.

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. This has resulted in completion of the Fire Divisions strategic plan and standard of coverage. Both which are working documents that allow us to identify and address gaps in service.

The GOAL of the FY2020 budget is to continue to focus on continuous improvement, culture change, and advanced training for our staff members.

#### **FY2020 Personnel:**

The Fire Division will have one forecasted retirement in 2019, which will require the hiring of a probationary firefighter to fill the vacant position and a promotion 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.

In the fall of 2020, negotiations with the Wooster Firefighters L-764 will begin. The goal of having collaborative discussions before sitting down at the negotiation table is critical in establishing lines of communication to identify and develop organizational needs to address future staffing and operational issues.

The Fire Division plans to continue its goal of increasing the professional development of our staff members. This will result in additional training overtime costs for advanced training in rope rescue, confined space rescue, fire investigations, leadership, and community risk reduction.

#### FY2020 Operations:

To meet our FY2020 goals; the fire division's operations section will focus on two broad objectives. 1) Professional development and 2) Continuing the Accreditation Process by the Center for Public Safety Excellence. Both of these objectives and their related tasks will allow us to continuously work towards improving and to identify and correct gaps in our service levels.

As the Fire Division continues to see a steady increase in annual call volume, the fire administration will continue to utilize analytics to develop staffing & operational models. As additional growth in the City and call volume increases occur, additional staff will be needed. We are able to quantify the need for additional staffing, as our response times increase to maintain the current level of service being provided to the community.

#### FY2020 Capital Improvement:

The focus of the 2020 Capital Improvement plan is to replace a Medic Unit that has reached its service life and had significant mechanical problems in recent years. Focusing on future needs, Fire station 1 will need to be renovated to provide sufficient functional space for a progressive fire division. The need to complete the design phase is being requested in 2020, to allow for a 2021 renovation project. 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)?

2020 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 four 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 2020 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.

## **COMMUNITY SERVICES AND DEVELOPMENT**

### **Building Standards**

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

2020 Objectives: 1. 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 had an upgrade to this system to address some of the software shortcomings and it greatly improved the customer experience. In 2020 we expect to continue to make incremental improvements to this system.

Personnel: With the new on line permitting system, increased property maintenance enforcement, and building code updates, 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. 2019 saw these levels decrease slightly but activity still remained high. For 2020 we expect similar activity and only necessary items have been budgeted. 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.

2020 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 and programs that are vital components to the completion of impactful 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 as the Wooster Bike Trail Loop and Clear Creek Park. This office also continued coordination with the City of Wooster's economic development partners to concentrate on building closer relationships with area firms 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 provides project management support for Wooster Growth on real estate and economic development incentive efforts to secure business expansions within the community. The Office also supports the Wooster Opportunity Loan Fund and manages a portfolio of City and/or Wooster Growth-owned real estate holdings. 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.

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. Other 2020 goals include increased data collection for a local site inventory to speed responses to site selectors and enhancing marketing efforts to support future development, while also evaluating new programming tools available to Ohio municipalities for furthering community and economic development, including supportive research for land-banking among other opportunities.

This office will continue to provide oversight for the Community Housing Impact and Preservation Program through 2020 and 2021, 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 businesses, entrepreneurs, and residents through the economic and community development efforts of the City of Wooster by providing a professional informational, analytical, and action 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.

2019 Goals Accomplished:

- 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.

Staffing Changes: No staff changes are anticipated for the division in 2020.

Operation Notes: No operational changes are anticipated for the division in 2020.

2020 Goals:

- Keep ViewPoint Cloud permitting system within the estimated yearly fee, which is based on the number of records created. Evaluate the likely hood of an increase in record creation in future years, resulting in an increased yearly fee.
- Address office equipment needs for the division including aging chairs and miscellaneous items.

## **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!

2020 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.

2020 Objective:

- Maintain and update aquatic facilities for safe and enjoyable use for all participants.
- Evaluate 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 2020. 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 will not change in 2020 for Freedlander Pool, 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**

Mission: Our mission is to provide exceptional customer service through all aspects of the human resources profession for all city of Wooster employees and external customers.

2019 Goals Accomplished:

- Completed “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 8 Keys to a Respectful workplace and Ohio Ethics in 2019.
- Coordinated with Broker to complete an RFP for all lines of insurance coverage for City of Wooster in 2019 and made the decision to transition to a new insurance carrier to enhance benefits and reduce costs effective 1/1/2020.
- Served 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.

- Continued to monitor federal, state and local legal changes and remain in compliance and made changes as necessary including an updated Employee Handbook in 2019.

#### 2020 Objectives:

- Transition HR processes to new HR system to include, Workers Compensation, FMLA and Recruiting functions.
- Continue to provide employee training and development opportunities in 2020, Ohio Ethics; Harassment, etc.
- Conduct FMLA and other needed training for Managers and Supervisors in 2020 to ensure management has education, knowledge and tools needed to comply with legal regulations.

### **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.

*2020 Objective:* Increase internal network bandwidth by adding additional 10 Gbps interfaces to our existing infrastructure. Transition workstation's Operating Systems from Windows 7 to Windows 10.

*Personnel:* Until 2019, the staffing levels remained the same since 2010 when the division took a 20% decrease from the VSP. In 2019, IT was approved to add a permanent Part-time position and was also approved to fill the position it lost in 2010, but as of yet hasn't been able to fill that position with a qualified candidate. In addition, in 2019 one of our fulltime positions is now a shared resource between IT and the Recreation Department.

*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.

#### 2020 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 three of the last four construction seasons to help with the workload and we expect it will be necessary to do the same in 2020. We will again utilize at least four 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 five years and our other office equipment is in good condition, including a new copier. 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 2019.

3. Capital Costs: Capital requests include planning for aerial photography and updating our survey equipment to be 4G compatible.

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):

*2020 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 2020.

*Operational Goals*: Improving the conditions of our roadways will continue be on the forefront of our focus in 2020. 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 continue in 2020 as well. Like in 2017, 2018, and 2019 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 three of our trucks liquid de-icing equipment is used to apply the agent 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):

*2020 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 2020.

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

#### Traffic

*2020 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 0.75 FTE employee will be designated to Traffic but no additional staff added in 2020. By doing this helps prepare the Division for future retirements.

*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

*2020 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 2020.*

*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

*2020 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 2020.

*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 2020.

## Utilities

This document will cover goals and initiatives as it relates to operational and capital budgetary requests related to the departments vision. The Wooster Water Utilities consists of 32 individuals in three divisions to support the overall mission of the department.

## Staffing

A staffing and succession plan review is currently underway but not complete. It is my goal to complete time studies and report conclusion by December 2019. I do anticipate additional staffing needs but the actual total has not been established at the time of this report. The review is focused on current needs, long term needs related to growth and a plan to encourage and develop the staff to their highest ability. Plan is to not only provide efficient FTE levels, but to also provide opportunities for professional growth.

- A review priority is a third shift at the Water Production Facility. Based on current operational trends, the plant is healthy, however there is cause to have a third shift to eliminate the "peaks and valleys" of filter loading and plant demand. Ideally, steady consistent flow is ideal for the service life of facility equipment. The ability to reduce facility "stops and starts" not only has an equipment life extending potential but an electrical consumption consideration. A two FTE addition would provide a functional 3<sup>rd</sup> shift seven days a week. However, a single 3<sup>rd</sup> shift FTE (Monday through Friday) may meet our needs with current weekend staffing operations. To be determined.

- Another need is for an off shift working supervisor. In the past a “Master Operator” position was utilized in the past in this type of role. This would be a working supervisor that would provide support and guidance on a full time basis outside of normal working hours. This shift assignment could flex between 2<sup>nd</sup> and 3<sup>rd</sup> shift to provide operational and maintenance support to our 24/7 operations. The residual benefit of this position and assignment would allow an opportunity for supervisory experience needed for OEPA Class 4 certification testing requirements. It would also provide guidance for the staff outside of normal business hours.
- Given the complexities of the automation of both facilities, more so the WRRF has a great deal of sophisticated hardware and software for optimum facility operation. I am considering the addition of another mechanic position, specifically focused on instrumentation and automation. A position, with proper experience would provide support to both facilities and system automation maintenance.

Ultimately, while positions are under review, it is likely the addition of 2 FTE’s will be needed to provide operational support. The cost of the proposed WPF operator is more than offset by the reduction in O&M costs. The proposed WRRF position is partially (25%) offset by a reduction in anticipated O&M costs, and potentially additionally offset by reductions in overtime and contractual costs.

#### Distribution, Collection and Meter (DCM) Division

DCM works to ensure proper service delivery to our customers. DCM assets include 162 miles of sanitary sewer main, 161 miles of water main, 1,142 fire hydrants, 4,558 water valves, 3,308 sanitary manholes, metering units for the 9,907 customer accounts, and a well maintained geographic information system (GIS) for infrastructure location. DCM assets also include a workforce of ten individuals, facilities, sanitary sewer cleaning and televising equipment, excavation equipment, fleet vehicles and all equipment necessary for task completion. The nature of the service wing of the department includes direct customer interaction and service delivery. DCM works close with Utility Billing to ensure timely delivery of service not limited to accurate meter reading, meter replacement, and service verification. DCM will continue to provide excellent customer service in securing resource allocation through the budgetary process.

DCM budget includes the following capital requests.

- A loader with a \$100,000 budget request. This request would afford a gently used or a new unit dependent on competitive pricing. The construction nature of the department proves an appropriate scenario for a loader. The unit would be used for material loading operations, excavation work, and mobilization. This allows for the quick an efficient loading of backfill material while the backhoe is being used for excavation duties.

The 2020 budget does include some additional provisions to continue replace aged portions of the system related to service delivery, resulting in an increase in those line items from

recent trends. Specifically the continual efforts to replace meters, MTU's and maintaining service commitments There are funds included in the 2020 budget to install and upgrade main line metering units to better collect pumping versus usage data in various grids (real time) with a focus on reducing non-revenue water.

### Water Production Facility (WPF)

Water Production Facility (WPF) infrastructure assets include two separate source water wellfields with a total of nine wells, eight interceptor wells, and over four dozen ground water monitoring wells. Additional water assets include a water treatment facility, nine finished water storage tanks, five water booster stations, 161 miles of main line inventory, a staff of nine individuals, facilities, and necessary equipment for the function of the department. The current OEPA Class 3 water treatment facility process includes ground water sources, coagulation, flocculation, iron removal, softening, sedimentation, VOC removal, recarbonation, filtration, disinfection, and solids handling. The facility has been in operation since 1998. In 2018, the Water Production Facility treated and delivered 1.0082 billion gallons of drinking water to the customers. The average daily flow production in 2018 was 2.76 million gallons, or 45.25% of the facility design capacity of 6.1 million gallons per day. The facility will continue to operate per regulatory and customer expectations in securing resource allocation apart of the 2020 budget.

- WPF budget includes capital budget requests for ongoing, predictive pump and motor replacements, as well as VFD (variable frequency drive) installations at two production wells to ensure ideal operation and control of the groundwater pumped to the facility for treatment.

At this point in the budget process, the WPF indicates an overall decrease. The 2020 budget does include provisions to continue facility efficiency improvements through predictive and preventative maintenance and continue with the positive track record in regulatory compliance. The lime disposal fees are expected to increase but options are being evaluated to utilize dewatering equipment to improve hauling strategies.

### Water Resource Recovery Facility (WRRF)

Water Resource Recovery Facility (WRRF) assets include 162 miles of sanitary sewer main, ten sanitary sewer lift stations, and a modern treatment facility with anaerobic digestion including the co-generation of methane gas and electrical energy for facility operation. Additional assets include a staff of twelve individuals, facilities, and necessary equipment for the function of the department. The Ohio EPA Class 4 facility includes a vertical loop reactor system, a modification of the traditional oxidation ditch activated sludge process with a storm flow mode of operation. The processes include grit and grease removal, primary settling tanks, vertical loop reactor, final settling tanks, biological phosphorus removal, ultraviolet disinfection, post aeration, anaerobic digestion and solids handling. The facility plays a vital

role in the local water cycle to eliminate pollutants in the wastewater prior to discharge to the Killbuck Creek to enter back into the natural water cycle.

In 2014 the facility was converted to full co-generation of gas and electric. The ability to receive outside waste streams to support the energy needs of the facility also creates a revenue stream. The facility currently accepts semi-solid and liquid waste streams to the facility through hauling fees paid for by the waste generator. The facility is selective at the acceptance of other municipal biosolids, food processing wastes, and septic system waste. The facility serves as a power distribution center for the WRRF and the WPF.

In 2018, the Water Resource Recovery Facility received, treated, and discharged 1.913 billion gallons of recovered water back into the natural water cycle. The average daily flow in 2018 was 5.27 million gallons, or 70.27% of the facility design capacity of 7.5 million gallons per day. The facility was designed with the peak high flow rate of 27 million gallons per day. The facility produced 3.9 megawatts of power or nearly half of the electrical consumption needs. The facility will continue to operate per regulatory and customer expectations in securing resource allocation apart of the 2020 budget.

WRRF has the following capital budget requests.

- Influent Pump Line Item. A \$80,000 proactive request to provide repair and/or replacement of vital influent pumping at the WRRF. A new pump costs nearly \$80,000 and if able to rebuild a pump is under \$40,000.
- Combined Heat and Power Generator Fund. A \$120,000 anticipatory request based on current and past repair trends. Request is to ensure sufficient funds to continue with power generation through capital maintenance and upkeep. Ongoing maintenance is required to secure steady and consistent power generation.
- The WRRF budget includes capital budget requests for ongoing, predictive pump and motor replacements for the anaerobic digester system. This ensures the ability to continue a mode of operation without interruption to our feedstock customers and facility power generation.
- The WRRF budget for SCADA Improvements includes \$50,000 per year for 4 years to upgrade and implement updates to the automation portion of the facility. This schedule allows for determination of long term plans and current consultant support. The vision is to replace sections every year based on age and priority.

The overall WRRF O&M budget is practically the same as the 2019 budget. Some increases associated with energy production maintenance costs and finished biosolids disposal are offset by efficiencies in other areas. The 2020 budget does include provisions to continue facility efficiency improvements through predictive and preventative maintenance on the facilities ability to create reliable energy and continue with the positive track record in regulatory compliance.

### Wooster Water Utilities 2020 Goals

These goals serve as a reminder to the mission of the department. Each year provides a renewed focus on stewardship.

- Continue to provide great customer service in response and resolve.
- Continue to meet and exceed regulatory limits on all treated water.
- Improve operational efficiencies, reduced down time, consistent power generation, odor management and facilities improvement's to ensure goals.
- Participate in the AWWA Benchmarking Study to evaluate and contrast operations with nationwide participants.
- Continue to update and track performance data.
- Update standard operating procedures and emergency plans.
- Continue to update the Water Asset Management Plan.
- Active and intentional product messaging.
- Implement a "Water Fest" or open house to the public in efforts of community education.
- Implement Staffing and Succession Plan. Future direction and development opportunities.
- Investigation and repairs to reduce non-revenue water by 5%.
- Investigation and repairs to reduce sanitary inflow and infiltration.

The members of the City of Wooster Utilities Department have taken a solemn oath to operate and protect the public utility infrastructure and secure public health and trust through stewardship. We seek to be proactive and intentional in our efforts to meet the expectations of the regulatory community and the citizens we serve. Our mission and focus, centers on serving the public as stewards to effectively and intentionally manage the treatment infrastructure in a way that honors your trust. We are devoted in our mission of service to you in our pursuit of *Safety, Reliability, and Excellence!*

## 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.

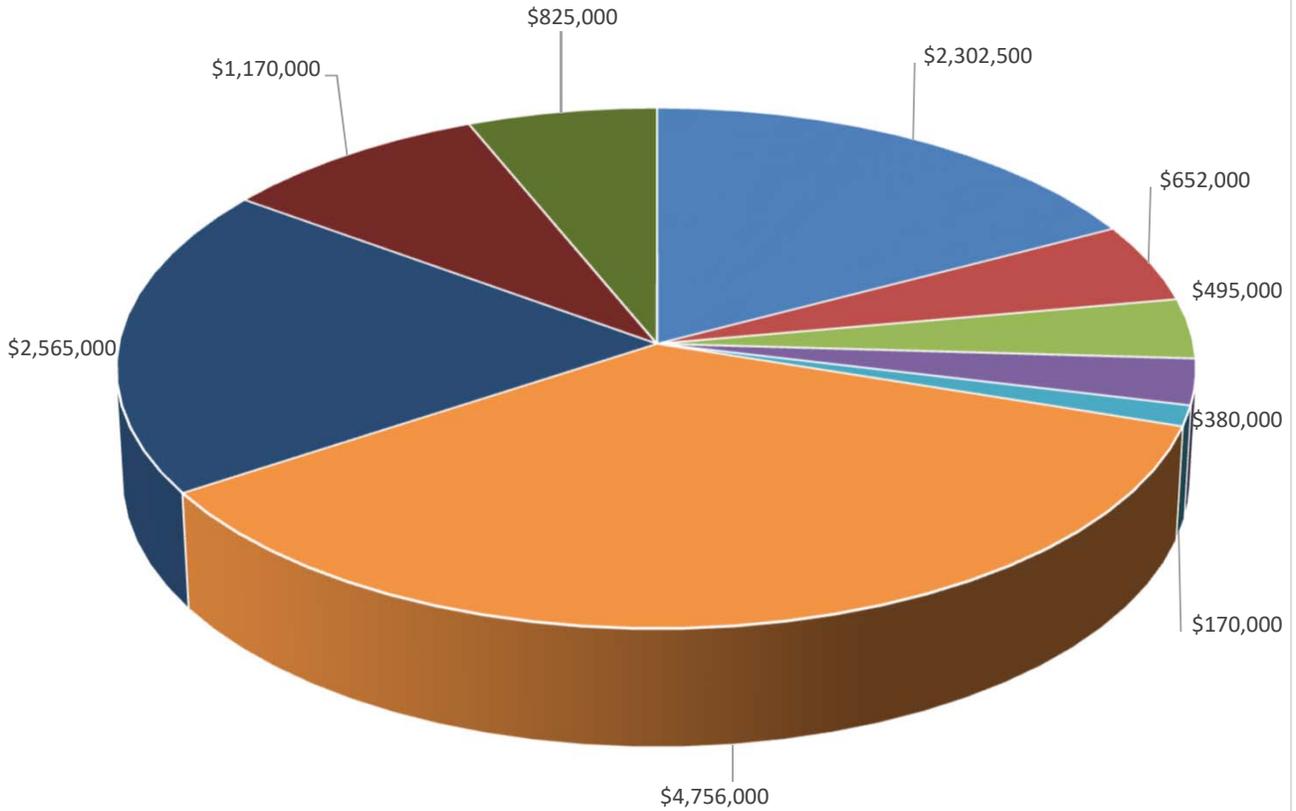
**Vision:** An objective statement that describes an entity's most desirable future. An organization's vision employs the skills, knowledge, innovation and foresight of management and the workforce to communicate effectively the desired future state.

**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.

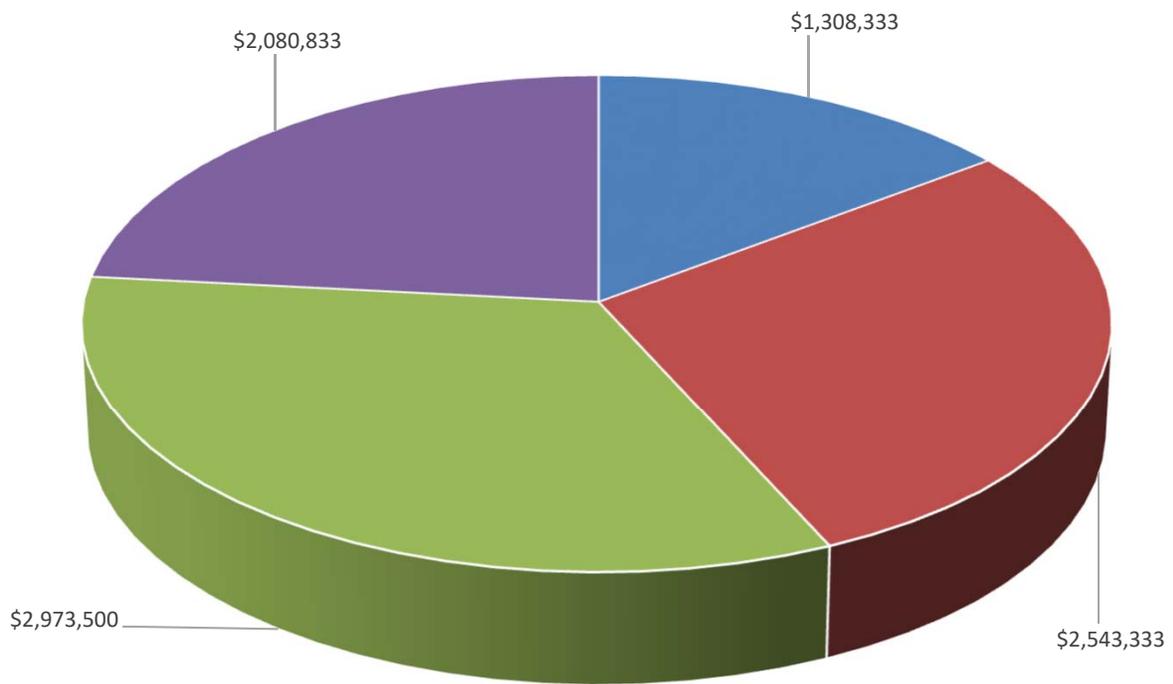
Fund Title	Description	Major Revenue Sources	Major Services Provided
General	The City's general operating fund used to account for all financial resources except those required to be accounted for in another fund.	<ul style="list-style-type: none"> <li>* Income Tax</li> <li>* Property Tax</li> <li>* 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>

# Capital Investment by Item/Project Type



- Lands & Buildings
- Vehicles
- Equipment
- Sidewalks & Bike Paths
- Traffic Signals
- Road Improvements
- Water System
- Sanitary Sewer System
- Storm Sewer System

# City of Wooster, Ohio 2020 Infrastructure by Ward



■ Ward 1    ■ Ward 2    ■ Ward 3    ■ Ward 4

City of Wooster  
Outstanding Loan and Bond Debt by Issue

	1/1/2019	1/1/2020	1/1/2021	1/1/2022	1/1/2023
	Principal	Principal	Principal	Principal	Principal
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
2019 Sunset Lane & W. Highland Reconstruction	\$ 82,610	\$ 82,610	\$ 78,480	\$ 74,349	\$ 70,219
<b>TOTAL</b>	<b>\$ 34,667,897</b>	<b>\$ 31,875,634</b>	<b>\$ 29,000,546</b>	<b>\$ 26,161,403</b>	<b>\$ 23,510,875</b>

City of Wooster, Ohio  
Outstanding Loan and Bond Debt by Fund

Fund	1/1/2019 Principal Outstanding	1/1/2020 Principal Outstanding	1/1/2021 Principal Outstanding	1/1/2022 Principal Outstanding	1/1/2023 Principal Outstanding	1/1/2024 Principal Outstanding
General Fund	\$ 6,110,000	\$ 5,805,000	\$ 5,500,000	\$ 5,190,000	\$ 4,875,000	\$ 4,550,000
SCMR	\$ 788,272	\$ 739,476	\$ 684,673	\$ 627,993	\$ 569,437	\$ 510,880
State Highway	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Permissive Tax	\$ 210,305	\$ 159,392	\$ 106,057	\$ 50,904	\$ -	\$ -
Special Assessment	\$ 662,676	\$ 559,885	\$ 451,797	\$ 389,604	\$ 325,007	\$ 289,574
Water	\$ 7,351,296	\$ 6,813,355	\$ 6,256,191	\$ 5,738,813	\$ 5,209,321	\$ 4,668,756
Sewer	\$ 18,884,177	\$ 17,175,079	\$ 15,416,108	\$ 13,616,095	\$ 12,021,842	\$ 10,650,408
Storm	\$ 661,172	\$ 623,446	\$ 585,720	\$ 547,994	\$ 510,268	\$ 472,542
<b>Total Principal</b>	<b>\$ 34,667,897</b>	<b>\$ 31,875,634</b>	<b>\$ 29,000,546</b>	<b>\$ 26,161,403</b>	<b>\$ 23,510,875</b>	<b>\$ 21,142,161</b>

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2021 - 2025**

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Ordinance No. 2019-022  
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	Projected	Projected
	as of	Revenues	Expenditures	Cash Balance	Encumbrances	Advances	Carryover Balance	Projected	Total Amount		Projected
FUND TYPE/CLASSIFICATIONS	31-Dec-18	2019	2019	as of	as of	not	Available for	Revenues	Available plus	Appropriations	Amount
				31-Dec-19	31-Dec-19	Repaid	Appropriation	2020	Balances	2020	Avail. Less
											2020 Approp.
<b>GOVERNMENTAL FUND TYPE</b>											
General Fund	15,896,614	27,337,233	26,515,211	16,718,636	2,875,959	-	13,842,677	26,571,730	40,414,407	27,749,307	12,665,100
Special Revenue Funds	1,345,837	2,976,169	2,928,759	1,408,187	156,078	-	1,252,108	3,834,241	5,393,949	4,239,993	806,356
Debt Service Funds	1,165,021	190,000	133,000	1,222,021	-	-	1,222,021	190,000	1,412,021	134,300	1,277,721
Capital Projects Funds	2,672,053	5,614,983	4,600,000	3,687,036	2,736,795	-	950,241	7,469,717	8,419,958	8,239,687	180,271
<b>PROPRIETARY FUND TYPE</b>											
Enterprise Funds	90,606,241	180,901,740	180,802,450	90,705,531	4,580,000	-	86,125,531	186,854,711	272,980,242	190,361,063	82,619,179
Internal Service Funds	1,536,991	4,925,600	4,919,000	1,543,591	-	-	1,543,591	5,024,167	6,567,758	5,939,316	628,442
<b>FIDUCIARY FUND TYPE</b>											
Trust and Agency Funds	1,168,094	-	-	1,168,094	-	-	1,168,094	-	1,168,094	-	1,168,094
<b>TOTAL ALL FUNDS</b>	<b>114,233,578</b>	<b>221,945,725</b>	<b>219,898,420</b>	<b>112,771,131</b>	<b>10,348,832</b>	<b>-</b>	<b>102,422,298</b>	<b>229,944,566</b>	<b>327,404,354</b>	<b>236,663,665</b>	<b>93,894,216</b>
<b>FUND CLASSIFICATION/NAME-SCC</b>											
<b>GOVERNMENTAL FUND TYPES</b>											
General Fund - 100	15,896,614	27,337,233	26,515,211	16,718,636	2,875,959	-	13,842,677	26,571,730	40,414,407	27,749,307	12,665,100
<b>SPECIAL REVENUE FUNDS</b>											
Street Construction Maintenance & Repair Fund - 101	169,676	1,225,468	1,322,037	73,107	128,442	-	(55,335)	1,516,000	1,460,665	1,458,956	1,709
State Highway Fund - 102	225,345	97,100	122,000	200,445	15,840	-	184,605	125,000	309,605	201,157	108,448
Permissive Tax Fund - 103	158,996	293,850	314,200	138,646	1,296	-	137,349	274,500	411,849	386,923	24,926
Enforcement and Education Fund - 104	70,721	3,100	-	73,821	-	-	73,821	2,850	76,671	70,000	6,671
Mandatory Drug Fines Fund - 105	37,080	8,600	13,000	32,680	-	-	32,680	10,000	42,680	40,000	2,680
Community Development Block Grant Fund - 107	4,320	860,200	612,657	251,863	-	-	251,863	1,340,000	1,591,863	1,340,000	251,863
Economic Development Fund - 108	70,847	130,000	128,000	72,847	10,500	-	62,347	191,000	253,347	253,010	337
Law Enforcement Trust Fund - 110	59,270	2,980	43,007	19,243	-	-	19,243	1,350	20,593	20,000	593
Police Pension Fund - 111	25,186	175,718	169,800	31,104	-	-	31,104	183,008	214,112	183,000	31,112
Fire Pension Fund - 112	26,627	175,718	169,800	32,545	-	-	32,545	183,008	215,553	183,000	32,553
Federal Equitable Sharing Fund - 113	14,486	400	-	14,886	-	-	14,886	375	15,261	15,000	261
CDBG Chip Home RLF Fund - 115	81,694	1,600	34,258	49,036	-	-	49,036	6,000	55,036	44,997	10,039
Economic Development Loan Fund - 118	2,496	65	-	2,561	-	-	2,561	50	2,611	2,600	11
Law Enforcement Training Fund - 120	3,984	110	-	4,094	-	-	4,094	100	4,194	4,000	194
Recreation Supplement Fund - 122	7,191	460	-	7,651	-	-	7,651	200	7,851	7,350	501
Park Reforestation Fund - 123	28,658	800	-	29,458	-	-	29,458	800	30,258	30,000	258
Guarantee Deposit Fund - 702	201,990	19,500	-	221,490	-	-	221,490	60,000	281,490	100,000	181,490
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>1,345,837</b>	<b>2,976,169</b>	<b>2,928,759</b>	<b>1,408,187</b>	<b>156,078</b>	<b>-</b>	<b>1,252,108</b>	<b>3,834,241</b>	<b>5,393,949</b>	<b>4,239,993</b>	<b>806,356</b>
<b>DEBT SERVICE FUNDS</b>											
Debt Service Fund - 401	1,165,021	190,000	133,000	1,222,021	-	-	1,222,021	190,000	1,412,021	134,300	1,277,721
<b>TOTAL DEBT SERVICE</b>	<b>1,165,021</b>	<b>190,000</b>	<b>133,000</b>	<b>1,222,021</b>	<b>-</b>	<b>-</b>	<b>1,222,021</b>	<b>190,000</b>	<b>1,412,021</b>	<b>134,300</b>	<b>1,277,721</b>

CERTIFICATE OF THE TOTAL AMOUNT FROM ALL SOURCES AVAILABLE FOR EXPENDITURES AND BALANCES  
Office of Auditor, Wayne County, Ohio  
Wooster, Ohio 44691

	Cash Balance as of 31-Dec-18	Projected Revenues 2019	Projected Expenditures 2019	Projected Cash Balance as of 31-Dec-19	Projected Encumbrances as of 31-Dec-19	Projected Advances not Repaid	Projected Carryover Balance Available for Appropriation	Projected Revenues 2020	Projected Total Amount Available plus Balances	Projected Appropriations 2020	Projected Amount Avail. Less 2020 Approp.
<b>FUND TYPE/CLASSIFICATIONS</b>											
<b>Capital Project Funds</b>											
Capital Improvements Fund - 301	2,652,866	5,614,983	4,600,000	3,667,849	2,736,795	-	931,054	7,469,717	8,400,771	8,220,500	180,271
Economic Development Capital Improvements Fund - 302	19,187	-	-	19,187	-	-	19,187	-	19,187	19,187	-
<b>TOTAL CAPITAL PROJECTS</b>	<b>2,672,053</b>	<b>5,614,983</b>	<b>4,600,000</b>	<b>3,687,036</b>	<b>2,736,795</b>	<b>-</b>	<b>950,241</b>	<b>7,469,717</b>	<b>8,419,958</b>	<b>8,239,687</b>	<b>180,271</b>
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>21,079,525</b>	<b>36,137,885</b>	<b>34,176,970</b>	<b>23,035,880</b>	<b>5,768,832</b>	<b>-</b>	<b>17,267,047</b>	<b>38,125,688</b>	<b>55,640,335</b>	<b>40,463,287</b>	<b>14,929,449</b>
<b>PROPRIETARY FUND TYPE</b>											
<b>Enterprise Funds</b>											
Water Fund - 501	2,808,724	6,902,126	7,357,650	2,353,200	1,141,000	-	1,212,200	6,548,000	7,760,200	7,630,561	129,639
Water Pollution Control Fund - 502	2,798,113	8,574,875	8,424,300	2,948,688	2,511,000	-	437,688	8,328,600	8,766,288	8,761,418	4,870
Wooster Community Hospital Fund - 503	13,296,306	148,831,606	148,354,295	13,773,617	-	-	13,773,617	154,102,648	167,876,265	157,487,585	10,388,680
Wooster Community Hospital Plant Fund - 504	67,796,189	13,300,000	12,483,479	68,612,710	-	-	68,612,710	14,496,212	83,108,922	11,283,000	71,825,922
Wooster Community Hospital Beaverson EMS Fund - 505	256,485	5,725	58,000	204,210	-	-	204,210	105,400	309,610	300,000	9,610
Wooster Community Hospital Endowment Fund - 506	821,878	74,650	71,000	825,528	-	-	825,528	88,000	913,528	850,000	63,528
Storm Drainage Fund - 507	1,693,366	1,601,058	1,912,726	1,381,698	928,000	-	453,698	1,581,850	2,035,548	2,028,442	7,106
Wooster Community Hospital Bevington Fund - 510	56	-	-	56	-	-	56	1	57	57	1
Water Capital Fund - 511	131,437	179,500	300,000	10,937	-	-	10,937	179,500	190,437	175,000	15,437
Sewer Capital Fund - 512	129,601	203,000	300,000	32,601	-	-	32,601	203,000	235,601	200,000	35,601
Refuse Collection Fund - 514	874,087	1,229,200	1,541,000	562,287	-	-	562,287	1,221,500	1,783,787	1,645,000	138,787
<b>TOTAL ENTERPRISE FUNDS</b>	<b>90,606,241</b>	<b>180,901,740</b>	<b>180,802,450</b>	<b>90,705,531</b>	<b>4,580,000</b>	<b>-</b>	<b>86,125,531</b>	<b>186,854,711</b>	<b>272,980,242</b>	<b>190,361,063</b>	<b>82,619,179</b>
<b>INTERNAL SERVICE FUNDS</b>											
Garage Fund - 601	2,635	703,000	676,000	29,635	-	-	29,635	711,600	741,235	710,316	30,919
Employee Benefits Fund - 602	1,534,356	4,142,600	4,163,000	1,513,956	-	-	1,513,956	4,212,567	5,726,523	5,129,000	597,523
Investment Fund - 620	-	80,000	80,000	-	-	-	-	100,000	100,000	100,000	-
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>1,536,991</b>	<b>4,925,600</b>	<b>4,919,000</b>	<b>1,543,591</b>	<b>-</b>	<b>-</b>	<b>1,543,591</b>	<b>5,024,167</b>	<b>6,567,758</b>	<b>5,939,316</b>	<b>628,442</b>
<b>TOTAL PROPRIETARY FUNDS</b>	<b>92,143,232</b>	<b>185,827,340</b>	<b>185,721,450</b>	<b>92,249,122</b>	<b>4,580,000</b>	<b>-</b>	<b>87,669,122</b>	<b>191,878,878</b>	<b>279,548,000</b>	<b>196,300,379</b>	<b>83,247,621</b>
<b>FIDUCIARY FUND TYPE</b>											
<b>CUSTODIAL FUNDS</b>											
Clearing Fund - 705	157,271	-	-	157,271	-	-	157,271	-	157,271	-	157,271
Wooster Growth Corporation Fund - 719	858,706	-	-	858,706	-	-	858,706	-	858,706	-	858,706
Wooster-Ashland Regional Council of Govts - 725	152,116	-	-	152,116	-	-	152,116	-	152,116	-	152,116
<b>TOTAL CUSTODIAL FUNDS</b>	<b>1,168,094</b>	<b>-</b>	<b>-</b>	<b>1,168,094</b>	<b>-</b>	<b>-</b>	<b>1,168,094</b>	<b>-</b>	<b>1,168,094</b>	<b>-</b>	<b>1,168,094</b>
<b>TRUST FUNDS (PPT)</b>											
No Trust Funds	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL TRUST FUNDS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL FIDUCIARY FUNDS</b>	<b>1,168,094</b>	<b>-</b>	<b>-</b>	<b>1,168,094</b>	<b>-</b>	<b>-</b>	<b>1,168,094</b>	<b>-</b>	<b>1,168,094</b>	<b>-</b>	<b>1,168,094</b>
<b>TOTAL ALL FUNDS</b>	<b>114,233,578</b>	<b>221,965,225</b>	<b>219,898,420</b>	<b>112,771,131</b>	<b>10,348,832</b>	<b>-</b>	<b>102,422,298</b>	<b>230,004,566</b>	<b>327,404,354</b>	<b>236,763,665</b>	<b>93,894,216</b>

General Fund Program Key

G/L Organization	Description	Function, Sub Function
100	GENERAL FUND	
100.31.716	GENERAL FUND, MAINTENANCE, LANDS AND BUILDINGS	Administrative services
100.33.716	GENERAL FUND, BUILDING STANDARDS, LANDS AND BUILDINGS	Administrative services
100.34.717	GENERAL FUND, ENGINEERING, ENGINEERING	Administrative services
100.60.705	GENERAL FUND, LAW, LAW	Administrative services
100.70.703	GENERAL FUND, FINANCE, FINANCIAL SERVICES	Administrative services
100.71.703	GENERAL FUND, ACCOUNTING, FINANCIAL SERVICES	Administrative services
100.72.703	GENERAL FUND, ACCOUNTS RECEIVABLE, FINANCIAL SERVICES	Administrative services
100.73.703	GENERAL FUND, TREASURY MANAGEMENT, FINANCIAL SERVICES	Administrative services
100.80.702	GENERAL FUND, DIRECTOR OF ADMINISTRATION, ADMINISTRATION	Administrative services
100.81.704	GENERAL FUND, PERSONNEL, PERSONNEL	Administrative services
100.82.706	GENERAL FUND, INFORMATION TECHNOLOGY DIVISION, INFORMATION TECHNOLOGY	Administrative services
100.90.701	GENERAL FUND, MAYOR, MAYOR	Administrative services
100.90.709	GENERAL FUND, MAYOR, SPECIAL EVENTS	Administrative services
100.91.708	GENERAL FUND, COUNCIL, COUNCIL	Administrative services
100.22.401	GENERAL FUND, ZONING, ZONING	Environment and Development
100.31.606	GENERAL FUND, MAINTENANCE, STREET CLEANING	Environment and Development
100.32.403	GENERAL FUND, PUBLIC PROPERTIES AND PARKS, SHADE TREE	Environment and Development
100.33.409	GENERAL FUND, BUILDING STANDARDS, BUILDING STANDARDS	Environment and Development
100.70.411	GENERAL FUND, FINANCE, HOME - CHIP	Environment and Development
100.80.400	GENERAL FUND, DIRECTOR OF ADMINISTRATION, ENVIRONMENT AND DEVELOPMENT	Environment and Development
100.70.200	GENERAL FUND, FINANCE, HEALTH AND SOCIAL SERVICES	Health and Social Services
100.32.301	GENERAL FUND, PUBLIC PROPERTIES AND PARKS, PARKS	Leisure services
100.52.304	GENERAL FUND, RECREATION, COMMUNITY CENTER	Leisure services
100.52.305	GENERAL FUND, RECREATION, SWIMMING POOLS	Leisure services
100.52.306	GENERAL FUND, RECREATION, NATATORIUM	Leisure services
100.52.311	GENERAL FUND, RECREATION, RECREATION	Leisure services
100.52.312	GENERAL FUND, RECREATION, FIELDHOUSE/ICE RINK	Leisure services
100.11.101	GENERAL FUND, POLICE, POLICE	Safety services
100.12.109	GENERAL FUND, FIRE, FIRE	Safety services
100.31.102	GENERAL FUND, MAINTENANCE, TRAFFIC CONTROL	Safety services
100.70.725	GENERAL FUND, FINANCE, DEBT SERVICE	Safety services
100.80.108	GENERAL FUND, DIRECTOR OF ADMINISTRATION, STREET LIGHTING	Safety services
100.11.643	GENERAL FUND, POLICE, PARKING	Transportation services
100.31.108	GENERAL FUND, MAINTENANCE, STREET LIGHTING	Transportation services
100.31.602	GENERAL FUND, MAINTENANCE, STREET CONSTRUCTION	Transportation services
100.31.607	GENERAL FUND, MAINTENANCE, SNOW REMOVAL AND SALTING	Transportation services
100.52.611	GENERAL FUND, RECREATION, TAXI PROGRAM	Transportation services

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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			
	2016 Actual	2017 Actual	2018 Actual	2019 Forecast
<b>Revenues :</b>				
Taxes	\$ 19,845,837	\$ 20,130,199	\$ 20,960,171	\$ 22,088,414
Intergovernmental	885,566	739,769	748,192	757,486
Charges for services	1,399,118	1,505,957	1,576,149	1,488,209
Fines, licenses, permits	899,921	706,687	632,754	581,717
Interfund services provided	1,859,242	1,704,978	2,084,042	1,800,000
Interest income	80,372	107,410	253,472	425,000
Miscellaneous	135,532	320,125	389,956	196,407
Total Revenues	<u>25,105,586</u>	<u>25,215,125</u>	<u>26,644,735</u>	<u>27,337,233</u>
<b>Expenditures :</b>				
Safety services	12,762,966	12,608,566	13,092,884	13,589,633
Health and social services	126,241	128,756	127,747	132,820
Leisure services	1,705,918	1,831,445	1,933,018	1,764,362
Environment & development	898,668	1,027,726	962,412	998,300
Transportation services	708,901	861,615	1,198,123	1,301,700
Administrative services	3,826,413	3,836,195	4,249,687	4,147,396
Total Expenditures	<u>20,029,107</u>	<u>20,294,303</u>	<u>21,563,870</u>	<u>21,934,211</u>
<b>Excess revenues over (under) expenditures</b>	5,076,479	4,920,822	5,080,865	5,403,022
Transfers in	0	0	0	0
Transfers out [To capital fund]	(4,322,190)	(4,092,000)	(4,162,798)	(4,581,000)
<b>Net change in fund balance**</b>	754,289	828,822	918,067	822,022
<b>** Positive number added to savings</b>				
<b>** Negative number deducted from savings</b>				
Fund balance at beginning of year	<u>14,795,556</u>	<u>15,549,845</u>	<u>16,378,667</u>	<u>17,296,734</u>
Fund balance at end of year	<u>\$ 15,549,845</u>	<u>\$ 16,378,667</u>	<u>\$ 17,296,734</u>	<u>\$ 18,118,756</u>

Cash balance beginning of year	15,896,614
Cash balance end of year	16,718,636
Encumbrances	(2,384,791)
Cash available	14,333,845
Cost per day (Expenditures)	60,094
Days-in-cash	239
Cost per day (Expenditures + Transfers out)	72,644
Days-in-cash	197

	General Fund					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>Revenues :</b>						
Taxes	\$ 20,746,040	\$ 21,116,930	\$ 21,486,476	21,862,490	22,245,083	22,634,372
Intergovernmental	691,961	1,001,200	1,011,212	1,021,324	1,031,537	1,041,853
Charges for services	1,481,500	1,426,500	1,447,898	1,469,616	1,491,660	1,514,035
Fines, licenses, permits	632,000	721,500	732,323	743,307	754,457	765,774
Interfund services provided	1,800,000	1,800,000	1,827,000	1,854,405	1,882,221	1,910,454
Interest income	350,000	450,000	459,000	468,180	477,544	487,094
Miscellaneous	86,200	55,600	100,000	100,000	100,000	100,000
Total Revenues	<u>25,787,701</u>	<u>26,571,730</u>	<u>27,063,908</u>	<u>27,519,322</u>	<u>27,982,502</u>	<u>28,453,583</u>
<b>Expenditures :</b>						
Safety services	14,419,981	14,387,349	14,071,077	14,460,616	14,866,017	15,278,114
Health and social services	133,000	132,000	134,640	137,333	140,079	142,881
Leisure services	1,802,600	2,116,329	2,168,337	2,221,675	2,276,380	2,332,486
Environment & development	1,091,334	1,128,163	1,162,008	1,196,868	1,232,774	1,269,757
Transportation services	1,083,959	1,408,654	1,444,884	1,482,080	1,520,268	1,559,477
Administrative services	4,289,418	4,576,812	4,403,428	4,518,476	4,636,635	4,757,990
Total Expenditures	<u>22,820,292</u>	<u>23,749,307</u>	<u>23,384,373</u>	<u>24,017,048</u>	<u>24,672,154</u>	<u>25,340,706</u>
<b>Excess revenues over (under) expenditures</b>	2,967,409	2,822,423	3,679,535	3,502,274	3,310,349	3,112,877
Transfers in	0	0	0	0	0	0
Transfers out [To capital fund]	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
<b>Net change in fund balance**</b>	(1,032,591)	(1,177,577)	(320,465)	(497,726)	(689,651)	(887,123)
<b>** Positive number added to savings</b>						
<b>** Negative number deducted from savings</b>						
Fund balance at beginning of year	<u>16,489,698</u>	<u>18,118,756</u>	<u>16,941,179</u>	<u>16,620,713</u>	<u>16,122,987</u>	<u>15,433,336</u>
Fund balance at end of year	<u>\$ 15,457,107</u>	<u>\$ 16,941,179</u>	<u>\$ 16,620,713</u>	<u>16,122,987</u>	<u>15,433,336</u>	<u>14,546,213</u>

Cash balance beginning of year	15,492,227	16,718,636	15,541,059	15,220,594	14,722,868	14,033,217
Cash balance end of year	11,887,486	15,541,059	15,220,594	14,722,868	14,033,217	13,146,093
Encumbrances	(2,408,639)	(2,432,726)	(2,505,707)	(2,580,878)	(2,658,305)	(2,738,054)
Cash available	9,478,847	13,108,333	12,714,887	12,141,989	11,374,912	10,408,039
Cost per day (Expenditures)	62,521	65,067	64,067	65,800	67,595	69,427
Days-in-cash	152	201	198	185	168	150
Cost per day (Expenditures + Transfers out)	73,480	76,025	75,026	76,759	78,554	80,385
Days-in-cash	129	172	169	158	145	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			
	2016 Actual	2017 Actual	2018 Actual	2019 Forecast
<b>Expenditures :</b>				
Personnel Services	\$ 9,533,583	\$ 10,182,329	\$ 10,740,441	\$ 11,239,923
Operations and Maintenance	2,578,007	1,818,909	1,708,145	1,720,200
Interfund	174,065	135,918	173,788	160,000
Debt Service	477,310	471,410	470,510	469,510
<b>Total Safety services</b>	<u>12,762,966</u>	<u>12,608,566</u>	<u>13,092,884</u>	<u>13,589,633</u>
Operations and Maintenance	126,241	128,756	127,747	132,820
<b>Total Health and social services</b>	<u>126,241</u>	<u>128,756</u>	<u>127,747</u>	<u>132,820</u>
Personnel Services	716,651	793,808	797,752	713,330
Operations and Maintenance	957,221	1,015,039	1,110,245	1,022,032
Interfund	32,046	22,598	25,020	29,000
<b>Total Leisure services</b>	<u>1,705,918</u>	<u>1,831,445</u>	<u>1,933,018</u>	<u>1,764,362</u>
Personnel Services	717,776	775,559	777,381	805,500
Operations and Maintenance	178,684	250,223	176,508	186,000
Interfund	2,208	1,944	8,523	6,800
<b>Total Environment &amp; development</b>	<u>898,668</u>	<u>1,027,726</u>	<u>962,412</u>	<u>998,300</u>
Personnel Services	605,888	705,533	692,606	748,700
Operations and Maintenance	103,013	111,772	505,516	553,000
Interfund	0	44,310	0	0
<b>Total Transportation services</b>	<u>708,901</u>	<u>861,615</u>	<u>1,198,123</u>	<u>1,301,700</u>
Personnel Services	2,332,996	2,360,598	2,531,671	2,612,575
Operations and Maintenance	1,352,775	1,330,418	1,571,349	1,529,021
Interfund	629	3,091	7,954	5,800
Debt Service	140,013	142,088	138,713	0
<b>Total Administrative services</b>	<u>3,826,413</u>	<u>3,836,195</u>	<u>4,249,687</u>	<u>4,147,396</u>
<b>Total Expenditures</b>	<u>\$ 20,029,107</u>	<u>\$ 20,294,303</u>	<u>\$ 21,563,870</u>	<u>\$ 21,934,211</u>

	General Fund					
	2019 Budgeted	2020 Budgeted	2021 Forecasted	2022 Forecasted	2023 Forecasted	2024 Forecasted
Personnel Services	11,864,596	\$ 11,711,889	\$ 11,677,121	\$ 12,027,434	\$ 12,388,257	\$ 12,759,905
Operations and Maintenance	1,925,385	2,056,960	1,771,806	1,807,242	1,843,387	1,880,255
Interfund	160,000	155,000	159,650	164,440	169,373	174,454
Debt Service	470,000	463,500	462,500	461,500	465,000	463,500
<b>Total Safety services</b>	<u>14,419,981</u>	<u>14,387,349</u>	<u>14,071,077</u>	<u>14,460,616</u>	<u>14,866,017</u>	<u>15,278,114</u>
Operations and Maintenance	133,000	132,000	134,640	137,333	140,079	142,881
<b>Total Health and social services</b>	<u>133,000</u>	<u>132,000</u>	<u>134,640</u>	<u>137,333</u>	<u>140,079</u>	<u>142,881</u>
Personnel Services	658,568	935,129	963,183	992,078	1,021,841	1,052,496
Operations and Maintenance	1,116,032	1,148,200	1,171,164	1,194,587	1,218,479	1,242,849
Interfund	28,000	33,000	33,990	35,010	36,060	37,142
<b>Total Leisure services</b>	<u>1,802,600</u>	<u>2,116,329</u>	<u>2,168,337</u>	<u>2,221,675</u>	<u>2,276,380</u>	<u>2,332,486</u>
Personnel Services	845,106	868,323	894,373	921,204	948,840	977,305
Operations and Maintenance	241,228	254,340	261,970	269,829	277,924	286,262
Interfund	5,000	5,500	5,665	5,835	6,010	6,190
<b>Total Environment &amp; development</b>	<u>1,091,334</u>	<u>1,128,163</u>	<u>1,162,008</u>	<u>1,196,868</u>	<u>1,232,774</u>	<u>1,269,757</u>
Personnel Services	765,095	805,654	829,824	854,718	880,360	906,771
Operations and Maintenance	318,864	603,000	615,060	627,361	639,908	652,707
Interfund	0	0	0	0	0	0
<b>Total Transportation services</b>	<u>1,083,959</u>	<u>1,408,654</u>	<u>1,444,884</u>	<u>1,482,080</u>	<u>1,520,268</u>	<u>1,559,477</u>
Personnel Services	2,814,081	2,849,447	2,690,952	2,771,681	2,854,831	2,940,476
Operations and Maintenance	1,469,789	1,720,565	1,705,472	1,739,581	1,774,373	1,809,861
Interfund	5,548	6,800	7,004	7,214	7,431	7,653
Debt Service	0	0	0	0	0	0
<b>Total Administrative services</b>	<u>4,289,418</u>	<u>4,576,812</u>	<u>4,403,428</u>	<u>4,518,476</u>	<u>4,636,635</u>	<u>4,757,990</u>
<b>Total Expenditures</b>	<u>22,820,292</u>	<u>\$ 23,749,307</u>	<u>\$ 23,384,373</u>	<u>\$ 24,017,048</u>	<u>\$ 24,672,154</u>	<u>\$ 25,340,706</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.

	<u>Street Construction, Maintenance and Repair Fund</u>				<u>Street Construction, Maintenance and Repair Fund</u>					
	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>Revenues :</b>										
Intergovernmental	\$ 1,041,186	\$ 972,471	\$ 987,547	\$ 1,127,000	\$ 983,000	\$ 1,486,000	\$ 1,486,000	\$ 1,486,000	\$ 1,486,000	\$ 1,486,000
Interest income	2,728	2,420	2,815	5,300	4,000	5,000	2,000	2,000	2,000	2,000
Miscellaneous	106,454	43,361	108,447	93,168	25,000	25,000	25,000	25,000	25,000	25,000
Total Revenues	<u>1,150,368</u>	<u>1,018,252</u>	<u>1,098,810</u>	<u>1,225,468</u>	<u>1,012,000</u>	<u>1,516,000</u>	<u>1,513,000</u>	<u>1,513,000</u>	<u>1,513,000</u>	<u>1,513,000</u>
<b>Expenditures :</b>										
Personal Services	1,486	-	-	-	1,304	-	-	-	-	-
Operations and Maintenance	948,252	796,225	642,952	909,137	978,663	1,130,456	900,000	900,000	900,000	900,000
Capital Outlay	-	241,031	16,791	-	-	-	200,000	200,000	205,000	205,000
Interfund	201,126	218,678	191,706	339,900	900	255,900	261,018	266,238	271,563	276,994
Debt Service	90,686	89,278	89,591	73,000	73,000	72,600	73,000	73,300	71,600	72,000
Total Expenditures	<u>1,241,550</u>	<u>1,345,212</u>	<u>941,040</u>	<u>1,322,037</u>	<u>1,053,867</u>	<u>1,458,956</u>	<u>1,434,018</u>	<u>1,439,538</u>	<u>1,448,163</u>	<u>1,453,994</u>
<b>Net change in fund balance</b>	(91,182)	(326,960)	157,770	(96,569)	(41,867)	57,044	78,982	73,462	64,837	59,006
Fund balance at beginning of year	<u>636,189</u>	<u>545,007</u>	<u>218,047</u>	<u>375,817</u>	<u>541,888</u>	<u>279,248</u>	<u>336,292</u>	<u>415,274</u>	<u>488,736</u>	<u>553,573</u>
Fund balance at end of year	<u>\$ 545,007</u>	<u>\$ 218,047</u>	<u>\$ 375,817</u>	<u>\$ 279,248</u>	<u>\$ 500,021</u>	<u>\$ 336,292</u>	<u>\$ 415,274</u>	<u>\$ 488,736</u>	<u>\$ 553,573</u>	<u>\$ 612,579</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.

	<b>State Highway Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Intergovernmental	\$ 84,421	\$ 81,122	\$ 80,070	\$ 90,900
Interest income	1,442	1,635	2,964	6,200
Miscellaneous	0	2,622	6,384	0
<b>Total Revenues</b>	<b>85,863</b>	<b>85,379</b>	<b>89,418</b>	<b>97,100</b>
<b>Expenditures :</b>				
Operations and Maintenance	72,101	115,654	82,547	122,000
Capital Outlay	0	0	0	0
Debt Service	2,573	1,715	0	0
<b>Total Expenditures</b>	<b>74,674</b>	<b>117,369</b>	<b>82,547</b>	<b>122,000</b>
<b>Net change in fund balance</b>	<b>11,189</b>	<b>(31,991)</b>	<b>6,871</b>	<b>(24,900)</b>
Fund balance at beginning of year	263,469	274,658	242,667	249,538
Fund balance at end of year	<u>\$ 274,658</u>	<u>\$ 242,667</u>	<u>\$ 249,538</u>	<u>\$ 224,638</u>

	<b>State Highway Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
<b>Revenues :</b>						
Intergovernmental	\$ 80,000	\$ 120,000	\$ 122,400	124,848	127,345	129,892
Interest income	3,000	5,000	3,000	3,000	3,000	3,000
Miscellaneous	0	0	0	0	0	0
<b>Total Revenues</b>	<b>83,000</b>	<b>125,000</b>	<b>125,400</b>	<b>127,848</b>	<b>130,345</b>	<b>132,892</b>
<b>Expenditures :</b>						
Operations and Maintenance	143,500	201,157	125,000	127,000	130,000	132,000
Capital Outlay	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>143,500</b>	<b>201,157</b>	<b>125,000</b>	<b>127,000</b>	<b>130,000</b>	<b>132,000</b>
<b>Net change in fund balance</b>	<b>(60,500)</b>	<b>(76,157)</b>	<b>400</b>	<b>848</b>	<b>345</b>	<b>892</b>
Fund balance at beginning of year	224,705	224,638	148,481	148,881	149,729	150,074
Fund balance at end of year	<u>\$ 164,205</u>	<u>\$ 148,481</u>	<u>\$ 148,881</u>	<u>\$ 149,729</u>	<u>\$ 150,074</u>	<u>\$ 150,966</u>

**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.

	<b>Permissive Tax Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Taxes	\$ 178,976	\$ 173,074	\$ 177,011	\$ 179,000
Intergovernmental	105,224	118,665	75,339	110,000
Interest income	2,424	5,179	4,150	4,850
Miscellaneous	160	0	0	0
Total Revenues	<u>286,784</u>	<u>296,918</u>	<u>256,500</u>	<u>293,850</u>
<b>Expenditures :</b>				
Personal Services	0	0	0	0
Operations and Maintenance	25,811	8,623	5,427	4,700
Capital Outlay	547,450	391,041	200,000	250,000
Debt Service	37,389	36,860	36,273	59,500
Total Expenditures	<u>610,650</u>	<u>436,524</u>	<u>241,700</u>	<u>314,200</u>
<b>Net change in fund balance</b>	<u>(323,866)</u>	<u>(139,606)</u>	<u>14,799</u>	<u>(20,350)</u>
Fund balance at beginning of year	<u>619,565</u>	<u>295,699</u>	<u>156,093</u>	<u>170,892</u>
Fund balance at end of year	<u>\$ 295,699</u>	<u>\$ 156,093</u>	<u>\$ 170,892</u>	<u>\$ 150,542</u>

	<b>Permissive Tax Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
Taxes	\$ 170,000	\$ 170,000	\$ 170,850	\$ 171,704	\$ 172,563	\$ 173,426
Intergovernmental	100,000	100,000	100,500	101,003	101,508	102,015
Interest income	6,000	4,500	6,000	6,100	6,150	6,250
Miscellaneous	0	0	0	0	0	0
Total Revenues	<u>276,000</u>	<u>274,500</u>	<u>277,350</u>	<u>278,807</u>	<u>280,220</u>	<u>281,691</u>
Personal Services	1,304	0	0	0	0	0
Operations and Maintenance	66,448	17,223	30,000	30,000	30,000	30,000
Capital Outlay	250,000	310,000	180,000	185,000	210,000	210,000
Debt Service	59,500	59,700	59,500	53,100	0	0
Total Expenditures	<u>377,252</u>	<u>386,923</u>	<u>269,500</u>	<u>268,100</u>	<u>240,000</u>	<u>240,000</u>
<b>Net change in fund balance</b>	<u>(101,252)</u>	<u>(112,423)</u>	<u>7,850</u>	<u>10,707</u>	<u>40,220</u>	<u>41,691</u>
Fund balance at beginning of year	<u>224,582</u>	<u>150,542</u>	<u>38,119</u>	<u>45,969</u>	<u>56,676</u>	<u>96,896</u>
Fund balance at end of year	<u>\$ 123,330</u>	<u>\$ 38,119</u>	<u>\$ 45,969</u>	<u>\$ 56,676</u>	<u>\$ 96,896</u>	<u>\$ 138,587</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.

	<b>Enforcement and Education Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Fines, licenses, permits	\$ 2,099	\$ 4,772	\$ 1,073	\$ 1,100
Interest Income	346	465	972	2,000
Total Revenues	<u>2,445</u>	<u>5,237</u>	<u>2,044</u>	<u>3,100</u>
<b>Expenditures :</b>				
Operations and Maintenance	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Net change in fund balance</b>	2,445	5,237	2,044	3,100
Fund balance at beginning of year	<u>60,657</u>	<u>63,102</u>	<u>68,339</u>	<u>70,383</u>
Fund balance at end of year	<u>\$ 63,102</u>	<u>\$ 68,339</u>	<u>\$ 70,383</u>	<u>\$ 73,483</u>

	<b>Enforcement and Education Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Fines, licenses, permits	\$ 2,000	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
Interest Income	1,500	1,750	1,500	1,500	1,500	1,500
Total Revenues	<u>3,500</u>	<u>2,850</u>	<u>2,600</u>	<u>2,600</u>	<u>2,600</u>	<u>2,600</u>
Operations and Maintenance	70,000	70,000	8,600	2,600	2,600	2,600
Total Expenditures	<u>70,000</u>	<u>70,000</u>	<u>8,600</u>	<u>2,600</u>	<u>2,600</u>	<u>2,600</u>
<b>Net change in fund balance</b>	(66,500)	(67,150)	(6,000)	0	0	0
Fund balance at beginning of year	<u>71,602</u>	<u>73,483</u>	<u>6,333</u>	<u>333</u>	<u>333</u>	<u>333</u>
Fund balance at end of year	<u>\$ 5,102</u>	<u>\$ 6,333</u>	<u>\$ 333</u>	<u>\$ 333</u>	<u>\$ 333</u>	<u>\$ 333</u>

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

	<b>Mandatory Drug Fines Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Fines, licenses, permits	\$ 7,002	\$ 9,530	\$ 9,236	\$ 7,500
Interest Income	161	244	506	1,100
Total Revenues	<u>7,163</u>	<u>9,774</u>	<u>9,742</u>	<u>8,600</u>
<b>Expenditures :</b>				
Operations and Maintenance	6,402	1,308	10,040	13,000
Total Expenditures	<u>6,402</u>	<u>1,308</u>	<u>10,040</u>	<u>13,000</u>
<b>Net change in fund balance</b>	761	8,466	(297)	(4,400)
Fund balance at beginning of year	<u>27,569</u>	<u>28,330</u>	<u>36,795</u>	<u>36,498</u>
Fund balance at end of year	<u>\$ 28,330</u>	<u>\$ 36,795</u>	<u>\$ 36,498</u>	<u>\$ 32,098</u>

	<b>Mandatory Drug Fines Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Fines, licenses, permits	\$ 10,000	\$ 9,000	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Interest Income	900	1,000	900	900	900	900
Total Revenues	<u>10,900</u>	<u>10,000</u>	<u>8,400</u>	<u>8,400</u>	<u>8,400</u>	<u>8,400</u>
Operations and Maintenance	45,000	40,000	8,400	8,400	8,400	8,400
Total Expenditures	<u>45,000</u>	<u>40,000</u>	<u>8,400</u>	<u>8,400</u>	<u>8,400</u>	<u>8,400</u>
<b>Net change in fund balance</b>	(34,100)	(30,000)	0	0	0	0
Fund balance at beginning of year	<u>38,946</u>	<u>32,098</u>	<u>2,098</u>	<u>2,098</u>	<u>2,098</u>	<u>2,098</u>
Fund balance at end of year	<u>\$ 4,846</u>	<u>\$ 2,098</u>	<u>\$ 2,098</u>	<u>\$ 2,098</u>	<u>\$ 2,098</u>	<u>\$ 2,098</u>

**CITY OF WOOSTER, OHIO  
COMMUNITY DEVELOPMENT BLOCK GRANT FUND  
SCHEDULE OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCES  
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED 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 and administrative costs associated with those projects.

	<b>Community Development Block Grant Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Intergovernmental	\$ 417,843	\$ 440,235	\$ 682,493	\$ 860,200
Miscellaneous	0	4,527	4,289	
Total Revenues	<u>417,843</u>	<u>444,762</u>	<u>686,782</u>	<u>860,200</u>
<b>Expenditures :</b>				
Operations and Maintenance	408,641	11,800	556,122	612,657
Capital Outlay	0	369,956	322,211	0
Interfund	0	0	0	0
Total Expenditures	<u>408,641</u>	<u>381,756</u>	<u>878,333</u>	<u>612,657</u>
<b>Net change in fund balance</b>	9,202	63,006	(191,551)	247,543
Fund balance at beginning of year	<u>(128,149)</u>	<u>(118,947)</u>	<u>(55,941)</u>	<u>(247,492)</u>
Fund balance at end of year	<u>\$ (118,947)</u>	<u>\$ (55,941)</u>	<u>\$ (247,492)</u>	<u>\$ 51</u>

	<b>Community Development Block Grant Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
	\$ 1,329,700	\$ 1,340,000	\$ 0	\$ 0	\$ 0	\$ 0
	0	0	0	0	0	0
	<u>1,329,700</u>	<u>1,340,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	962,500	1,040,000	0	0	0	0
	0	300,000	0	0	0	0
	0	0	0	0	0	0
	<u>962,500</u>	<u>1,340,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	367,200	0	0	0	0	0
	<u>(107,447)</u>	<u>51</u>	<u>51</u>	<u>51</u>	<u>51</u>	<u>51</u>
	<u>\$ 259,753</u>	<u>\$ 51</u>	<u>\$ 51</u>	<u>\$ 51</u>	<u>\$ 51</u>	<u>\$ 51</u>

**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.

	<b>Economic Development Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Taxes	\$ 131,507	\$ 133,403	\$ 131,537	\$ 128,000
Interest Income	435	544	1,162	2,000
Miscellaneous	0	0	0	0
Total Revenues	<u>131,942</u>	<u>133,947</u>	<u>132,699</u>	<u>130,000</u>
<b>Expenditures :</b>				
Personal Services	0	0	0	0
Operations and Maintenance	134,485	132,965	129,997	128,000
Total Expenditures	<u>134,485</u>	<u>132,965</u>	<u>129,997</u>	<u>128,000</u>
<b>Excess revenues over(under) expenditures</b>	(2,543)	982	2,703	2,000
Transfers In	0	0	0	0
<b>Net change in fund balance</b>	(2,543)	982	2,703	2,000
Fund balance at beginning of year	<u>134,607</u>	<u>132,064</u>	<u>133,046</u>	<u>135,749</u>
Fund balance at end of year	<u>\$ 132,064</u>	<u>\$ 133,046</u>	<u>\$ 135,749</u>	<u>\$ 137,749</u>

	<b>Economic Development Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Taxes	\$ 159,000	\$ 190,000	\$ 190,871	\$ 191,825	\$ 192,784	\$ 193,748
Interest Income	900	1,000	1,000	1,000	1,000	1,000
Miscellaneous	0	0	0	0	0	0
Total Revenues	<u>159,900</u>	<u>191,000</u>	<u>191,871</u>	<u>192,825</u>	<u>193,784</u>	<u>194,748</u>
Personal Services	0	0	0	0	0	0
Operations and Maintenance	222,910	253,010	191,871	192,825	193,784	194,748
Total Expenditures	<u>222,910</u>	<u>253,010</u>	<u>191,871</u>	<u>192,825</u>	<u>193,784</u>	<u>194,748</u>
<b>Excess revenues over(under) expenditures</b>	(63,010)	(62,010)	0	0	0	0
Transfers In	0	0	0	0	0	0
<b>Net change in fund balance</b>	(63,010)	(62,010)	0	0	0	0
Fund balance at beginning of year	<u>133,046</u>	<u>137,749</u>	<u>75,739</u>	<u>75,739</u>	<u>75,739</u>	<u>75,739</u>
Fund balance at end of year	<u>\$ 70,036</u>	<u>\$ 75,739</u>	<u>\$ 75,739</u>	<u>\$ 75,739</u>	<u>\$ 75,739</u>	<u>\$ 75,739</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.

	<b>Law Enforcement Trust Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Intergovernmental	\$ 0	\$ 26,944	\$ 0	\$ 0
Fines	0	62,980	0	0
Interest Income	512	632	1,005	1,500
Miscellaneous	0	1,161	7,823	1,480
<b>Total Revenues</b>	<b>512</b>	<b>91,717</b>	<b>8,828</b>	<b>2,980</b>
<b>Expenditures :</b>				
Operations and Maintenance	35,925	82,368	16,700	43,007
<b>Total Expenditures</b>	<b>35,925</b>	<b>82,368</b>	<b>16,700</b>	<b>43,007</b>
<b>Net change in fund balance</b>	<b>(35,413)</b>	<b>9,349</b>	<b>(7,872)</b>	<b>(40,027)</b>
Fund balance at beginning of year	92,882	57,469	66,818	58,946
Fund balance at end of year	\$ 57,469	\$ 66,818	\$ 58,946	\$ 18,919

	<b>Law Enforcement Trust Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fines	0	0	0	0	0	0
Interest Income	1,500	1,350	300	0	0	0
Miscellaneous	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,500</b>	<b>1,350</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
Operations and Maintenance	50,000	20,000	569	0	0	0
<b>Total Expenditures</b>	<b>50,000</b>	<b>20,000</b>	<b>569</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net change in fund balance</b>	<b>(48,500)</b>	<b>(18,650)</b>	<b>(269)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fund balance at beginning of year	55,123	18,919	269	0	0	0
Fund balance at end of year	\$ 6,623	\$ 269	\$ 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.

	<b>Police Pension Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Taxes	\$ 142,050	\$ 141,275	\$ 147,446	\$ 156,185
Intergovernmental	16,720	16,767	17,450	17,333
Interest Income	477	529	1,880	2,200
Total Revenues	<u>159,247</u>	<u>158,571</u>	<u>166,776</u>	<u>175,718</u>
<b>Expenditures :</b>				
Personal Services	152,000	159,600	160,000	167,000
Operations and Maintenance	2,529	2,397	2,579	2,800
Total Expenditures	<u>154,529</u>	<u>161,997</u>	<u>162,579</u>	<u>169,800</u>
<b>Net change in fund balance</b>	4,718	(3,426)	4,197	5,918
Fund balance at beginning of year	<u>20,151</u>	<u>24,869</u>	<u>21,443</u>	<u>25,640</u>
Fund balance at end of year	<u>\$ 24,869</u>	<u>\$ 21,443</u>	<u>\$ 25,640</u>	<u>\$ 31,558</u>

	<b>Police Pension Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
Taxes	\$ 145,485	\$ 163,508	\$ 164,326	\$ 165,147	\$ 165,973	\$ 166,803
Intergovernmental	17,064	17,500	17,588	17,675	17,764	17,853
Interest Income	1,000	2,000	1,000	1,000	1,000	1,000
Total Revenues	<u>163,549</u>	<u>183,008</u>	<u>182,913</u>	<u>183,823</u>	<u>184,737</u>	<u>185,655</u>
Personal Services	167,000	180,000	180,000	180,000	180,000	182,000
Operations and Maintenance	3,000	3,000	3,000	3,200	3,400	3,500
Total Expenditures	<u>170,000</u>	<u>183,000</u>	<u>183,000</u>	<u>183,200</u>	<u>183,400</u>	<u>185,500</u>
<b>Net change in fund balance</b>	(6,451)	8	(87)	623	1,337	155
Fund balance at beginning of year	<u>25,759</u>	<u>31,558</u>	<u>31,566</u>	<u>31,479</u>	<u>32,101</u>	<u>33,438</u>
Fund balance at end of year	<u>\$ 19,308</u>	<u>\$ 31,566</u>	<u>\$ 31,479</u>	<u>\$ 32,101</u>	<u>\$ 33,438</u>	<u>\$ 33,594</u>

**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.

	<b>Fire Pension Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Taxes	\$ 142,050	\$ 141,275	\$ 147,446	\$ 156,185
Intergovernmental	16,720	16,767	17,450	17,333
Interest Income	367	491	1,823	2,200
Total Revenues	<u>159,137</u>	<u>158,533</u>	<u>166,719</u>	<u>175,718</u>
<b>Expenditures :</b>				
Personal Services	157,000	159,600	160,000	167,000
Operations and Maintenance	2,529	2,397	2,579	2,800
Total Expenditures	<u>159,529</u>	<u>161,997</u>	<u>162,579</u>	<u>169,800</u>
<b>Net change in fund balance</b>	(392)	(3,464)	4,140	5,918
Fund balance at beginning of year	<u>26,377</u>	<u>25,985</u>	<u>22,521</u>	<u>26,661</u>
Fund balance at end of year	<u>\$ 25,985</u>	<u>\$ 22,521</u>	<u>\$ 26,661</u>	<u>\$ 32,579</u>

	<b>Fire Pension Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Forecasted
Taxes	\$ 145,485	\$ 163,508	\$ 164,326	\$ 165,147	\$ 165,973	\$ 166,803
Intergovernmental	17,064	17,500	17,588	17,675	17,764	17,853
Interest Income	1,000	2,000	1,000	1,000	1,000	1,000
Total Revenues	<u>163,549</u>	<u>183,008</u>	<u>182,913</u>	<u>183,823</u>	<u>184,737</u>	<u>185,655</u>
Personal Services	167,000	180,000	180,000	180,000	180,000	182,000
Operations and Maintenance	3,000	3,000	3,000	3,200	3,400	3,500
Total Expenditures	<u>170,000</u>	<u>183,000</u>	<u>183,000</u>	<u>183,200</u>	<u>183,400</u>	<u>185,500</u>
<b>Net change in fund balance</b>	(6,451)	8	(87)	623	1,337	155
Fund balance at beginning of year	<u>26,838</u>	<u>32,579</u>	<u>32,587</u>	<u>32,500</u>	<u>33,122</u>	<u>34,459</u>
Fund balance at end of year	<u>\$ 20,387</u>	<u>\$ 32,587</u>	<u>\$ 32,500</u>	<u>\$ 33,122</u>	<u>\$ 34,459</u>	<u>\$ 34,615</u>

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

	<b>Federal Equitable Sharing Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	67	84	204	400
Total Revenues	67	84	204	400
<b>Expenditures :</b>				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
<b>Net change in fund balance</b>	67	84	204	400
Fund balance at beginning of year	14,026	14,093	14,177	14,381
Fund balance at end of year	\$ 14,093	\$ 14,177	\$ 14,381	\$ 14,781

	<b>Federal Equitable Sharing Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	361	375	10	8	7	6
	361	375	10	8	7	6
	14,000	15,000	150	10	10	10
	14,000	15,000	150	10	10	10
	(13,639)	(14,625)	(140)	(2)	(3)	(4)
	14,538	14,781	156	16	14	11
	\$ 899	\$ 156	\$ 16	\$ 14	\$ 11	\$ 7

**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.

	<b>CDBG Chip Home Revolving Loan Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Intergovernmental	\$ 15,047	\$ 21,477	\$ 13,771	\$ 0
Interest Income	265	443	910	1,600
Total Revenues	<u>15,312</u>	<u>21,920</u>	<u>14,681</u>	<u>1,600</u>
<b>Expenditures :</b>				
Operations and Maintenance	17,297	615	9,586	34,258
Capital Outlay	0	0	0	0
Total Expenditures	<u>17,297</u>	<u>615</u>	<u>9,586</u>	<u>34,258</u>
<b>Net change in fund balance</b>	(1,985)	21,305	5,094	(32,658)
Fund balance at beginning of year	<u>47,304</u>	<u>45,319</u>	<u>66,625</u>	<u>71,719</u>
Fund balance at end of year	<u>\$ 45,319</u>	<u>\$ 66,625</u>	<u>\$ 71,719</u>	<u>\$ 39,061</u>

	<b>CDBG Chip Home Revolving Loan Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Intergovernmental	\$ 0	\$ 4,900	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Interest Income	1,200	1,100	50	50	50	50
Total Revenues	<u>1,200</u>	<u>6,000</u>	<u>5,050</u>	<u>5,050</u>	<u>5,050</u>	<u>5,050</u>
Operations and Maintenance	56,000	44,997	5,000	5,000	5,000	5,000
Capital Outlay	0	0				
Total Expenditures	<u>56,000</u>	<u>44,997</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
<b>Net change in fund balance</b>	(54,800)	(38,997)	50	50	50	50
Fund balance at beginning of year	<u>55,108</u>	<u>39,061</u>	<u>64</u>	<u>114</u>	<u>164</u>	<u>214</u>
Fund balance at end of year	<u>\$ 308</u>	<u>\$ 64</u>	<u>\$ 114</u>	<u>\$ 164</u>	<u>\$ 214</u>	<u>\$ 264</u>

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

	<b>Economic Development Loans Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Charges for services	\$ 0	\$ 0	\$ 0	\$ 0
Interest income	173	120	153	65
Total Revenues	173	120	153	65
<b>Expenditures :</b>				
Operations and Maintenance	0	0	615	0
Capital Outlay	0	25,806	4,401	0
Total Expenditures	0	25,806	5,016	0
<b>Excess revenues over(under) expenditures</b>	173	(25,686)	(4,863)	65
Proceeds from debt issue	0	0	0	0
<b>Net change in fund balance</b>	173	(25,686)	(4,863)	65
Fund balance at beginning of year	53,174	53,347	27,661	22,798
Fund balance at end of year	\$ 53,347	\$ 27,661	\$ 22,798	\$ 22,863

	<b>Economic Development Loans Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Charges for services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest income	50	50	30	30	30	30
Total Revenues	50	50	30	30	30	30
Operations and Maintenance	0	0	0	0	0	0
Capital Outlay	2,499	2,600	30	30	30	30
Total Expenditures	2,499	2,600	30	30	30	30
<b>Excess revenues over(under) expenditures</b>	(2,449)	(2,550)	0	0	0	0
Proceeds from debt issue	0	0	0	0	0	0
<b>Net change in fund balance</b>	(2,449)	(2,550)	0	0	0	0
Fund balance at beginning of year	22,740	22,863	20,313	20,313	20,313	20,313
Fund balance at end of year	\$ 20,291	\$ 20,313	\$ 20,313	\$ 20,313	\$ 20,313	\$ 20,313

**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.

	<b>Law Enforcement Training Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 110
Intergovernmental	0	0	0	0
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>110</u>
<b>Expenditures :</b>				
Operations and Maintenance	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Excess revenues over(under) expenditures</b>	0	0	0	110
Transfers In	0	0	0	110
Fund balance at beginning of year	<u>3,980</u>	<u>3,980</u>	<u>3,980</u>	<u>3,980</u>
Fund balance at end of year	<u>\$ 3,980</u>	<u>\$ 3,980</u>	<u>\$ 3,980</u>	<u>\$ 4,090</u>

	<b>Law Enforcement Training Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Interest Income	\$ 0	\$ 100	\$ 4	\$ 0	\$ 0	\$ 0
Intergovernmental	0	0	0	0	0	0
Total Revenues	<u>0</u>	<u>100</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operations and Maintenance	3,980	4,000	194	0	0	0
Total Expenditures	<u>3,980</u>	<u>4,000</u>	<u>194</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Excess revenues over(under) expenditures</b>	(3,980)	(3,900)	(190)	0	0	0
Transfers In	(3,980)	(3,900)	(190)	0	0	0
Fund balance at beginning of year	<u>3,980</u>	<u>4,090</u>	<u>190</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at end of year	<u>\$ 0</u>	<u>\$ 190</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**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

	<b>Recreation Supplement Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 200
Miscellaneous	0	0	0	260
<b>Total Revenues</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>460</u>
<b>Expenditures :</b>				
Operations and Maintenance	0	0	0	0
<b>Total Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Net change in fund balance</b>	0	0	0	460
Fund balance at beginning of year	<u>7,183</u>	<u>7,183</u>	<u>7,183</u>	<u>7,183</u>
Fund balance at end of year	<u>\$ 7,183</u>	<u>\$ 7,183</u>	<u>\$ 7,183</u>	<u>\$ 7,643</u>

	<b>Recreation Supplement Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Interest Income	\$ 200	\$ 200	\$ 0	\$ 0	\$ 0	\$ 0
Miscellaneous	0	0	0	0	0	0
<b>Total Revenues</b>	<u>200</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operations and Maintenance	7,183	7,350	493	0	0	0
<b>Total Expenditures</b>	<u>7,183</u>	<u>7,350</u>	<u>493</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Net change in fund balance</b>	(6,983)	(7,150)	(493)	0	0	0
Fund balance at beginning of year	<u>7,183</u>	<u>7,643</u>	<u>493</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at end of year	<u>\$ 200</u>	<u>\$ 493</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**CITY OF WOOSTER, OHIO  
PARK REFORESTATION 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**

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

	<b>Park Reforestation Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Interest Income	\$ 171	223	\$ 479	\$ 800
Miscellaneous	4,515	0	0	0
Total Revenues	<u>4,685</u>	<u>223</u>	<u>479</u>	<u>800</u>
<b>Expenditures :</b>				
Operations and Maintenance	2,000	0	3,495	0
Total Expenditures	<u>2,000</u>	<u>0</u>	<u>3,495</u>	<u>0</u>
<b>Net change in fund balance</b>	2,685	223	(3,016)	800
Fund balance at beginning of year	<u>28,675</u>	<u>31,360</u>	<u>31,582</u>	<u>28,566</u>
Fund balance at end of year	<u>\$ 31,360</u>	<u>\$ 31,582</u>	<u>\$ 28,566</u>	<u>\$ 29,366</u>

	<b>Park Reforestation Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Interest Income	\$ 600	\$ 800	\$ 3	0	0	0
Miscellaneous	0	0	0	0	0	0
Total Revenues	<u>600</u>	<u>800</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operations and Maintenance	28,664	30,000	169	0	0	0
Total Expenditures	<u>28,664</u>	<u>30,000</u>	<u>169</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Net change in fund balance</b>	(28,064)	(29,200)	(166)	0	0	0
Fund balance at beginning of year	<u>28,607</u>	<u>29,366</u>	<u>166</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at end of year	<u>\$ 543</u>	<u>\$ 166</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**CITY OF WOOSTER, OHIO  
 GUARANTEED DEPOSITS 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**

**GUARANTEED DEPOSITS** – This fund is used to hold funds received to insure compliance with City ordinances.

	<b>Guaranteed Deposits Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Interest Income	\$ 0	0	\$ 0	\$ 0
Miscellaneous	9	0	352	19,500
Total Revenues	9	0	352	19,500
<b>Expenditures :</b>				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
<b>Net change in fund balance</b>	9	0	352	19,500
Fund balance at beginning of year	201,629	201,638	201,638	201,990
Fund balance at end of year	\$ 201,638	\$ 201,638	\$ 201,990	\$ 221,490

	<b>Guaranteed Deposits Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Interest Income	\$ 0	\$ 0	\$ 0	0	0	0
Miscellaneous	0	60,000	60,000	50,000	50,000	50,000
Total Revenues	0	60,000	60,000	50,000	50,000	50,000
Operations and Maintenance	0	100,000	120,000	140,000	60,000	60,000
Total Expenditures	0	100,000	120,000	140,000	60,000	60,000
<b>Net change in fund balance</b>	0	(40,000)	(60,000)	(90,000)	(10,000)	(10,000)
Fund balance at beginning of year	28,607	221,490	181,490	121,490	31,490	21,490
Fund balance at end of year	\$ 28,607	\$ 181,490	\$ 121,490	\$ 31,490	\$ 21,490	\$ 11,490

**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.

	<b>Debt Service Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Special Assessments	\$ 199,891	\$ 198,398	\$ 191,396	\$ 160,000
Interest Income	6,312	7,225	18,908	30,000
Total Revenues	<u>206,203</u>	<u>205,623</u>	<u>210,305</u>	<u>190,000</u>
<b>Expenditures :</b>				
Operations and Maintenance	2,962	2,356	3,241	3,000
Debt Service	<u>202,678</u>	<u>189,518</u>	<u>236,749</u>	<u>130,000</u>
Total Expenditures	<u>205,640</u>	<u>191,874</u>	<u>239,991</u>	<u>133,000</u>
<b>Net change in fund balance</b>	562	13,749	(29,686)	57,000
Proceeds from Debt Issuance	0	0	47,834	0
Transfers out	(41,400)	0	0	0
Fund balance at beginning of year	<u>1,165,101</u>	<u>1,124,263</u>	<u>1,138,012</u>	<u>1,156,160</u>
Fund balance at end of year	<u>\$ 1,124,263</u>	<u>\$ 1,138,012</u>	<u>\$ 1,156,160</u>	<u>\$ 1,213,160</u>

	<b>Debt Service Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
Special Assessments	\$ 150,000	\$ 160,000	\$ 80,000	\$ 47,000	\$ 47,000	\$ 0
Interest Income	13,000	30,000	1,000	1,000	1,000	1,000
Total Revenues	<u>163,000</u>	<u>190,000</u>	<u>81,000</u>	<u>48,000</u>	<u>48,000</u>	<u>1,000</u>
Operations and Maintenance	4,000	5,000	4,100	4,200	4,300	4,400
Debt Service	<u>542,200</u>	<u>129,300</u>	<u>78,500</u>	<u>47,000</u>	<u>47,000</u>	<u>0</u>
Total Expenditures	<u>546,200</u>	<u>134,300</u>	<u>82,600</u>	<u>51,200</u>	<u>51,300</u>	<u>4,400</u>
<b>Net change in fund balance</b>	(383,200)	55,700	(1,600)	(3,200)	(3,300)	(3,400)
Proceeds from Debt Issuance	0	0	0	0	0	0
Transfers out	0	0	0	0	0	0
Fund balance at beginning of year	<u>1,159,764</u>	<u>1,213,160</u>	<u>776,564</u>	<u>774,964</u>	<u>771,764</u>	<u>768,464</u>
Fund balance at end of year	<u>\$ 776,564</u>	<u>\$ 1,268,860</u>	<u>\$ 774,964</u>	<u>\$ 771,764</u>	<u>\$ 768,464</u>	<u>\$ 765,064</u>

**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.

	<b>Capital Improvements Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Intergovernmental	\$ 1,268,209	\$ 1,314,091	\$ 850,499	\$ 1,137,069
Special Assessments	53,900	149,405	137,533	7,831
Interest Income	45,280	41,714	79,561	65,333
Miscellaneous	74,534	73,065	282,578	4,750
<b>Total Revenues</b>	<b>1,441,923</b>	<b>1,578,275</b>	<b>1,350,171</b>	<b>1,214,983</b>
<b>Expenditures :</b>				
Personal Services	0	0	0	0
Operations and Maintenance	0	0	0	0
Interfund	0	0	0	0
Capital Outlay	6,547,216	9,158,056	7,299,321	4,600,000
<b>Total Expenditures</b>	<b>6,547,216</b>	<b>9,158,056</b>	<b>7,299,321</b>	<b>4,600,000</b>
<b>Excess revenues over(under) expenditures</b>	<b>(5,105,293)</b>	<b>(7,579,781)</b>	<b>(5,949,150)</b>	<b>(3,385,017)</b>
Proceeds from debt issue	0	0	0	0
Transfers in	4,322,190	4,092,000	4,162,798	4,400,000
<b>Net change in fund balance</b>	<b>(783,103)</b>	<b>(3,487,781)</b>	<b>(1,786,352)</b>	<b>1,014,983</b>
Fund balance at beginning of year	8,570,773	7,787,670	4,299,890	2,513,537
Fund balance at end of year	<u>\$ 7,787,670</u>	<u>\$ 4,299,890</u>	<u>\$ 2,513,537</u>	<u>\$ 3,528,520</u>

	<b>Capital Improvements Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
<b>Revenues :</b>						
Intergovernmental	\$ 2,847,355	\$ 3,337,107	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Special Assessments	0	0	0	0	0	0
Interest Income	80,000	50,000	50,000	50,000	50,000	50,000
Miscellaneous	0	0	0	0	0	0
<b>Total Revenues</b>	<b>2,927,355</b>	<b>3,387,107</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>
<b>Expenditures :</b>						
Personal Services	0	0	0	0	0	0
Operations and Maintenance	0	0	0	0	0	0
Interfund	0	0	0	0	0	0
Capital Outlay	7,640,705	8,220,500	4,400,000	4,400,000	4,400,000	4,400,000
<b>Total Expenditures</b>	<b>7,640,705</b>	<b>8,220,500</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>4,400,000</b>
<b>Excess revenues over(under) expenditures</b>	<b>(4,713,350)</b>	<b>(4,833,393)</b>	<b>(3,950,000)</b>	<b>(3,950,000)</b>	<b>(3,950,000)</b>	<b>(3,950,000)</b>
Proceeds from debt issue	0	82,610	0	0	0	0
Transfers in	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
<b>Net change in fund balance</b>	<b>(713,350)</b>	<b>(833,393)</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
Fund balance at beginning of year	4,257,927	3,528,520	2,695,127	2,745,127	2,795,127	2,845,127
Fund balance at end of year	<u>\$ 3,544,577</u>	<u>\$ 2,695,127</u>	<u>\$ 2,745,127</u>	<u>\$ 2,795,127</u>	<u>\$ 2,845,127</u>	<u>\$ 2,895,127</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 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.

	<b>Economic Development Capital Improvement Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	0	0	0	0
<b>Expenditures :</b>				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
<b>Net change in fund balance</b>	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

	<b>Economic Development Capital Improvement Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	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				Water Fund					
	2016 Actual	2017 Actual	2018 Actual	2019 Projected	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>Revenues :</b>										
Charges for services	\$ 5,370,318	\$ 5,374,928	\$ 5,658,813	\$ 6,173,560	\$ 5,726,000	\$ 6,225,000	\$ 6,380,625	\$ 6,540,141	\$ 6,703,644	\$ 6,871,235
Intergovernmental	195,477	118,143	86,748	258,800	0	0	0	0	0	
Fines, licenses, permits	15,847	13,766	16,295	12,500	13,000	12,000	16,000	16,000	16,000	16,000
Interest income	19,457	19,265	37,780	85,000	65,000	70,000	65,000	65,000	65,000	65,000
Miscellaneous	151,007	123,365	138,518	72,266	90,000	66,000	90,000	90,000	90,000	90,000
Total Revenues	<u>5,752,106</u>	<u>5,649,467</u>	<u>5,938,155</u>	<u>6,602,126</u>	<u>5,894,000</u>	<u>6,373,000</u>	<u>6,551,625</u>	<u>6,711,141</u>	<u>6,874,644</u>	<u>7,042,235</u>
<b>Expenditures :</b>										
Personal Services	1,890,523	1,875,299	1,893,393	2,039,600	2,223,610	2,086,539	2,161,976	2,270,075	2,383,579	2,502,757
Operations and Maintenance	1,778,254	1,721,793	2,070,122	1,745,450	2,275,272	2,162,322	1,850,177	1,896,431	1,943,842	1,992,438
Capital Outlay	1,830,740	1,445,097	714,163	2,569,200	1,772,000	2,384,500	1,250,000	1,250,000	1,250,000	1,250,000
Interfund Services Used	207,148	65,179	148,935	246,000	209,000	236,500	252,150	258,454	264,915	271,538
Debt Service	756,769	746,677	753,187	757,400	757,400	760,700	704,700	703,300	700,100	102,400
Total Expenditures	<u>6,463,434</u>	<u>5,854,045</u>	<u>5,579,799</u>	<u>7,357,650</u>	<u>7,237,282</u>	<u>7,630,561</u>	<u>6,219,003</u>	<u>6,378,260</u>	<u>6,542,436</u>	<u>6,119,134</u>
<b>Excess revenues over(under)</b>										
<b>expenditures</b>	(711,328)	(204,578)	358,356	(755,524)	(1,343,282)	(1,257,561)	332,622	332,881	332,208	923,102
Transfers In	41,400	0	0	300,000	300,000	175,000	175,000	175,000	175,000	175,000
Proceeds from debt issue	0	0	0	0	0	0	0	0	0	0
<b>Change in net position</b>	<u>(669,928)</u>	<u>(204,578)</u>	<u>358,356</u>	<u>(455,524)</u>	<u>(1,043,282)</u>	<u>(1,082,561)</u>	<u>507,622</u>	<u>507,881</u>	<u>507,208</u>	<u>1,098,102</u>
Total unrestricted net position at beginning	<u>2,710,759</u>	<u>2,040,831</u>	<u>1,836,253</u>	<u>2,194,609</u>	<u>2,605,327</u>	<u>1,739,085</u>	<u>656,524</u>	<u>1,164,146</u>	<u>1,672,026</u>	<u>2,179,235</u>
Total unrestricted net position at end	<u>\$ 2,040,831</u>	<u>\$ 1,836,253</u>	<u>\$ 2,194,609</u>	<u>\$ 1,739,085</u>	<u>\$ 1,562,045</u>	<u>\$ 656,524</u>	<u>\$ 1,164,146</u>	<u>\$ 1,672,026</u>	<u>\$ 2,179,235</u>	<u>\$ 3,277,336</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.

	<b>Water Pollution Control Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Intergovernmental	\$ 0	\$ 20,000	\$ 79,910	\$ 0
Charges for services	6,279,126	6,513,201	7,469,118	8,132,000
Fines, licenses, permits	18,389	17,401	18,970	20,000
Interest income	32,050	66,579	52,710	120,000
Miscellaneous	119,540	36,113	61,732	2,875
<b>Total Revenues</b>	<b>6,449,105</b>	<b>6,653,294</b>	<b>7,682,440</b>	<b>8,274,875</b>
<b>Expenditures :</b>				
Personal Services	1,527,509	1,521,987	1,626,322	1,215,200
Operations and Maintenance	1,299,340	1,741,627	1,805,803	2,240,000
Capital Outlay	2,135,344	5,484,234	942,646	1,398,000
Interfund Services Used	1,305,782	1,288,088	1,568,829	1,366,500
Debt Service	1,736,298	1,889,674	7,059,842	2,204,600
<b>Total Expenditures</b>	<b>8,004,273</b>	<b>11,925,610</b>	<b>13,003,442</b>	<b>8,424,300</b>
<b>Excess revenues over(under) expenditures</b>	<b>(1,555,168)</b>	<b>(5,272,316)</b>	<b>(5,321,002)</b>	<b>(149,425)</b>
Transfers In	0	0	0	300,000
Proceeds from debt issue	549,833	3,569,333	4,800,000	4,800,000
<b>Change in net position</b>	<b>(1,005,335)</b>	<b>(1,702,983)</b>	<b>(521,002)</b>	<b>4,950,575</b>
Total unrestricted net position at beginning	4,574,668	3,569,333	1,866,350	1,345,347
Total unrestricted net position at end	\$ <u>3,569,333</u>	\$ <u>1,866,350</u>	\$ <u>1,345,347</u>	\$ <u>6,295,922</u>

	<b>Water Pollution Control Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	7,507,000	8,015,000	8,215,375	8,420,759	8,631,278	8,631,278
	18,700	18,000	25,000	25,000	25,000	25,000
	95,000	95,000	50,000	50,000	50,000	50,000
	12,500	600	40,000	40,000	40,000	400,000
	<u>7,633,200</u>	<u>8,128,600</u>	<u>8,330,375</u>	<u>8,535,759</u>	<u>8,746,278</u>	<u>9,106,278</u>
	1,400,450	1,710,853	1,779,287	1,850,459	1,924,477	2,001,456
	2,075,932	2,052,565	2,296,000	2,353,400	2,412,235	2,472,541
	2,647,000	1,257,500	1,000,000	1,000,000	1,000,000	1,000,000
	1,326,500	1,531,500	1,400,663	1,435,679	1,471,571	1,508,360
	2,204,600	2,209,000	2,203,100	1,947,500	1,685,100	1,688,800
	<u>9,654,482</u>	<u>8,761,418</u>	<u>8,679,050</u>	<u>8,587,038</u>	<u>8,493,383</u>	<u>8,671,157</u>
	(2,021,282)	(632,818)	(348,675)	(51,278)	252,895	435,121
	300,000	200,000	200,000	200,000	200,000	200,000
	0	0	0	0	0	0
	(1,721,282)	(432,818)	(148,675)	148,722	452,895	635,121
	<u>2,592,225</u>	<u>6,295,922</u>	<u>5,863,104</u>	<u>5,714,430</u>	<u>5,863,151</u>	<u>6,316,047</u>
	\$ <u>870,943</u>	\$ <u>5,863,104</u>	\$ <u>5,714,430</u>	\$ <u>5,863,151</u>	\$ <u>6,316,047</u>	\$ <u>6,951,168</u>

**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.

	<b>Storm Drainage Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Charges for services	\$ 1,509,181	\$ 1,510,446	\$ 1,538,577	\$ 1,537,000
Intergovernmental	0	42,311	179,546	0
Fines, licenses, permits	3,872	3,630	2,842	2,900
Interest income	14,187	18,612	38,758	61,000
Miscellaneous	1,974	5,069	10,212	158
<b>Total Revenues</b>	<b>1,529,214</b>	<b>1,580,068</b>	<b>1,769,934</b>	<b>1,601,058</b>
<b>Expenditures :</b>				
Personal Services	301,288	349,351	376,143	415,100
Operations and Maintenance	231,729	212,877	155,412	132,100
Capital Outlay	518,667	594,350	1,210,044	1,036,300
Interfund Services Used	262,560	277,350	310,923	291,500
Debt Service	223,089	195,738	196,988	37,726
<b>Total Expenditures</b>	<b>1,537,333</b>	<b>1,629,666</b>	<b>2,249,510</b>	<b>1,912,726</b>
<b>Excess revenues over(under) expenditures</b>	<b>(8,119)</b>	<b>(49,598)</b>	<b>(479,575)</b>	<b>(311,668)</b>
Proceeds from debt issue	0	0	0	0
<b>Change in net position</b>	<b>(8,119)</b>	<b>(49,598)</b>	<b>(479,575)</b>	<b>(311,668)</b>
Total unrestricted net position at beginning	2,194,361	2,186,242	2,136,644	1,657,069
Total unrestricted net position at end	\$ 2,186,242	\$ 2,136,644	\$ 1,657,069	\$ 1,345,401

	<b>Storm Drainage Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
Charges for services	\$ 1,533,500	\$ 1,529,000	\$ 1,529,000	\$ 1,529,000	\$ 1,529,000	\$ 1,529,000
Intergovernmental	0	0	0	0	0	0
Fines, licenses, permits	2,850	2,850	2,850	2,850	2,850	2,850
Interest income	50,000	50,000	50,000	50,000	50,000	50,000
Miscellaneous	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,586,350</b>	<b>1,581,850</b>	<b>1,581,850</b>	<b>1,581,850</b>	<b>1,581,850</b>	<b>1,581,850</b>
Personal Services	553,237	468,837	480,558	492,572	504,886	517,508
Operations and Maintenance	307,013	250,305	256,563	262,977	269,551	276,290
Capital Outlay	1,450,000	880,000	400,000	400,000	400,000	400,000
Interfund Services Used	241,500	391,500	401,288	411,320	421,603	432,143
Debt Service	38,000	37,800	37,800	37,800	37,800	35,400
<b>Total Expenditures</b>	<b>2,589,750</b>	<b>2,028,442</b>	<b>1,576,208</b>	<b>1,604,668</b>	<b>1,633,840</b>	<b>1,661,341</b>
<b>Excess revenues over(under) expenditures</b>	<b>(1,003,400)</b>	<b>(446,592)</b>	<b>5,642</b>	<b>(22,818)</b>	<b>(51,990)</b>	<b>(79,491)</b>
Proceeds from debt issue	0	0	0	0	0	0
<b>Change in net position</b>	<b>(1,003,400)</b>	<b>(446,592)</b>	<b>5,642</b>	<b>(22,818)</b>	<b>(51,990)</b>	<b>(79,491)</b>
Total unrestricted net position at beginning	1,485,960	1,345,401	898,809	904,451	881,632	829,642
Total unrestricted net position at end	\$ 482,560	\$ 898,809	\$ 904,451	\$ 881,632	\$ 829,642	\$ 750,151

**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.

	<b>Water Capital Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Charges for services	\$ 0	\$ 0	\$ 149,256	\$ 179,500
Miscellaneous	0	0	0	0
Total Revenues	0	0	149,256	179,500
<b>Expenditures :</b>				
Capital Outlay	0	0	0	0
Total Expenditures	0	0	0	0
<b>Excess revenues over(under) expenditures</b>	0	0	149,256	179,500
Transfers Out	0	0	0	(300,000)
Proceeds from debt issue	0	0	0	0
<b>Change in net position</b>	0	0	149,256	(120,500)
Total unrestricted net position at beginning	0	0	0	149,256
Total unrestricted net position at end	\$ 0	\$ 0	\$ 149,256	\$ 28,756

	<b>Water Capital Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Charges for services	\$ 178,560	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500
Miscellaneous	0	0	0	0	0	0
Total Revenues	178,560	179,500	179,500	179,500	179,500	179,500
Capital Outlay	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0
Excess revenues over(under) expenditures	178,560	179,500	179,500	179,500	179,500	179,500
Transfers Out	(300,000)	(175,000)	(180,000)	(180,000)	(180,000)	(180,000)
Proceeds from debt issue	0	0	0	0	0	0
Change in net position	(121,440)	4,500	(500)	(500)	(500)	(500)
Total unrestricted net position at beginning	148,800	28,756	33,256	32,756	32,256	31,756
Total unrestricted net position at end	\$ 27,360	\$ 33,256	\$ 32,756	\$ 32,256	\$ 31,756	\$ 31,256

**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.

	<b>Sewer Capital Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Charges for services	\$ 0	\$ 0	\$ 150,461	\$ 203,000
Miscellaneous	0	0	0	0
Total Revenues	<u>0</u>	<u>0</u>	<u>150,461</u>	<u>203,000</u>
<b>Expenditures :</b>				
Capital Outlay	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Excess revenues over(under) expenditures</b>	0	0	150,461	203,000
Transfers Out	0	0	0	(300,000)
Proceeds from debt issue	0	0	0	0
<b>Change in net position</b>	0	0	150,461	(97,000)
Total unrestricted net position at beginning	0	0	0	150,461
Total unrestricted net position at end	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 150,461</u>	<u>\$ 53,461</u>

	<b>Sewer Capital Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
<b>Revenues :</b>						
Charges for services	\$ 201,600	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000
Miscellaneous	0	0	0	0	0	0
Total Revenues	<u>201,600</u>	<u>203,000</u>	<u>203,000</u>	<u>203,000</u>	<u>203,000</u>	<u>203,000</u>
<b>Expenditures :</b>						
Capital Outlay	0	0	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Excess revenues over(under) expenditures</b>	201,600	203,000	203,000	203,000	203,000	203,000
Transfers Out	(300,000)	(200,000)	(205,000)	(205,000)	(205,000)	(205,000)
Proceeds from debt issue	0	0	0	0	0	0
<b>Change in net position</b>	(98,400)	3,000	(2,000)	(2,000)	(2,000)	(2,000)
Total unrestricted net position at beginning	168,000	53,461	56,461	54,461	52,461	50,461
Total unrestricted net position at end	<u>\$ 69,600</u>	<u>\$ 56,461</u>	<u>\$ 54,461</u>	<u>\$ 52,461</u>	<u>\$ 50,461</u>	<u>\$ 48,461</u>

**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			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Intergovernmental	\$ 81,378	\$ 79,135	\$ 78,819	\$ 60,000
Charges for services	1,274,671	1,264,091	1,144,712	1,137,000
Fines, licenses, permits	4,790	4,750	4,519	4,200
Interest income	5,849	6,968	14,370	28,000
Miscellaneous	0	0	0	0
<b>Total Revenues</b>	<b>1,366,688</b>	<b>1,354,943</b>	<b>1,242,420</b>	<b>1,229,200</b>
<b>Expenditures :</b>				
Operations and Maintenance	1,148,775	1,259,402	1,258,674	1,408,000
Interfund Services Used	118,775	120,513	141,716	133,000
<b>Total Expenditures</b>	<b>1,267,550</b>	<b>1,379,915</b>	<b>1,400,390</b>	<b>1,541,000</b>
<b>Change in net position</b>	<b>99,138</b>	<b>(24,972)</b>	<b>(157,969)</b>	<b>(311,800)</b>
Total unrestricted net position at beginning	840,443	939,581	914,609	756,640
Total unrestricted net position at end	\$ 939,581	\$ 914,609	\$ 756,640	\$ 444,840

	Refuse Collection Fund					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
Intergovernmental	\$ 60,000	\$ 60,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Charges for services	1,131,600	1,137,000	1,350,000	1,390,500	1,418,310	1,446,676
Fines, licenses, permits	4,500	4,500	5,000	5,000	5,000	5,000
Interest income	15,000	20,000	10,000	10,000	10,000	10,000
Miscellaneous	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,211,100</b>	<b>1,221,500</b>	<b>1,415,000</b>	<b>1,455,500</b>	<b>1,483,310</b>	<b>1,511,676</b>
Operations and Maintenance	1,350,000	1,500,000	1,250,000	1,281,250	1,313,281	1,346,113
Interfund Services Used	133,000	145,000	148,625	152,341	156,149	160,053
<b>Total Expenditures</b>	<b>1,483,000</b>	<b>1,645,000</b>	<b>1,398,625</b>	<b>1,433,591</b>	<b>1,469,430</b>	<b>1,506,166</b>
<b>Change in net position</b>	<b>(271,900)</b>	<b>(423,500)</b>	<b>16,375</b>	<b>21,909</b>	<b>13,880</b>	<b>5,510</b>
Total unrestricted net position at beginning	822,776	444,840	21,340	37,715	59,624	73,504
Total unrestricted net position at end	\$ 550,876	\$ 21,340	\$ 37,715	\$ 59,624	\$ 73,504	\$ 79,014

**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.

	<b>Municipal Garage Fund</b>			
	2016	2017	2018	2019
	Actual	Actual	Actual	Projected
<b>Revenues :</b>				
Interfund	\$ 517,948	\$ 545,230	\$ 617,716	\$ 696,153
Miscellaneous	130	4,192	569	6,847
<b>Total Revenues</b>	<b>518,079</b>	<b>549,421</b>	<b>618,286</b>	<b>703,000</b>
<b>Expenditures :</b>				
Personal Services	297,015	322,289	365,796	396,000
Operations and Maintenance	201,414	253,266	258,623	280,000
Interfund	0	0	0	0
<b>Total Expenditures</b>	<b>498,429</b>	<b>575,555</b>	<b>624,419</b>	<b>676,000</b>
<b>Change in cash position</b>	<b>19,650</b>	<b>(26,134)</b>	<b>(6,134)</b>	<b>27,000</b>
Total fund cash position at beginning of year	9,579	29,229	3,095	(3,039)
Total fund cash position at end of year	\$ <u>29,229</u>	\$ <u>3,095</u>	\$ <u>(3,039)</u>	\$ <u>23,961</u>

	<b>Municipal Garage Fund</b>					
	2019	2020	2021	2022	2023	2024
	Budgeted	Budgeted	Projected	Projected	Projected	Projected
Interfund	\$ 800,000	\$ 711,600	\$ 729,390	\$ 747,625	\$ 777,530	\$ 800,856
Miscellaneous	0	0	0	0	0	0
<b>Total Revenues</b>	<b>800,000</b>	<b>711,600</b>	<b>729,390</b>	<b>747,625</b>	<b>777,530</b>	<b>800,856</b>
Personal Services	447,088	401,116	417,161	429,675	442,566	455,843
Operations and Maintenance	271,200	309,200	318,476	326,438	334,599	342,964
Interfund	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>718,288</b>	<b>710,316</b>	<b>735,637</b>	<b>756,113</b>	<b>777,165</b>	<b>798,807</b>
<b>Change in cash position</b>	<b>81,712</b>	<b>1,284</b>	<b>(6,247)</b>	<b>(8,489)</b>	<b>365</b>	<b>2,049</b>
Total fund cash position at beginning of year	2,080	23,961	25,245	18,999	10,510	10,875
Total fund cash position at end of year	\$ <u>83,792</u>	\$ <u>25,245</u>	\$ <u>18,999</u>	\$ <u>10,510</u>	\$ <u>10,875</u>	\$ <u>12,924</u>

**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.

	<b>Employee Benefits Fund</b>			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Interfund	\$ 2,878,675	\$ 3,402,739	\$ 3,751,907	\$ 3,734,600
Miscellaneous	315,762	324,677	430,980	408,000
Total Revenues	<u>3,194,437</u>	<u>3,727,416</u>	<u>4,182,887</u>	<u>4,142,600</u>
<b>Expenditures :</b>				
Personal Services	<u>3,092,875</u>	<u>3,114,143</u>	<u>3,670,671</u>	<u>4,163,000</u>
Total Expenditures	<u>3,092,875</u>	<u>3,114,143</u>	<u>3,670,671</u>	<u>4,163,000</u>
<b>Change in cash position</b>	101,562	613,273	512,216	(20,400)
Total fund cash position at beginning of year	<u>369,798</u>	<u>471,360</u>	<u>1,084,633</u>	<u>1,596,849</u>
Total fund cash position at end of year	<u>\$ 471,360</u>	<u>\$ 1,084,633</u>	<u>\$ 1,596,849</u>	<u>\$ 1,576,449</u>

	<b>Employee Benefits Fund</b>					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Interfund	\$ 3,700,000	\$ 3,822,567	\$ 3,937,244	\$ 4,134,106	\$ 4,340,812	\$ 4,601,260
Miscellaneous	360,000	390,000	390,000	393,900	397,839	401,817
Total Revenues	<u>4,060,000</u>	<u>4,212,567</u>	<u>4,327,244</u>	<u>4,528,006</u>	<u>4,738,651</u>	<u>5,003,078</u>
Personal Services	<u>4,400,000</u>	<u>5,129,000</u>	<u>4,231,760</u>	<u>4,443,348</u>	<u>4,665,515</u>	<u>4,898,791</u>
Total Expenditures	<u>4,400,000</u>	<u>5,129,000</u>	<u>4,231,760</u>	<u>4,443,348</u>	<u>4,665,515</u>	<u>4,898,791</u>
<b>Change in cash position</b>	(340,000)	(916,433)	95,484	84,658	73,135	104,286
Total fund cash position at beginning of year	<u>1,169,596</u>	<u>1,576,449</u>	<u>660,016</u>	<u>755,500</u>	<u>840,158</u>	<u>913,294</u>
Total fund cash position at end of year	<u>\$ 829,596</u>	<u>\$ 660,016</u>	<u>\$ 755,500</u>	<u>\$ 840,158</u>	<u>\$ 913,294</u>	<u>\$ 1,017,580</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			
	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Revenues :</b>				
Interest Income	\$ 61,273	\$ 67,887	\$ 80,059	\$ 80,000
Miscellaneous	0	0	0	0
Total Revenues	<u>61,273</u>	<u>67,887</u>	<u>80,059</u>	<u>80,000</u>
<b>Expenditures :</b>				
Operations and Maintenance	61,273	67,887	80,059	80,000
Total Expenditures	<u>61,273</u>	<u>67,887</u>	<u>80,059</u>	<u>80,000</u>
<b>Change in cash position</b>	0	0	0	0
Total fund cash position at beginning of year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total fund cash position at end of year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

	Investment Fund					
	2019 Budgeted	2020 Budgeted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Interest Income	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Miscellaneous	0	0	0	0	0	0
Total Revenues	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Operations and Maintenance	100,000	100,000	100,000	100,000	100,000	100,000
Total Expenditures	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Change in cash position	0	0	0	0	0	0
Total fund cash position at beginning of year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total fund cash position at end of year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

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**Budget Information**

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**2020 City Budget**

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**2020 City Capital Plan**

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**City Planning  
2021 - 2025**

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**2020 Wooster Community  
Hospital Budget**

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**City of Wooster, Ohio**  
**Capital Budget Summary**  
**For the year: 2020**

	CAPITAL EQUIPMENT	CAPITAL INFRASTRUCTURE	TOTALS
<b>FUND LEVEL SUMMARY</b>			
FUND			
101 Street Construction Maintenance and Repair	\$ -	\$ -	\$ -
103 Permissive Tax Fund	\$ -	\$ 310,000	\$ 310,000
107 CDBG Critical Infrastructure/Allocation	\$ -	\$ 300,000	\$ 300,000
115 CDBG CHIP Home RLF	\$ -	\$ -	\$ -
301 Capital Improvements Fund	\$ 1,799,500	\$ 6,421,000	\$ 8,220,500
501 Water Fund	\$ 254,500	\$ 2,130,000	\$ 2,384,500
502 Sanitary Sewer Fund	\$ 442,500	\$ 815,000	\$ 1,257,500
507 Storm Sewer Fund	\$ 55,000	\$ 825,000	\$ 880,000
601 Garage	\$ -	\$ -	\$ -
	<u>\$ 2,551,500</u>	<u>\$ 10,801,000</u>	<u>\$ 13,352,500</u>
Less: Grants and Assessments	-	2,908,117	2,908,117
	<u>\$ 2,551,500</u>	<u>\$ 7,892,883</u>	<u>\$ 10,444,383</u>

**COST CENTER LEVEL SUMMARY**

FUND	ACTIVITY			
101	101.34.602 Street Construction Maintenance and Repair	\$ -	\$ -	\$ -
103	103.34.602 Permissive Tax	\$ -	\$ 310,000	\$ 310,000
107	107.83.414 CDBG Critical Infrastructure/Allocation	\$ -	\$ 300,000	\$ 300,000
301	301.80.702 Capital Improvements	\$ 1,799,500	\$ 6,421,000	\$ 8,220,500
501	501.42.504 Water Treatment Plant	\$ 167,000	\$ 525,000	\$ 692,000
501	501.34.512 Water Lines - Engineering	\$ -	\$ 1,605,000	\$ 1,605,000
501	501.44.512 Water Line Maintenance (Distribution)	\$ 87,500	\$ -	\$ 87,500
502	502.43.514 Water Pollution Control Plant	\$ 355,000	\$ 515,000	\$ 870,000
502	502.34.513 Sewer Lines - Engineering	\$ -	\$ 300,000	\$ 300,000
502	502.44.513 Sewer Line Maintenance (Collection)	\$ 87,500	\$ -	\$ 87,500
507	507.31.500 Storm Water Maintenance	\$ -	\$ -	\$ -
507	507.31.502 Storm Drainage - Maintenance	\$ 55,000	\$ -	\$ 55,000
507	507.34.502 Storm Sewer - Engineering	\$ -	\$ 825,000	\$ 825,000
		<u>\$ 2,551,500</u>	<u>\$ 10,801,000</u>	<u>\$ 13,352,500</u>

City of Wooster, Ohio  
Proposed Capital Equipment Budget  
For the year: 2020

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<u>DEPARTMENT/DIVISION</u>							
<b>Safety</b>							
<b>Fire</b>							
1	Replace Medic Unit 1306	Replacement	\$ 300,000	301 Capital Improvements Fund	301.80.702		
2	Replace Jaws of Life - Extrication Tools	Replacement	\$ 35,000	301 Capital Improvements Fund	301.80.702		
3	Station 1 Renovation: Engineering/Architect Plans	Update	\$ 50,000	301 Capital Improvements Fund	301.80.702		
	<b>Total Cost</b>		<b>\$ 385,000</b>				
<b>Police</b>							
1	Replace Police Vehicles	Replacement	\$ 165,000	301 Capital Improvements Fund	301.80.702		
<b>Community Service &amp; Development Department</b>							
<b>Building Standards</b>							
1	Parking Lot and Outdoor Lighting	Update	\$ 16,000	301 Capital Improvements Fund	301.80.702		
2	HVAC Control Upgrade	Update	\$ 47,500	301 Capital Improvements Fund	301.80.702		
3	Finance Department Carpet/Paint	Update	\$ 16,000	301 Capital Improvements Fund	301.80.702		
4	Inspection Vehicle	Replace	\$ 27,000	301 Capital Improvements Fund	301.80.702		
	<b>Total Cost</b>		<b>\$ 106,500</b>				
<b>Planning/Zoning</b>							
1	Public Dumpster Pad and Enclosure - Downtown	New	\$ 15,000	301 Capital Improvements Fund	301.80.702		
<b>Recreation/Pools/Community Center</b>							
1	Christmas Run Pool Repairs	Repair	\$ 200,000	301 Capital Improvements Fund	301.80.702		
1	Replace Mazda 3	Replace	\$ 30,000	301 Capital Improvements Fund	301.80.702		
1	Freedlander Pool Painting	Repair	\$ 48,000	301 Capital Improvements Fund	301.80.702		
	<b>Total Cost</b>		<b>\$ 278,000</b>				

City of Wooster, Ohio  
Proposed Capital Equipment Budget  
For the year: 2020

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<u>DEPARTMENT/DIVISION</u>							
<b>Public Works Department</b>							
<b>Engineering</b>							
1	Ortho Photography Updates	Update	\$ 30,000	301 Capital Improvements Fund	301.80.702		
2	Upgrade survey Equipment for 4G Compatibility	Upgrade	\$ 50,000	301 Capital Improvements Fund	301.80.702		
		<b>Total Cost</b>	<b>\$ 80,000</b>				

**Public Properties Maintenance**

1	Chalet Roof/Exterior Improvements	Repair	\$ 55,000	301 Capital Improvements Fund	301.80.702		
2	Two (2) Used Tandem Dump Trucks		\$ 50,000	301 Capital Improvements Fund	301.80.702		
3	Roof Shelter Over Washout Area		\$ 35,000	301 Capital Improvements Fund	301.80.702		
4	Locker Room/Training Room Improvements		\$ 85,000	301 Capital Improvements Fund	301.80.702		
5	Front End Wheel Loader		\$ 200,000	301 Capital Improvements Fund	301.80.702		
6	Paint Striping Machine		\$ 25,000	301 Capital Improvements Fund	301.80.702		
7	Schellin Park Basketball Court Improvements		\$ 20,000	301 Capital Improvements Fund	301.80.702		
8	Resurface Various Streets		\$ 150,000	301 Capital Improvements Fund	301.80.702		
9	Freedlander Parking Lot Improvements		\$ 150,000	301 Capital Improvements Fund	301.80.702		
10	Leaf Machine		\$ 55,000	507 Storm Sewer Fund	507.31.500		
		<b>Total Cost</b>	<b>\$ 825,000</b>				

**Utilities Divisions**  
**Water Pollution Control Plant**

1	Influent Pumps	Replace	\$ 80,000	502 Sanitary Sewer Fund	502.43.514		
2	Rebuild Cogen Engine (top end)	Rebuild	\$ 120,000	502 Sanitary Sewer Fund	502.43.514		
3	Replace Digester Mixers (replace one annually)	Replace	\$ 25,000	502 Sanitary Sewer Fund	502.43.514		
4	Sludge Pump Replacement/Repair		\$ 50,000	502 Sanitary Sewer Fund	502.43.514		
5	Improve/Update SCADA System		\$ 50,000	502 Sanitary Sewer Fund	502.43.514		
6	Replace Miscellaneous Capital		\$ 30,000	502 Sanitary Sewer Fund	502.43.514		
		<b>Total Cost</b>	<b>\$ 355,000</b>				

City of Wooster, Ohio  
Proposed Capital Equipment Budget  
For the year: 2020

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<b>DEPARTMENT/DIVISION</b>							
<b>Water Treatment Plant</b>							
1	High Duty Service Pump Refurbishment	Refurbish	\$ 50,000	501 Water Fund	501.42.504		
2	Add Variable Speed Drive to S-1 S-2 Well		\$ 55,000	501 Water Fund	501.42.504		
3	Replace Miscellaneous Capital	As needed	\$ 30,000	501 Water Fund	501.42.504		
4	Replace Pickup Truck	Replace	\$ 32,000	501 Water Fund	501.42.504		
		<b>Total Cost</b>	<b>\$ 167,000</b>				
<b>Distribution and Collection</b>							
	Loader		\$ 50,000	501 Water Fund	501.44.512		50.00%
			\$ 50,000	502 Sewer Fund	502.44.513		50.00%
			\$ 100,000				
	Replace Heavy Duty Pickup Truck		\$ 22,500	501 Water Fund	501.44.512		50.00%
			\$ 22,500	502 Sewer Fund	502.44.513		50.00%
			\$ 45,000				
	Repair/Replace Capital Items		\$ 15,000	501 Water Fund	501.44.512		50.00%
			\$ 15,000	502 Sewer Fund	502.44.513		50.00%
			\$ 30,000				
		<b>Total Cost</b>	<b>\$ 175,000</b>				
<b>TOTAL ALL CAPITAL REQUESTS - MEMORANDUM ONLY</b>			<b>\$ 2,551,500</b>				

City of Wooster, Ohio  
Proposed Capital Equipment Budget  
For the year: 2020

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

**FUND LEVEL SUMMARY**

Capital Improvements Fund	\$ 1,799,500
Water Fund	\$ 254,500
Sanitary Sewer Fund	\$ 442,500
Storm Sewer Fund	\$ 55,000
Garage Fund	\$ -
	<u>\$ 2,551,500</u>

**COST CENTER LEVEL SUMMARY**

Capital Improvements	301.80.7i-3360	\$ 1,799,500	301 Capital Improvements
Water Lines - Engineering	501.34.5 -3360	\$ -	501 Water
Water Treatment Plant	501.42.5i-3360	\$ 167,000	501 Water
Water Line Maintenance (Distribution)	501.44.5 -3360	\$ 87,500	501 Water
Sewer Lines - Engineering	502.34.5 -3360	\$ -	502 Sanitary Sewer
Sewer Line Maintenance (Collection)	502.44.5 -3360	\$ 87,500	502 Sanitary Sewer
Water Pollution Control Plant	502.43.5 -3360	\$ 355,000	502 Sanitary Sewer
Storm Sewer Maintenance	507.31.5i-3360	\$ 55,000	507 Storm Sewer
		<u>\$ 2,551,500</u>	

**City of Wooster, Ohio**  
**Budgeted Capital Infrastructure Projects**  
**For the year: 2020**

<b>MEMO ONLY</b>	<b>Division</b>	<b>Project Description</b>	<b>Revenue Notations</b>	<b>Project Notations</b>	<b>Budget Requested</b>	<b>Funding Source</b>	<b>General Ledger</b>
TOTAL	Engineering	Sidewalk Improvements	Gen. Fund Trans.	Construction	\$ 50,000	301 Capital Improvements	301.80.702
TOTAL	Engineering	Sidewalk Replacement	Gen. Fund Trans.	Construction	\$ 50,000	301 Capital Improvements	301.80.702
TOTAL	Engineering	Miscellaneous	Permissive Tax	Construction	\$ 10,000	103 Permissive Tax	103.34.602
	Engineering	Traffic Signal Improvements	Engineering	Construction	\$ 20,000	301 Capital Improvements	301.80.702
			Construction	Construction	\$ 150,000	301 Capital Improvements	301.80.702
TOTAL					\$ 170,000		
TOTAL	Engineering	Downtown Streetscape Southwest Quad & West Liberty to Alley	Gen. Fund Trans.	Construction	\$ 150,000	301 Capital Improvements	301.80.702
	Engineering	Clear Creek Park					
		Engineering	Gen. Fund Trans.	Engineering	\$ 153,245	301 Capital Improvements	301.80.702
			ODNR	Engineering	\$ 300,000	301 Capital Improvements	301.80.702
			Nature Works	Engineering	\$ 79,157	301 Capital Improvements	301.80.702
			OPWC	Engineering	\$ 437,598	301 Capital Improvements	301.80.702
TOTAL					\$ 970,000		
	Engineering	Daisy Way Extension					
		Engineering	Gen. Fund Trans.	Engineering	\$ 365,000	301 Capital Improvements	301.80.702
			Assessments	Engineering	\$ 161,000	301 Capital Improvements	301.80.702
			TID	Engineering	\$ 200,000	301 Capital Improvements	301.80.702
			Jobs Ohio	Engineering	\$ 250,000	301 Capital Improvements	301.80.702
TOTAL					\$ 976,000		
	Engineering	West Highland					
			Water	Construction	\$ 130,000	501 Water Fund	501.34.512
			Sanitary	Construction	\$ 100,000	502 Sanitary Sewer Fund	502.34.513
			Storm	Construction	\$ 125,000	507 Storm Sewer Fund	507.34.502
			OPWC Loan	Construction	\$ 51,218	301 Capital Improvements	301.80.702
			OPWC	Construction	\$ 310,000	301 Capital Improvements	301.80.702
			Assessments	Construction	\$ 60,000	301 Capital Improvements	301.80.702
			Gen. Fund Trans.	Construction	\$ 598,782	301 Capital Improvements	301.80.702
TOTAL					\$ 1,375,000		
	Engineering	Sunset Lane					
			Water	Construction	\$ 25,000	501 Water Fund	501.34.512
			Sanitary	Construction	\$ 125,000	502 Sanitary Sewer Fund	502.34.513
			Storm	Construction	\$ 175,000	507 Storm Sewer Fund	507.34.502
			OPWC Loan	Construction	\$ 31,392	301 Capital Improvements	301.80.702
			OPWC	Construction	\$ 190,000	301 Capital Improvements	301.80.702
			Assessments	Construction	\$ 25,000	301 Capital Improvements	301.80.702
			Gen. Fund Trans.	Construction	\$ 268,608	301 Capital Improvements	301.80.702
TOTAL					\$ 840,000		
	Engineering	Paving: North Street (Beall to Spink)	Gen. Fund Trans.	Construction	\$ 50,000.00	301 Capital Improvements	301.80.702
		Maple Street	Gen. Fund Trans.	Construction	\$ 65,000.00	301 Capital Improvements	301.80.702
		Callowhill Street	Gen. Fund Trans.	Construction	\$ 50,000.00	301 Capital Improvements	301.80.702
		Prospect Street	Gen. Fund Trans.	Construction	\$ 45,000.00	301 Capital Improvements	301.80.702
		Maiden Lane	Gen. Fund Trans.	Construction	\$ 35,000.00	301 Capital Improvements	301.80.702
		Hancock Street	Gen. Fund Trans.	Construction	\$ 45,000.00	301 Capital Improvements	301.80.702
		Christmas Run Blvd. (Highland to Skylark)	Gen. Fund Trans.	Construction	\$ 125,000.00	301 Capital Improvements	301.80.702
		Victoria Street	Gen. Fund Trans.	Construction	\$ 60,000.00	301 Capital Improvements	301.80.702
		Windsor Street	Gen. Fund Trans.	Construction	\$ 65,000.00	301 Capital Improvements	301.80.702
		Montclair Street	Gen. Fund Trans.	Construction	\$ 85,000.00	301 Capital Improvements	301.80.702
TOTAL					\$ 625,000.00		

**City of Wooster, Ohio**  
**Budgeted Capital Infrastructure Projects**  
**For the year: 2020**

<b>MEMO ONLY</b>	<b>Division</b>	<b>Project Description</b>	<b>Revenue Notations</b>	<b>Project Notations</b>	<b>Budget Requested</b>	<b>Funding Source</b>	<b>General Ledger</b>
	Engineering	Paving: Milltown (Cleveland to Melrose), Quinby, North	Gen. Fund Trans.	Construction	\$ 362,248.00	301 Capital Improvements	301.80.702
					\$ 300,000.00	103 Permissive Tax	103.34.602
		Street, Highland (Christmas Run to Cleveland)	ODOT Large City	Construction	\$ 532,752.00	301 Capital Improvements	301.80.702
TOTAL					\$ 1,195,000.00		
TOTAL	Engineering	Paving: Microsurfacing Portage, Burbank, Melrose & W. Milltown	Gen. Fund Trans.	Construction	\$ 250,000.00	301 Capital Improvements	301.80.702
	Engineering	Freedlander Park Electrical Service	Gen. Fund Trans.	Engineering	\$ 15,000.00	301 Capital Improvements	301.80.702
			Gen. Fund Trans.	Construction	\$ 225,000.00	301 Capital Improvements	301.80.702
TOTAL					\$ 240,000.00		
TOTAL	Engineering	Melrose - Milltown to Smithville Western	Gen. Fund Trans.	Engineering	\$ 25,000.00	301 Capital Improvements	301.80.702
TOTAL	Engineering	Sidewalks: Safe Routes to Schools Sunset, Armstrong & Highland Park	SRTS: Fed. Grant	Construction	\$ 280,000.00	301 Capital Improvements	301.80.702
TOTAL	Engineering	Parking Lot: South Street	Gen. Fund Trans.	Construction	\$ 175,000.00	301 Capital Improvements	301.80.702
TOTAL	Engineering	Parking Lot: City Hall	Gen. Fund Trans.	Construction	\$ 30,000.00	301 Capital Improvements	301.80.702
TOTAL	Engineering	Water Line Replacements		Water Construction	\$ 50,000	501 Water Fund	501.34.512
	Engineering	Replace 2" Waterlines Bechtel, Troyer, Spring, Diller, Forest, Curry, South Buckeye)		Water Construction	\$ 50,000	501 Water Fund	501.34.512
TOTAL					\$ 50,000		
	Engineering	Waterline: Lincoln Street (Nold to University)	Water CDBG	Construction	\$ 300,000	501 Water Fund	501.34.512
				Construction	\$ 300,000	107 CDBG Fund	107.83.414
TOTAL					\$ 600,000		
TOTAL	Engineering	Waterline: Holmes/Caldwell		Water Construction	\$ 400,000	501 Water Fund	501.34.512
TOTAL	Engineering	Waterlines: W. Henry, Washington, McKinley		Water Construction	\$ 650,000	501 Water Fund	501.34.512
TOTAL	Engineering	WTP: Filter Media Replacement		Water Construction	\$ 275,000	501 Water Fund	501.42.504
TOTAL	Engineering	WTP Clarifier Painting (Both)		Water Construction	\$ 250,000	501 Water Fund	501.42.504
TOTAL	Engineering	Sewer Line: Prospect	Sanitary Sewer	Construction	\$ 75,000	502 Sanitary Sewer Fund	502.34.513
	Engineering	Septage Receiving Upgrade	Sanitary Sewer	Engineering	\$ 10,000	502 Sanitary Sewer Fund	502.43.514
			Sanitary Sewer	Construction	\$ 75,000	502 Sanitary Sewer Fund	502.43.514
TOTAL					\$ 85,000		
TOTAL	Engineering	Generator Improvements	Sanitary Sewer	Construction	\$ 230,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	Engineering	Heath Exchangers for Feedstock Tank	Sanitary Sewer	Construction	\$ 125,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	Engineering	Solids Handling Improvements		Engineering	\$ 50,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	Engineering	Digester Membrane Replacements		Engineering	\$ 25,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	Engineering	NPDES Storm Water Permit Program (OEPA)		Engineering	\$ 100,000	507 Storm Sewer Fund	507.34.502
TOTAL	Engineering	Storm Sewer Replacements		Construction	\$ 30,000	507 Storm Sewer Fund	507.34.502
TOTAL	Engineering	Storm Sewer Replacement: Holmes/Calwell Culvert		Construction	\$ 250,000	507 Storm Sewer Fund	507.34.502

City of Wooster, Ohio  
 Budgeted Capital Infrastructure Projects  
 For the year: 2020

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Storm Sewer: Mel Lane/Mellon Circle		Engineering	\$ 45,000	507 Storm Sewer Fund	507.34.502
TOTAL	Engineering	Dix Culvert: Miscellaneous Repairs		Construction	\$ 100,000	507 Storm Sewer Fund	507.34.502
TOTAL		<b>TOTAL ALL INFRASTRUCTURE REQUESTS - MEMORANDUM ONLY</b>			\$ 10,801,000		

**FUND LEVEL SUMMARY**

See Below Recon**	Capital Improvements Fund	\$ 6,421,000
	Street Construction Maintenance and Repair Fund	\$ -
	Permissive Tax Fund	\$ 310,000
	CDBG Fund	\$ 300,000
	Water Fund	\$ 2,130,000
	Sanitary Sewer Fund	\$ 815,000
	Storm Sewer Fund	\$ 825,000
	CDBG CHIP Home RLF	\$ -
		<u>\$ 10,801,000</u>

**COST CENTER LEVEL SUMMARY**

Capital Improvements	301.80.702 -3360	\$ 6,421,000	301 Capital Improvements	\$ 8,016,000
Street Construction Maintenance & Repair	101.31.602 -3360	\$ -	101 SCM&R	
Street Construction Maintenance & Repair	101.34.602 -3360	\$ -	101 SCM&R	
Permissive Tax - Street Maintenance	103.34.602 -3360	\$ 310,000	103 Permissive Tax	
CDBG Critical Infrastructure	107.83.414 -3360	\$ 300,000	107 CDBG	
Water Lines	501.34.512 -3360	\$ 1,605,000	501 Water	
Water Treatment Plant	501.42.504 -3360	\$ 525,000	501 Water	
Sewer Lines - Engineering	502.34.513 -3360	\$ 300,000	502 Sanitary Sewer	
Water Pollution Control Plant	502.43.514 -3360	\$ 515,000	502 Sanitary Sewer	
Storm Sewer - Engineering	507.34.502 -3360	\$ 825,000	507 Storm Drainage	
CDBG CHIP Home RLF	115.70.400 -3360	\$ -	115 CDBG CHIP Home RLF	
		<u>\$ 10,801,000</u>		

**Fund Reconciliations**

	Capital Improvements Fund
**Reconciliation	
Total Fund Infrastructure Budgeted:	\$ 6,421,000
Less: Other Funding Sources	
ODOT Large City	\$ 532,752
Safe Routes to Schools	\$ 280,000
ODNR	\$ 300,000
Nature Works	\$ 79,157
TID	\$ 200,000
Jobs Ohio	\$ 250,000
OPWC Loan	\$ 82,610
OPWC	\$ 937,598
Assessments	\$ 246,000
Net Fund Infrastructure Budgeted:	<u>\$ 4,424,650</u>

1

**Budget Information**

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**2020 City Budget**

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**2020 City Capital Plan**

4

**City Planning  
2021 - 2025**

5

**2020 Wooster Community  
Hospital Budget**

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**City of Wooster, Ohio**  
**Planned Equipment Budget Requested**  
**For the years 2021-2025**

Southwest Quad & West Liberty to Alley

		Cut from					Funding	Percentage	
		2020 Budget	2021	2022	2023	2024	2025	Source	Split
<b>Police</b>									
1	Police Vehicle Replacements		\$ 165,000	\$ -				301 Capital Improvements Fund	
1	Police Vehicle Replacements			\$ 195,000				301 Capital Improvements Fund	
1	Police Vehicle Replacements				\$ 2,100,000			301 Capital Improvements Fund	
1	Police Vehicle Replacements					\$ 225,000		301 Capital Improvements Fund	
1	Police Vehicle Replacements						\$ 240,000	301 Capital Improvements Fund	
		\$ -	\$ 165,000	\$ 195,000	\$ 2,100,000	\$ 225,000	\$ 240,000		

<b>Fire</b>									
1	Station 1 Renovations		\$ 2,000,000					301 Capital Improvements Fund	
2	Replace Zoll AutoPulse x 4		\$ 45,000					301 Capital Improvements Fund	
1	Replace Ladder 1			\$ 1,750,000				301 Capital Improvements Fund	
1	Replace Medic 1307 - Reuse PowerLoad				\$ 275,000			301 Capital Improvements Fund	
2	Replace Tahoe - Chief 3				\$ 55,000			301 Capital Improvements Fund	
2	Replace 3 Hydraulic Cots				\$ 80,000			301 Capital Improvements Fund	
1	Replace Engine 137 p Pierce					\$ 600,000		301 Capital Improvements Fund	
2	Replace Colorado - U4					\$ 35,000		301 Capital Improvements Fund	
1	Replace Silverado - 1313 U2						\$ 55,000	301 Capital Improvements Fund	
2	Replace 2 LifePack 15 Cardiac Monitors						\$ 80,000	301 Capital Improvements Fund	
		\$ -	\$ 2,045,000	\$ 1,750,000	\$ 410,000	\$ 635,000	\$ 135,000		

<b>Public Properties Maintenance</b>									
	Resurface Various Streets		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	301 Capital Improvements Fund	
	Leaf Machines		\$ 110,000					301 Capital Improvements Fund	
	Skid Steer		\$ 55,000					301 Capital Improvements Fund	
	10 Ton Dual Axel Dump Truck		\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000		301 Capital Improvements Fund	
	Main Parking Lot Resurfaced		\$ 80,000					301 Capital Improvements Fund	
	Oak Hill Pond Dredging and Improvements		\$ 20,000					301 Capital Improvements Fund	
	Christmas Run Pool Parking Resurfaced		\$ 35,000					301 Capital Improvements Fund	
	Bike Trail Maintenance		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	301 Capital Improvements Fund	
	Drives and Parking Lot Remainder Resurfaced			\$ 50,000				301 Capital Improvements Fund	
	West Storage Shed Parking Lot Resurfaced			\$ 20,000				301 Capital Improvements Fund	
	Oak Hill Parking Lot Pavement			\$ 55,000				301 Capital Improvements Fund	
	Crew Truck with Service Box			\$ 50,000	\$ 50,000	\$ 50,000		301 Capital Improvements Fund	
	4x4 Backhoe/Front Loader			\$ 95,000				301 Capital Improvements Fund	
	Equipment/Materials Shed Storage					\$ 100,000		301 Capital Improvements Fund	
	Garage Door Replacements				\$ 180,000			301 Capital Improvements Fund	
		\$ -	\$ 650,000	\$ 620,000	\$ 580,000	\$ 500,000	\$ 175,000		

<b>Building Standards</b>									
	Replace Blinds City Hall		\$ 65,000					301 Capital Improvements Fund	
	City Hall Parking Lot Improvements		\$ 40,000					301 Capital Improvements Fund	
		\$ -	\$ 105,000	\$ -	\$ -	\$ -	\$ -		

**Engineering**

**City of Wooster, Ohio**  
**Planned Equipment Budget Requested**  
**For the years 2021-2025**

Southwest Quad & West Liberty to Alley

	Cut from					Funding Source	Percentage Split
	2020 Budget	2021	2022	2023	2024		
Traffic Signal Improvements	\$ 150,000						301 Capital Improvements Fund
Downtown Streetscape - Southwest Quad & West Liberty to Alley	\$ 750,000						301 Capital Improvements Fund
Paving:							
Woodlake Trail	\$ 40,000.00						301 Capital Improvements Fund
Deerfield Drive	\$ 45,000.00						301 Capital Improvements Fund
Theodore Street	\$ 35,000.00						301 Capital Improvements Fund
Rebecca Street (Theodore to East)	\$ 100,000.00						301 Capital Improvements Fund
Christmas Run Blvd. (Wayne to Highland)	\$ 300,000.00						301 Capital Improvements Fund
Wayne Avenue (Diller to Bowman)	\$ 100,000.00						301 Capital Improvements Fund
Washington St. Pavement Repairs	\$ 75,000.00						301 Capital Improvements Fund
Grant Street (Larwill to Henrietta)	\$ 175,000.00						301 Capital Improvements Fund
Henrietta (Grant to Quinby)	\$ 35,000.00						301 Capital Improvements Fund
Riffel Road (Western Corp. to SR 83)	\$ 80,000.00						301 Capital Improvements Fund
Waterlines: W. Henry, Washington, McKinley	\$ 450,000						501 Water Fund
Sanitary Sewer Miscellaneous	\$ 200,000						502 Sanitary Sewer Fund
Sanitary Sewer Lining Projects	\$ 300,000						502 Sanitary Sewer Fund
Sewer Line: Stibbs (West of Gasche)	\$ 100,000						502 Sanitary Sewer Fund
ADS Improvements	\$ 150,000						502 Sanitary Sewer Fund
Sewer Canon Scanner	\$ 200,000						502 Sanitary Sewer Fund
Solids Handling Improvements	\$ 400,000						502 Sanitary Sewer Fund
Storm Sewer Replacement: Friar Tuck	\$ 250,000						507 Storm Sewer Fund
Storm Sewer: Mel Lane/Mellon Circle	\$ 500,000						507 Storm Sewer Fund
Dix Culvert Re-lining: 48" CMP	\$ 350,000						507 Storm Sewer Fund
	<u>\$ 4,785,000</u>	<u>\$ -</u>					

**Recreation/Community Center/Pool**

1	Christmas Run Pool Painting	\$ 40,000						301 Capital Improvements Fund
1	Replace Boiler at Freedlander Pool	\$ 25,000						301 Capital Improvements Fund
1	Replace HVAC at Community Center		\$ 45,000					301 Capital Improvements Fund
1	Replace main roof at Community Center			\$ 55,000				301 Capital Improvements Fund
2	Replace Wading Pool at Freedlander Pool			\$ 150,000				301 Capital Improvements Fund
1	Replace Wading Pool at Christmas Run Pool				\$ 150,000			301 Capital Improvements Fund
1	Replace filter room at Christmas Run Pool					\$ 300,000		301 Capital Improvements Fund
1	Replace stainless steel liner at Christmas Run Pool					\$ 800,000		301 Capital Improvements Fund
		<u>\$ -</u>	<u>\$ 65,000</u>	<u>\$ 45,000</u>	<u>\$ 205,000</u>	<u>\$ 150,000</u>	<u>\$ 1,100,000</u>	

**Utilities**  
**Water Pollution Control**

City of Wooster, Ohio  
**Planned Equipment Budget Requested**  
**For the years 2021-2025**

Southwest Quad & West Liberty to Alley

	Cut from					Funding Source	Percentage Split
	2020 Budget	2021	2022	2023	2024		
Cogen Engine Rebuild	\$ 160,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	502 Sanitary Sewer Fund
Replace Digester Mixers (1 per year)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	502 Sanitary Sewer Fund
Influent Pump Fund	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	502 Sanitary Sewer Fund
Sludge Pump and Motor Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	502 Sanitary Sewer Fund
Replace Pickup Truck	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	502 Sanitary Sewer Fund
SCADA Upgrades	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	502 Sanitary Sewer Fund
Miscellaneous Capital	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	502 Sanitary Sewer Fund
	\$ -	\$ 380,000	\$ 355,000	\$ 305,000	\$ 305,000	\$ 340,000	
<b>Water Treatment</b>							
Replace Vehicle	\$ 32,000	\$ 32,000	\$ -	\$ 35,000	\$ -	\$ -	501 Water Fund
Water Pump and Motor Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	501 Water Fund
S-1 and S-2 VFD Install	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	501 Water Fund
Miscellaneous Capital	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	501 Water Fund
	\$ -	\$ 112,000	\$ 147,000	\$ 80,000	\$ 115,000	\$ 80,000	
<b>Distribution and Collection</b>							
Loader Purchase		\$ 50,000					501 Water Fund
		\$ 50,000					502 Sanitary Sewer Fund
Total Loader Purchase		\$ 100,000					
Replace Heavy Duty Pickup Truck		\$ 22,500		\$ 22,500			501 Water Fund
		\$ 22,500		\$ 22,500			502 Sanitary Sewer Fund
Total Replace Heavy Duty Pickup Truck		\$ 45,000		\$ 45,000			
Valve Turning Truck	\$ 55,000						501 Water Fund
	\$ 55,000						502 Sanitary Sewer Fund
Total Valve Turning Truck	\$ 110,000						
Repair/Replace Capital Items	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	501 Water Fund
	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	502 Sanitary Sewer Fund
Total Repair/Replace Capital Items	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
	\$ -	\$ 140,000	\$ 175,000	\$ 30,000	\$ 75,000	\$ 30,000	
<b>Totals by Fund (memorandum only)</b>							
	\$ 1,595,000	\$ 3,030,000	\$ 2,610,000	\$ 3,295,000	\$ 1,510,000	\$ 1,650,000	301 Capital Improvements Fund
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	101 SCM&R
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	102 State Highway Fund
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	103 Permissive Tax
	\$ 450,000	\$ 182,000	\$ 234,500	\$ 95,000	\$ 152,500	\$ 95,000	501 Water Fund
	\$ 1,100,000	\$ 505,000	\$ 442,500	\$ 320,000	\$ 342,500	\$ 355,000	502 Sewer Fund
	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	507 Storm Sewer Fund
	\$ 4,245,000	\$ 3,717,000	\$ 3,287,000	\$ 3,710,000	\$ 2,005,000	\$ 2,100,000	

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The following pages were prepared by the City Engineer and reflect infrastructure and capital planning needs. Because these calculations were an integral part of the budgeting process, we chose to include them in this document. However, the figures included in the 2020 column do not reconcile to the appropriation requests presented in sections two (2) and three (3) of this budget document.

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																	
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Future	COMMENTS
Ongoing	ENGR.	Sidewalk Improvements	\$ 775,000	Capital Imp.	\$ 775,000	\$ 75,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
Ongoing	ENGR.	Sidewalk Replacement Program	\$ 750,000	Capital Imp.	\$ 750,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
Ongoing	ENGR.	Fair Grounds Sidewalk	\$ 30,000	Capital Imp.	\$ 30,000	\$ 30,000											
Ongoing	ENGR.	Miscellaneous	\$ 510,000	Permissive Tax	\$ 510,000	\$ 10,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Ongoing	ENGR.	Traffic Signal Improvements	\$ 20,000	Engineering Construction	\$ 20,000		\$ 20,000										
			\$ 2,900,000	Capital Imp.	\$ 2,900,000		\$ 300,000	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
Ongoing	ENGR.	Roadway Condition Rating		Capital Imp.	\$ 180,000		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
In Progress	ENGR.	Downtown Streetscape (Southeast Quad and East Liberty)	\$ 1,150,000	Engineering	Capital Imp. \$ 150,000 Capital Imp. \$ 1,000,000 Assessments \$ - \$ 1,150,000	\$ 150,000	\$ 1,000,000										
	ENGR.	Downtown Streetscape (Southwest Quad and West Liberty to alley)	\$ 900,000	Capital Imp.	\$ 900,000		\$ 900,000										
				Assessments	\$ -												
					\$ 900,000												
	ENGR.	Downtown Streetscape (East Liberty Street alleys to Bever Street)	\$ 850,000	Engineering	Capital Imp. \$ 100,000 Capital Imp. \$ 750,000 Assessments \$ - \$ 850,000			\$ 100,000	\$ 750,000								
					\$ 400,000			\$ 100,000	\$ 300,000								
					\$ 400,000			\$ 100,000	\$ 300,000								
Complete	ENGR.	Bike Path Phase 1	\$ 1,050,000	Engineering Right of Way	Capital Imp. \$ 100,000 Capital Imp. \$ 200,000 TE \$ 715,000 Capital Imp. \$ 35,000 \$ 1,050,000	\$ 100,000	\$ 200,000	\$ 715,000	\$ 35,000								ODOT Grant
In Progress	ENGR.	Bike Path Phase 2	\$ 1,167,600	Engineering Right of Way	Capital Imp. \$ 150,000 Capital Imp. \$ 100,000 TE \$ 717,600 Capital Imp. \$ 200,000 \$ 1,167,600	\$ 150,000	\$ 100,000	\$ 717,600	\$ 200,000								ODOT Grant
Complete	ENGR	Oakley/Brookside Paving	\$ 300,000	Engineering	In-house Capital Imp. \$ 180,000 OPWC \$ 120,000 \$ 300,000	\$ 180,000	\$ 120,000										
In Progress	ENGR.	Clear Creek Park	\$ 963,305	Engineering	Capital Imp. \$ 104,200 Capital Imp. \$ 42,350 ODNR \$ 300,000 Nature Works \$ 79,157 OPWC \$ 437,598 \$ 963,305	\$ 104,200	\$ 42,350	\$ 300,000	\$ 79,157	\$ 437,598							CDBG Grants OPWC Grant
\$ 200,000	ENGR	Wayne Avenue (Oak Hill to Quinby)	\$ 200,000	General	Capital Imp. \$ 200,000	\$ 200,000											
\$ 325,000		Spink Street (Liberty to Bowman)	\$ 125,000	General	Capital Imp. \$ 125,000	\$ 125,000											
\$ 500,000		Nold Avenue (Beal to Palmer)	\$ 175,000	General	Capital Imp. \$ 175,000	\$ 175,000											
\$ 565,000		High Street	\$ 65,000	General	Capital Imp. \$ 65,000	\$ 65,000											
\$ 665,000		Walnut (Ohio to Larwill)	\$ 100,000	General	Capital Imp. \$ 100,000	\$ 100,000											
\$ 690,000		Henry (Grant to Walnut)	\$ 25,000	General	Capital Imp. \$ 25,000	\$ 25,000											
\$ 755,000		South (Grant to Market)	\$ 65,000	General	Capital Imp. \$ 65,000	\$ 65,000											
\$ 815,000		Vanover Street	\$ 60,000	General	Capital Imp. \$ 60,000	\$ 60,000											
\$ 880,000		Columbus (Liberty to Saybolt)	\$ 65,000	General	Capital Imp. \$ 65,000	\$ 65,000											
\$ 945,000		Cedar Lane	\$ 65,000	General	Capital Imp. \$ 65,000	\$ 65,000											
\$ 1,045,000		Brentwood Drive	\$ 100,000	General	Capital Imp. \$ 100,000	\$ 100,000											
\$ 1,090,000		Locust Court	\$ 45,000	General	Capital Imp. \$ 45,000	\$ 45,000											
\$ 1,175,000		Lemar Drive	\$ 85,000	General	Capital Imp. \$ 85,000	\$ 85,000											
Complete		Beall (Bloom/Cleve), Cleveland(High/SR83), Bever(Bow/Point), Wayne (Bever/Beall)	\$ 325,000 \$ 428,000	SCMR ODOT Large City Permissive Tax	\$ 325,000 \$ 428,000 \$ 100,000	\$ 325,000 \$ 428,000 \$ 100,000											ODOT Large Cities
Complete	ENGR.	Woodcrest Drive Concrete Repairs	\$ 65,000	Engineering	Capital Imp. \$ 65,000	\$ 65,000											
Complete	ENGR.	ODOT SR 585 Resurfacing (Schaefer Way to C	\$ 20,000	Engineering	Capital Imp. \$ 20,000	\$ 20,000											
In Progress	ENGR.	Daisy Way Extension	\$ 1,000,000	Engineering	Capital Imp. \$ 375,000 Assessments \$ 375,000 Jobs Ohio \$ 250,000 \$ 1,000,000	\$ 375,000	\$ 375,000	\$ 250,000									
Complete	ENGR.	Electric Charging Stations	\$ 150,000	Engineering	Capital Imp. \$ 150,000	\$ 150,000											AEP Reimbursed
In Progress	ENGR.	W. Highland Ave.	\$ 1,525,000	Engineering Right of Way	Capital Imp. \$ 50,000 Capital Imp. \$ 100,000 Water \$ 130,000 Sanitary \$ 100,000 Storm \$ 125,000 OPWC \$ 310,000 Assessments \$ 60,000 Capital Imp. \$ 650,000 \$ 1,525,000	\$ 50,000	\$ 100,000	\$ 130,000	\$ 100,000	\$ 125,000	\$ 310,000	\$ 60,000	\$ 650,000				OPWC
In Progress	ENGR.	Sunset Lane	\$ 965,000	Engineering Right of Way	Capital Imp. \$ 50,000 Capital Imp. \$ 75,000 Water \$ 25,000 Sanitary \$ 125,000 Storm \$ 175,000 OPWC \$ 190,000	\$ 50,000	\$ 75,000	\$ 25,000	\$ 125,000	\$ 175,000	\$ 190,000						OPWC

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																	
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR											COMMENTS
						2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Future	
				Assessments	\$ 25,000		\$ 25,000										
				Capital Imp.	\$ 300,000		\$ 300,000										
					\$ 965,000												
\$ 50,000	ENGR.	North Street (Beall to Spink)	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
\$ 115,000		Maple Street	\$ 65,000	General	Capital Imp.	\$ 65,000	\$ 65,000										
\$ 165,000		Callowhill Street	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
\$ 210,000		Prospect Street	\$ 45,000	General	Capital Imp.	\$ 45,000	\$ 45,000										
\$ 245,000		Maiden Lane	\$ 35,000	General	Capital Imp.	\$ 35,000	\$ 35,000										
\$ 290,000		Hancock Street	\$ 45,000	General	Capital Imp.	\$ 45,000	\$ 45,000										
\$ 415,000		Christmas Run Blvd. (Highland to Skylark)	\$ 125,000	General	Capital Imp.	\$ 125,000	\$ 125,000										
\$ 475,000		Victoria Street	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000										
\$ 540,000		Windsor Street	\$ 65,000	General	Capital Imp.	\$ 65,000	\$ 65,000										
\$ 625,000		Montclair Street	\$ 85,000	General	Capital Imp.	\$ 85,000	\$ 85,000										
\$ 800,000		Grant Street (Larwill to Henrietta)	\$ 175,000	General	Capital Imp.	\$ 175,000	\$ 175,000										
\$ 835,000		Henrietta (Grant to Quinby)	\$ 35,000	General	Capital Imp.	\$ 35,000	\$ 35,000										
\$ 915,000		Riffel Road (Western Corp to SR 83)	\$ 80,000	General	Capital Imp.	\$ 80,000	\$ 80,000										
\$ 955,000		Woodlake Trail	\$ 40,000	General	Capital Imp.	\$ 40,000	\$ 40,000										
\$ 1,000,000		Deerfield Drive	\$ 45,000	General	Capital Imp.	\$ 45,000	\$ 45,000										
\$ 1,035,000		Theodore Street	\$ 35,000	General	Capital Imp.	\$ 35,000	\$ 35,000										
\$ 1,135,000		Rebecca Street (Theodore to East)	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000										
\$ 1,435,000		Christmas Run Blvd. (Wayne to Highland)	\$ 300,000	General	Capital Imp.	\$ 300,000	\$ 300,000										
\$ 1,535,000		Wayne Avenue (Diller to Bowman)	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000										
	ENGR.	Microsurfacing (Portage, Burbank, Melrose, W. Milltown)	\$ 250,000	General	SCMR	\$ 250,000	\$ 250,000										
		Milltown (Cleveland to Melrose), Quinby, North Street, Highland (Christman Run To Cleveland)	\$ 662,248		SCMR	\$ 662,248	\$ 662,248									ODOT Large Cities	
			\$ 532,752		ODOT Large City	\$ 532,752	\$ 532,752										
	ENGR.	Washington Street Pavement Repairs	\$ 75,000	General	Capital Imp.	\$ 75,000	\$ 75,000										
	ENGR.	Freedlander's Park Electric Service	\$ 15,000	Engineering Construction	Capital Imp.	\$ 15,000	\$ 15,000										
					Capital Imp.	\$ 225,000	\$ 225,000										
	ENGR.	Melrose - Milltown to Smithville Western	\$ 3,025,000	Engineering Right of Way	Capital Imp.	\$ 25,000	\$ 25,000	\$ 200,000									
					Capital Imp.	\$ 200,000											
					Capital Imp.	\$ 1,200,000			\$ 1,200,000								
					Water	\$ 100,000			\$ 100,000								
					Storm	\$ 450,000			\$ 450,000								
					Sanitary	\$ 350,000			\$ 350,000								
					OPWC	\$ 500,000			\$ 500,000							OPWC	
					Assessments	\$ 200,000			\$ 200,000								
					\$ 3,025,000												
	ENGR.	South Street Paking Lot	\$ 175,000	Engineering	Capital Imp.	\$ 175,000	\$ 175,000										
	ENGR.	SRTS Sunset, Armstrong, Highland Park	\$ 280,000	Construction	Federal	\$ 280,000	\$ 280,000									100% Federal	
	ENGR.	City Hall Parking Lot	\$ 30,000	Engineering	Capital Imp.	\$ 30,000	\$ 30,000										
\$ 150,000	ENGR.	Armstrong Drive	\$ 150,000	General	Capital Imp.	\$ 150,000	\$ 150,000										
\$ 225,000		Hickory Lane	\$ 75,000	General	Capital Imp.	\$ 75,000	\$ 75,000										
\$ 250,000		Lincoln Street (Bowman to University)	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000										
\$ 335,000		Venture Blvd.	\$ 85,000	General	Capital Imp.	\$ 85,000	\$ 85,000										
\$ 510,000		Prairie Lane Road	\$ 175,000	General	Capital Imp.	\$ 175,000	\$ 175,000										
\$ 810,000		Timken Road	\$ 300,000	General	Capital Imp.	\$ 300,000	\$ 300,000										
\$ 850,000		Tanglewood	\$ 40,000	General	Capital Imp.	\$ 40,000	\$ 40,000										
\$ 900,000		Edwards	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
\$ 950,000		Neal Drive	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
\$ 975,000		Lee Drive	\$ 25,000	General	Capital Imp.	\$ 25,000	\$ 25,000										
\$ 1,000,000		Cher Court	\$ 25,000	General	Capital Imp.	\$ 25,000	\$ 25,000										
\$ 1,050,000		Linden Drive	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
\$ 1,100,000		Douglas Drive	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
\$ 1,175,000		Buchholz Drive	\$ 75,000	General	Capital Imp.	\$ 75,000	\$ 75,000										
\$ 1,250,000		Greensview Drive	\$ 75,000	General	Capital Imp.	\$ 75,000	\$ 75,000										
\$ 1,350,000		Ashwood Drive	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000										
\$ 1,450,000		Ridgecrest Drive	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000										
\$ 1,480,000		Colony CT	\$ 30,000	General	Capital Imp.	\$ 30,000	\$ 30,000										
\$ 1,530,000		Northwestern Avenue	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
	ENGR.	Grant (Henry to Larwill), Old Mansfield, Bowman (Liberty to Quinby)	\$ 225,000		SCMR	\$ 225,000	\$ 225,000										
			\$ 428,241		ODOT Large City	\$ 428,241	\$ 428,241										
	ENGR.	Oak Hill/Oldman Roundabout	\$ 150,000	Engineering Right of Way	Capital Imp.	\$ 150,000	\$ 150,000	\$ 100,000									
					Capital Imp.	\$ 100,000											
					OPWC	\$ 350,000			\$ 350,000								
					Capital Imp.	\$ 1,000,000			\$ 1,000,000								
					\$ 1,600,000												
	ENGR.	Extra Lane Milltown at Buehler's & SR 83	\$ 250,000	Engineering	Capital Imp.	\$ 250,000	\$ 250,000				\$ 250,000						
	ENGR.	Peanut Roundabout	\$ 2,870,000	Engineering Right of Way Utility Relocatio	Capital Imp.	\$ 320,000	\$ 320,000	\$ 320,000			\$ 150,000						
					Capital Imp.	\$ 150,000					\$ 150,000						
					Water	\$ 200,000					\$ 200,000						
					Sanitary	\$ 100,000					\$ 100,000						
					Storm	\$ 200,000					\$ 200,000						
					OPWC	\$ 500,000					\$ 500,000						
					Capital Imp.	\$ 1,250,000					\$ 1,250,000						
					\$ 2,870,000												
\$ 125,000	ENGR.	Winkler Drive	\$ 125,000	General	Capital Imp.	\$ 125,000	\$ 125,000										
\$ 190,000		Wedgewood Way	\$ 65,000	General	Capital Imp.	\$ 65,000	\$ 65,000										
\$ 250,000		Fairview Circle	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000										
\$ 280,000		Allendale Drive	\$ 30,000	General	Capital Imp.	\$ 30,000	\$ 30,000										
\$ 305,000		Little John Ln	\$ 25,000	General	Capital Imp.	\$ 25,000	\$ 25,000										
\$ 380,000		Robinhood Drive	\$ 75,000	General	Capital Imp.	\$ 75,000	\$ 75,000										
\$ 460,000		Friar Tuck Circle	\$ 80,000	General	Capital Imp.	\$ 80,000	\$ 80,000										
\$ 510,000		Eastern Avenue	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000										
\$ 650,000		Rebecca Street	\$ 140,000	General	Capital Imp.	\$ 140,000	\$ 140,000										
\$ 690,000		Billiar Street	\$ 40,000	General	Capital Imp.	\$ 40,000	\$ 40,000										
\$ 735,000		Theodore Street	\$ 45,000	General	Capital Imp.	\$ 45,000	\$ 45,000										

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																	
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR											COMMENTS
						2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Future	
\$ 785,000		Vine Street	\$ 50,000	General	Capital Imp.	\$ 50,000											
\$ 820,000		Mulberry Street	\$ 35,000	General	Capital Imp.	\$ 35,000											
\$ 860,000		Chestnut Court	\$ 40,000	General	Capital Imp.	\$ 40,000											
\$ 890,000		Ohio Street	\$ 30,000	General	Capital Imp.	\$ 30,000											
\$ 910,000		Leroy Court	\$ 20,000	General	Capital Imp.	\$ 20,000											
	ENGR.	Palmer (Bowman to Wayne), W. Liberty	\$ 410,000		SCMR	\$ 410,000											
		W. Smithville-Western, Cleveland (Point to Point)	\$ 428,241		ODOT Large City	\$ 428,241											
	ENGR.	Oak Hill/Milltown Intersection	\$ 450,000	Engineering	Capital Imp.	\$ 150,000											
		(City and County)		Right of Way	Capital Imp.	\$ 100,000				\$ 100,000							
					Wayne County OPWC	\$ 450,000					\$ 450,000						Wayne County's Contribution
					Capital Imp.	\$ 250,000					\$ 250,000						
					Capital Imp.	\$ 450,000					\$ 450,000						
						\$ 1,400,000											
\$ 85,000	ENGR.	Blair Blvd.	\$ 85,000	General	Capital Imp.	\$ 85,000					\$ 85,000						
\$ 130,000		Elm Drive	\$ 45,000	General	Capital Imp.	\$ 45,000					\$ 45,000						
\$ 130,000			\$ -	General	Capital Imp.	\$ -					\$ -						
\$ 130,000			\$ -	General	Capital Imp.	\$ -					\$ -						
\$ 130,000			\$ -	General	Capital Imp.	\$ -					\$ -						
\$ 130,000			\$ -	General	Capital Imp.	\$ -					\$ -						
\$ 130,000			\$ -	General	Capital Imp.	\$ -					\$ -						
\$ 380,000		Microsurfacing Misc.	\$ 250,000	General	Capital Imp.	\$ 250,000					\$ 250,000						
	ENGR.	Beall (Liberty/Bloom.) Larwill (Market West)	\$ 440,000		SCMR	\$ 440,000											
		Geyers Chapel	\$ 428,241		ODOT Large City	\$ 428,241											
	ENGR.	Palmer - Bowman to Wayne	\$ 1,920,000	Engineering	Capital Imp.	\$ 120,000					\$ 120,000						
				Right of Way	Capital Imp.	\$ 150,000						\$ 150,000					
					Water	\$ 250,000							\$ 250,000				
					Storm	\$ 200,000							\$ 200,000				
					Assessments	\$ 200,000							\$ 200,000				
					Capital Imp.	\$ 1,000,000							\$ 1,000,000				
						\$ 1,920,000											
	ENGR.	Columbus, E Henry, E. South	\$ 440,000		SCMR	\$ 440,000						\$ 440,000					
		Oak Hill, Portage	\$ 428,241		ODOT Large City	\$ 428,241						\$ 428,241					
	ENGR.	Akron Road Widening	\$ 385,000	Engineering	Capital Imp.	\$ 35,000							\$ 35,000				
				Const. Cost	Capital Imp.	\$ 350,000								\$ 350,000			
						\$ 385,000											
	ENGR.	University - Gasche to Palmer	\$ 695,000	Engineering	Capital Imp.	\$ 45,000							\$ 45,000				
				Right of Way	Capital Imp.	\$ 50,000								\$ 50,000			
					Water	\$ 25,000								\$ 25,000			
					Sanitary	\$ 25,000								\$ 25,000			
					Storm	\$ 50,000								\$ 50,000			
					Capital Imp.	\$ 350,000								\$ 350,000			
					Assessments	\$ 150,000								\$ 150,000			
						\$ 695,000											
	ENGR.	Riffel Road Extension	\$ 150,000	Engineering	Capital Imp.	\$ 150,000								\$ 150,000			
				Right of Way	Capital Imp.	\$ 50,000									\$ 50,000.00		
					Water	\$ 450,000									\$ 450,000.00		
					Storm	\$ 500,000									\$ 500,000.00		
					Sanitary	\$ 350,000									\$ 350,000.00		
					OPWC	\$ 500,000									\$ 500,000.00		
					Capital Imp.	\$ 1,000,000									\$ 1,000,000.00		
						\$ 3,000,000											
	ENGR.	Extra Lane SR83/Friendsville Road	\$ 385,000	Engineering	Capital Imp.	\$ 35,000							\$ 35,000				
				Const. Cost	Capital Imp.	\$ 350,000								\$ 350,000			
						\$ 385,000											
	ENGR.	W. Milltown Road	\$ 824,000	Engineering	Capital Imp.	\$ 150,000								\$ 150,000			
					Sanitary	\$ 6,000								\$ 6,000			
					Capital Imp.	\$ 453,000								\$ 453,000			
					Water	\$ 215,000								\$ 215,000			
					Sanitary	\$ -								\$ -			
						\$ 824,000											
		<b>GRAND TOTAL</b>				<b>\$ 43,955,869</b>	<b>\$ 8,333,905</b>	<b>\$ 7,390,000</b>	<b>\$ 3,828,241</b>	<b>\$ 5,718,241</b>	<b>\$ 3,538,241</b>	<b>\$ 3,058,241</b>	<b>\$ 820,000</b>	<b>\$ 4,635,000</b>	<b>\$ 1,595,000</b>	<b>\$ 1,819,000</b>	<b>\$ 3,320,000</b>
		* Monies already expended.															
					Water	\$ -	\$ 155,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 450,000	\$ 25,000	\$ 215,000	\$ 450,000
					Sanitary	\$ -	\$ 225,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 31,000	\$ 350,000
					Storm	\$ -	\$ 300,000	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ 50,000	\$ 500,000
					Capital Imp.	\$ 4,476,550	\$ 4,350,000	\$ 3,125,000	\$ 3,230,000	\$ 2,270,000	\$ 1,440,000	\$ 770,000	\$ 2,835,000	\$ 1,520,000	\$ 1,323,000	\$ 1,470,000	
					Permissive Tax	\$ 110,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
					SCMR	\$ 325,000	\$ 912,248	\$ 225,000	\$ 410,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ -	\$ -	\$ -	\$ -	
					CDBG	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					ODOT Large City	\$ 428,000	\$ 532,752	\$ 428,241	\$ 428,241	\$ 428,241	\$ 428,241	\$ 428,241	\$ -	\$ -	\$ -	\$ -	
					Jobs Ohio	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					OPWC	\$ 557,598	\$ 500,000	\$ -	\$ 500,000	\$ 350,000	\$ 250,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	
					Nature Works	\$ 79,157	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					ODNR	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					TE	\$ 1,432,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					Wayne County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	
					Assessments	\$ 375,000	\$ 85,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	
					Federal	\$ -	\$ 280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					<b>Total</b>	<b>\$ 8,333,905</b>	<b>\$ 7,390,000</b>	<b>\$ 3,828,241</b>	<b>\$ 5,718,241</b>	<b>\$ 3,538,241</b>	<b>\$ 3,058,241</b>	<b>\$ 820,000</b>	<b>\$ 3,785,000</b>	<b>\$ 1,570,000</b>	<b>\$ 1,573,000</b>	<b>\$ 2,520,000</b>	

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN WATER															
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
Ongoing	ENGR.	Water Line Replacements		\$ 1,500,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 300,000	
Ongoing	ENGR.	Replace 2" Waterlines Bechtel, Troyer, Spring, Diller, Curry, S. Buckeye	Construction	\$ 200,000	\$ 50,000	\$ 50,000	\$ 100,000								
In Progress	ENGR.	Water Model	Construction	\$ 50,000	\$ 50,000										
Complete	ENGR.	Woodcrest W/L Replacement	Construction	\$ 350,000	\$ 350,000										
Half Complete	ENGR.	Clearwell Painting (Tank #1 & #2)	Construction	\$ 500,000	\$ 500,000										
In Progress	ENGR.	Bulk Water Electronics	Construction	\$ 50,000	\$ 50,000										
Complete	ENGR.	OARDC Tank Painting	Construction	\$ 350,000	\$ 350,000										
Complete	ENGR.	Sycamore W/L Replacement	Construction	\$ 80,000	\$ 80,000										
	ENGR.	Lincoln Street (Nold to University)	Construction CDBG	\$ 300,000 \$ 300,000		\$ 300,000 \$ 300,000									\$300,000 CDBG Critical Infrastructure
	ENGR.	2020 Various W/L Replacements (W. Henry, Washington, McKinley)	Construction	\$ 1,100,000	\$ 1,100,000										\$400,000 OPWC
	ENGR.	Holmes/Caldwell W/L Replacement	Construction	\$ 400,000	\$ 400,000										
	ENGR.	WTP Filter Media Replacement	Construction	\$ 275,000	\$ 275,000										
	ENGR.	WTP Clarifier Painting (Both) to Waterline	Construction	\$ 250,000	\$ 250,000										
	ENGR.	Gasche, Thorne W/L Replacement	Construction	\$ 700,000		\$ 700,000									
	ENGR.	Keiffer W/L Replacement (Beall to Gasche)	Construction	\$ 250,000		\$ 250,000									
	ENGR.	Long Road Booster Station Upgrade	Engineering Land Construction	\$ 50,000 \$ 50,000 \$ 350,000		\$ 50,000	\$ 50,000 \$ 350,000								
	ENGR.	Long Road Tank Painting	Construction	\$ 400,000		\$ 400,000									
	ENGR.	Robinhood, Friar Tuck W/L Replacement	Construction	\$ 300,000		\$ 300,000									
	ENGR.	West Wayne W/L (CC Culvert to Christmas Run)	Construction	\$ 350,000		\$ 350,000									
	ENGR.	Madison Booster Station Upgrades	Engineering Construction	\$ 50,000		\$ 50,000	\$ 50,000	\$ 350,000							
	ENGR.	Chemical Addition at S-1	Construction	\$ 100,000				\$ 100,000							
	ENGR.	Bloomington W/L	Construction	\$ 130,000				\$ 130,000							
	ENGR.	WTP Filter Addition	Engineering Construction	\$ 150,000 \$ 1,500,000				\$ 150,000	\$ 1,500,000						
	ENGR.	Palmer (Bowman to Wayne)	Construction	\$ 375,000				\$ 375,000							
	ENGR.	Back Orville Road Water Line Looping	Construction	\$ 250,000				\$ 250,000							
	ENGR.	Grant Street - Park to Quinby	Construction	\$ 300,000				\$ 300,000							
	ENGR.	Stibbs Replacement Buckeye to Beall													
	ENGR.	Prairie Lane Water Line (WTP to Timken Road)	Engineering Permits Construction	\$ 30,000 \$ 6,000 \$ 290,000				\$ 30,000 \$ 6,000 \$ 290,000							
	ENGR.	IP Tank Painting	Construction	\$ 400,000				\$ 400,000							
	ENGR.	750,000 Gallon WTP Clearwell Addition	Construction	\$ 1,500,000				\$ 1,500,000							
	ENGR.	West Wayne W/L (.Christmas Run to Quinby)		\$ 250,000									\$ 250,000		
	ENGR.	E. Highland Ave. W/L (Portage to curve)		\$ 200,000									\$ 200,000		
	ENGR.	Robinson/Biohio W/L loop		\$ 200,000									\$ 200,000		
		<b>SHEET TOTAL</b>		<b>\$ 14,236,000</b>	<b>\$ 1,480,000</b>	<b>\$ 2,725,000</b>	<b>\$ 2,250,000</b>	<b>\$ 550,000</b>	<b>\$ 450,000</b>	<b>\$ 430,000</b>	<b>\$ 1,601,000</b>	<b>\$ 3,600,000</b>	<b>\$ 650,000</b>	<b>\$ 500,000</b>	
		<b>TOTAL FROM STREETS</b>		<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 25,000</b>	<b>\$ 215,000</b>	
		<b>SUBTOTAL</b>		<b>\$ 1,480,000</b>	<b>\$ 2,880,000</b>	<b>\$ 2,250,000</b>	<b>\$ 650,000</b>	<b>\$ 450,000</b>	<b>\$ 430,000</b>	<b>\$ 1,601,000</b>	<b>\$ 4,050,000</b>	<b>\$ 675,000</b>	<b>\$ 715,000</b>		
		<b>GRANT FUNDS</b>		<b>\$ 300,000</b>	<b>\$ 800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
		<b>GRAND TOTAL WATER FUND</b>		<b>\$ 14,081,000</b>	<b>\$ 1,180,000</b>	<b>\$ 2,080,000</b>	<b>\$ 2,250,000</b>	<b>\$ 650,000</b>	<b>\$ 450,000</b>	<b>\$ 430,000</b>	<b>\$ 1,601,000</b>	<b>\$ 4,050,000</b>	<b>\$ 675,000</b>	<b>\$ 715,000</b>	

CITY OF WOOSTER															
10-YEAR INFRASTRUCTURE STRATEGIC PLAN															
SANITARY SEWER															
PRIORITY	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
ONGOING	ENGR	Sanitary Sewer Misc.		\$ 1,900,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
ONGOING	ENGR	Sanitary Sewer Lining Projects		\$ 2,500,000	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
ONGOING	ENGR & WRRF	CSO Abatement Projects		\$ 200,000	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
In Progress	ENGR	W. Liberty St. Area		\$ 330,000	\$ 330,000										
In Progress	ENGR	Stibbs (west of Gasche)		\$ 100,000	\$ 100,000										
In progress	ENGR	Prospect		\$ 75,000	\$ 75,000										
Sludge tank	ENGR	Influent Chamber Improvements	Engineering	\$ 15,000	\$ 15,000										
			Construction	\$ 100,000	\$ 100,000										
Sludge tank	ENGR	SFD Roofing Cover	Engineering	\$ 20,000	\$ 20,000										
			Construction	\$ 200,000	\$ 200,000										
In Progress	ENGR	Sluge Stroage & Dewatering	Engineering	\$ 25,000	\$ 25,000										
			Construction	\$ 1,000,000	\$ 1,000,000										
Sludge Tank	ENGR	Feedstock Tank Heat Exchangers	Engineering	\$ 20,000	\$ 20,000										
			Construction	\$ 115,000	\$ 115,000										
Complete	ENGR	Biotower Refurbishing	Construction	\$ 100,000	\$ 100,000										
In Progress	ENGR	Stibbs (west of Gasche)		\$ 100,000		\$ 100,000									
In progress	ENGR	Prospect		\$ 75,000		\$ 75,000									
	ENGR	Seepage Receiving Upgrade	Engineering	\$ 50,000		\$ 50,000									
			Construction	\$ 300,000		\$ 300,000									
	ENGR	ADS Improvements	Construction	\$ 150,000		\$ 150,000									
	ENGR	Generator Improvements	Construction	\$ 250,000		\$ 250,000									
	ENGR	Heat Exchangers for Feedstock Tank	Engineering	\$ 125,000		\$ 125,000									
	ENGR	Solids Handling Improvements	Engineering	\$ 50,000		\$ 50,000									
			Construction	\$ 400,000		\$ 400,000									
	ENGR	Mechanicsburg Rd - Bell & Howell	Engineering	\$ 200,000		\$ 200,000									
	ENGR	Digester	Engineering	\$ 25,000		\$ 25,000									
		(Membrane replacement)	Construction	\$ 120,000		\$ 40,000	\$ 40,000	\$ 40,000							
	ENGR	Wal-Mart Gravity Sewer	Easements	\$ 50,000		\$ 50,000									
			Construction	\$ 1,000,000		\$ 1,000,000									OPWC \$400,000
	ENGR	Cleveland Road Lift Station Upgrades	Engineering	\$ 25,000		\$ 25,000									
		(Force main)	Construction	\$ 400,000		\$ 400,000									
	ENGR	Solids Handling Improvements	Engineering	\$ 50,000		\$ 50,000									
		(Press Building and Piping)	Construction	\$ 200,000		\$ 200,000									
	ENGR	W. Henry Street Lift Station Upgrades	Engineering	\$ 50,000		\$ 50,000									
			Construction	\$ 350,000		\$ 350,000									
	ENGR	Lab Electrical Upgrade		\$ 185,000		\$ 35,000	\$ 150,000								
	WRRF	CSO Regulators		\$ 150,000		\$ 150,000									
	WRRF	CSO Disinfection		\$ 100,000		\$ 100,000									
	ENGR	Oak Hill Sewer - Highland to Oldman	Engineering	\$ 25,000		\$ 25,000									
			Construction	\$ 240,000		\$ 240,000									
	ENGR & WRRF	Cleveland Road North Lift Sta. Repl.		\$ 250,000		\$ 250,000									





**1**

**Budget Information**

**2**

**2020 City Budget**

**3**

**2020 City Capital Plan**

**4**

**City Planning  
2021 - 2025**

**5**

**2020 Wooster Community  
Hospital Budget**

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**WOOSTER COMMUNITY HOSPITAL**  
**SERVICE DEMAND AND BUDGET ASSUMPTIONS**  
**FOR BUDGET YEAR ENDING DECEMBER 31, 2020**

	Actual <u>'17</u>	Actual <u>'18</u>	Projected <u>'19</u>	Budget <u>'20</u>
<b>SERVICE DEMAND</b>				
1 Acute Inpatient Admissions	6,117	6,011	5,589	5,604
2 Inpatient Rehab Admissions	196	170	168	169
3 Transitional Care Admissions	457	425	376	377
4 Total Admissions	6,770	6,606	6,133	6,150
5 % Occupancy (2019 135 Open Beds)	55.1%	52.2%	50.4%	50.4%
6 Acute Inpatient Patient Days	17,921	16,987	15,683	15,704
7 Inpatient Rehab Patient Days	2,594	2,306	2,185	2,192
8 Transitional Care Patient Days	7,238	7,018	6,986	7,006
9 Total Patient Days	27,753	26,311	24,854	24,902
10 Observation Days	2,256	2,477	2,585	2,658
11 Births	1,166	1,335	1,310	1,314
12 Acute Average Length Of Stay	2.93	2.83	2.81	2.80
13 Inpatient Rehab Average Length Of Stay	13.23	13.56	13.01	13.01
14 Transitional Care Average Length Of Stay	15.84	16.51	18.58	18.58
15 Total Average Length Of Stay	4.10	3.98	4.05	4.05
16 Average Daily Census	76	72	68	68
17 Surgical Cases:				
18 Inpatient - including c-sections	1,531	1,419	1,376	1,380
19 Outpatient	3,463	3,754	4,014	4,214
20 Total	4,994	5,173	5,390	5,593
21 Emergency Room Visits	34,730	33,809	33,751	33,859
22 Home Health Admissions	1,084	806	799	802
23 Total Outpatient Registrations	135,808	139,879	143,941	144,555
24 Adjusted Patient Days	69,133	71,598	74,301	76,049
<b>ASSUMPTIONS</b>				
25 FTEs (including HH & Contract)	845	844	867	865
26 Manhours Per Patient Day	63.31	66.73	72.52	72.57
27 FTEs/Occupied Bed	11.11	11.71	12.73	12.72
28 Manhours Per APD	25.41	24.52	24.26	23.76
29 FTEs/Adjusted Patient Day	4.46	4.30	4.26	4.17
30 Across Wage Grades	01/08/17	n/a	01/06/19	n/a
31 Salary Increase	All 2.0%	No Increase	All 2.0%	No Increase
32 Est'd Budget Year Impact	\$966,472	\$0	\$1,049,060	\$0
33 Dates of Rate Increase	01-Jan-17	01-Jan-18	01-Jan-19	01-Jan-20
34 Rate Increase Percentage	5%	5%	5%	5%
35 Income from Operations	11,925,983	14,773,704	12,554,959	13,915,063
36 Non-Operating Income	656,198	1,165,407	1,561,455	1,403,788
37 Non-Operating Expenses	(9,065,000)	(11,540,000)	(11,650,000)	(11,800,000)
38 Net Income	3,517,181	4,399,111	2,466,414	3,518,851
39 EBIDA	12,425,934	14,151,088	12,481,716	13,611,275
40 Operating Cash Margin %	15.5%	17.1%	15.2%	15.6%
41 Operating Margin	8.9%	10.3%	8.4%	9.0%

**WOOSTER COMMUNITY HOSPITAL**  
**2020 BUDGET VOLUME ASSUMPTIONS**

**Inpatient**

- Med/Surg - Peds - PCU	Constant	30.6
- ICU	2.9% Decrease	4.0
- Women's Pavilion	Constant	8.3
- Inpatient Rehab	Constant	6.0
- Transitional Care Unit	Constant	<u>19.1</u>
Total Adult & Pediatric Patient Days		<u>68.0</u>
- Nursery	Constant	<u>6.8</u>
Total Patient Days		<u>74.8</u>
<b>* Inpatient Surgery Cases</b>	Constant	1,380
<b>Outpatient Surgery Cases</b>	5% Increase	4,214
<b>Emergency Visits</b>	Constant	33,859

\* Includes C-Sections

<b>Outpatient</b>	<b>Increase/(Decrease) Activity</b>
Radiation Oncology	10%
Infusion Services	10%
Retail Pharmacy	10%
Physician Phlebotomist	5%
Ambulatory Care	4%
Special Procedures	3%
Wound Clinic	3%
PET	2%
Nutritional Services	2%
Ultrasound	2%
Endoscopy	1%
Breast Imaging	1%
Sleep Center	1%
Bone Densitometry	1%
Laboratory	1%
Nuclear Medicine	1%
Radiology-Main Campus	1%
Health & Wellness	1%
Outreach Lab	-3%
Milltown Lab	-5%
Medical Outpatient	-20%
Radiology-Healthpoint	-25%
Private Duty	BMS

**Remaining Activities - same level as 2019**

Behavioral Health  
 Cardiac Rehab  
 Cardiovascular  
 CT Scan  
 Home Health  
 MRI  
 Occupational Therapy  
 Physical Therapy  
 Pulmonary/ Neurology  
 Radiology-Milltown  
 Speech Therapy

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

	BUDGET 2019	PROJECTED 2019	BUDGET 2020	INCREASE/ (DECREASE)
1	ROUTINE INPATIENT SERVICES	28,972,967	27,041,393	1,350,733
2	ANCILLARY INPATIENT SERVICES	85,981,026	78,643,598	4,179,856
3	<b>TOTAL INPATIENT REVENUE</b>	<u>114,953,993</u>	<u>105,684,991</u>	<u>5,530,589</u>
4	OUTPATIENT SERVICES	195,192,287	210,261,639	18,169,349
5	<b>GROSS PATIENT REVENUE</b>	<u>310,146,280</u>	<u>315,946,630</u>	<u>23,699,938</u>
	<b>REVENUE DEDUCTIONS</b>			
6	CONTRACTUAL DEDUCTIONS	158,387,635	164,976,415	18,411,315
7	CHARITY DEDUCTIONS	750,244	895,042	145,349
8	OTHER DEDUCTIONS	218,870	267,419	20,059
9	BAD DEBT	7,567,567	7,157,387	413,899
10	<b>TOTAL REVENUE DEDUCTIONS</b>	<u>166,924,316</u>	<u>173,296,262</u>	<u>18,990,623</u>
11	<b>NET PATIENT REVENUE</b>	<u>143,221,964</u>	<u>142,650,368</u>	<u>4,709,315</u>
12	OTHER REVENUE	5,914,403	6,181,238	561,727
13	<b>TOTAL NET REVENUE</b>	<u>149,136,367</u>	<u>148,831,606</u>	<u>5,271,042</u>
	<b>OPERATING EXPENSES</b>			
14	SALARIES AND WAGES	53,159,195	54,245,144	191,944
15	BENEFITS	17,988,402	18,405,401	184,000
16	FEES-PHYSICIANS & OTHER	14,024,610	14,905,707	633,994
17	SUPPLIES	29,804,363	28,972,282	2,442,232
18	UTILITIES	2,473,338	2,222,212	22,911
19	REPAIRS & MAINTENANCE	5,224,410	5,209,521	199,887
20	LEASES AND RENTALS	548,767	498,172	14,525
21	TAXES, INSURANCE & RISK MANAGEMENT	1,067,340	1,122,027	55,963
22	OTHER EXPENSE	717,416	680,879	88,360
23	<b>TOTAL OPERATING EXPENSES</b>	<u>125,007,841</u>	<u>126,261,345</u>	<u>3,833,816</u>
24	DEPRECIATION	10,239,122	10,015,302	77,122
25	<b>TOTAL OPERATING COSTS</b>	<u>135,246,963</u>	<u>136,276,647</u>	<u>3,910,938</u>
26	<b>OPERATING INCOME</b>	<u>13,889,404</u>	<u>12,554,959</u>	<u>1,360,104</u>
	<b>NON-OPERATING INCOME &amp; EXPENSES</b>			
27	INTEREST INCOME-OPERATING	162,678	227,066	(20,297)
28	INTEREST INCOME-PLANT	1,398,918	1,334,389	(137,370)
29	OTHER EXPENSE	(12,350,000)	(11,650,000)	150,000
30	<b>TOTAL NON-OPERATING INCOME</b>	<u>(10,788,404)</u>	<u>(10,088,545)</u>	<u>(307,667)</u>
31	<b>NET INCOME</b>	<u>3,101,000</u>	<u>2,466,414</u>	<u>1,052,437</u>

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

	2019 PROJECTED	2020 BUDGET
<b>1 SALARIES &amp; WAGES</b>		
2 SALARIES & WAGES	53,568,066	53,781,404
3 GAIN SHARING EXPENSE	677,078	655,684
4 TOTAL SALARIES & WAGES	<u>54,245,144</u>	<u>54,437,088</u>
<b>5 BENEFITS</b>		
6 PERS	7,404,551	7,525,414
7 WORKER'S COMPENSATION	74,577	115,916
8 MEDICARE	737,677	779,235
9 QHR	145,332	151,144
10 UNEMPLOYMENT	4,700	7,500
11 HEALTH & DENTAL INSURANCE	9,598,559	9,568,254
12 LIFE INSURANCE	28,349	28,824
13 DISABILITY INSURANCE	273,200	274,641
14 EDUCATIONAL ASSISTANCE	59,686	59,689
15 EMPLOYEE HEALTH	683	693
16 EMPLOYEE RELATIONS	78,087	78,091
17 TOTAL BENEFITS	<u>18,405,401</u>	<u>18,589,401</u>
<b>18 FEES-OTHER</b>		
19 FEES- PHYSICIAN & OTHER	201,180	202,699
20 ADVERTISING	248,673	252,189
21 AUDITING	43,500	43,500
22 MANAGEMENT FEES-QUORUM	399,934	402,631
23 LEGAL FEES	114,228	115,489
24 PURCHASED SECURITY	353,442	428,348
25 OUTSIDE SERVICES	13,466,579	14,013,028
26 COMPLIANCE	78,171	81,817
27 TOTAL FEES-OTHER	<u>14,905,707</u>	<u>15,539,701</u>
<b>28 SUPPLIES</b>		
29 OFFICE SUPPLIES	75,561	85,472
30 COPIER SUPPLIES	9,592	9,972
31 CHARGEABLE SUPPLIES	11,333,540	11,775,691
32 DIRECT DEPT SUPPLIES	4,399,681	4,538,886
33 CONTRAST MEDIA	628,339	637,529
34 PRINTING FORMS	20,022	45,645
35 OXYGEN & OTHER SUPPLIES	23,220	23,220
36 DRUGS	2,153,060	2,150,138
37 CHEMOTHERAPY	5,709,174	6,769,233

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

	2019 PROJECTED	2020 BUDGET
38 SUPPLIES - CONTINUED		
39 RETAIL PHARMACY	2,857,588	3,284,798
40 FOOD	457,434	739,495
41 UNIFORM REPLACEMENT	5,228	7,327
42 MINOR EQUIPMENT	579,826	606,684
43 BLOOD PROCESSING	476,280	496,677
44 FREIGHT	243,737	243,747
45 TOTAL SUPPLIES	<u>28,972,282</u>	<u>31,414,514</u>
46 UTILITIES		
47 ELECTRICITY	1,359,925	1,369,794
48 FUEL	407,884	410,969
49 WATER	183,008	188,793
50 SEWER	148,947	153,022
51 TELEPHONE	122,448	122,545
52 TOTAL UTILITIES	<u>2,222,212</u>	<u>2,245,123</u>
53 REPAIRS AND MAINTENANCE		
54 REPAIR AND MAINTENANCE	244,539	248,638
55 MAINTENANCE CONTRACTS	4,953,110	5,148,720
56 TRUCK EXPENSE	11,872	12,050
57 TOTAL REPAIRS & MAINTENANCE	<u>5,209,521</u>	<u>5,409,408</u>
58 LEASE/RENTAL	498,172	512,697
59 TAXES & INSURANCE		
60 PROPERTY & LIABILITY & RISK MNGT	751,162	805,219
61 REAL ESTATE & FRANCHISE BED TAXES	370,865	372,771
62 TOTAL TAXES & INSURANCE	<u>1,122,027</u>	<u>1,177,990</u>
63 OTHER EXPENSES		
64 EDUCATION & TRAVEL	356,092	414,529
65 DUES AND SUBSCRIPTIONS	269,937	278,364
66 POSTAGE	46,846	54,346
67 SCHOLARSHIPS	8,004	22,000
68 TOTAL OTHER EXPENSE	<u>680,879</u>	<u>769,239</u>
69 SUBTOTAL OPERATING EXPENSES W/O DEPR.	<u>126,261,345</u>	<u>130,095,161</u>
70 DEPRECIATION	<u>10,015,302</u>	<u>10,092,424</u>
71 TOTAL OPERATING EXPENSE	<u>136,276,647</u>	<u>140,187,585</u>
72 NON-OPERATING OTHER EXPENSE	11,650,000	11,800,000
73 TOTAL EXPENSES	<u>147,926,647</u>	<u>151,987,585</u>

## EXPLANATION OF INCREASES/DECREASES 2020 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<b><u>Patient Revenue</u></b>	
<u>Routine Inpatient Services:</u> In addition to the proposed 5% price increase, we are predicting a slight increase in inpatient volume due to an additional day of revenue related to leap year.	1,350,733
<u>Ancillary Inpatient Services:</u> In addition to the proposed 5% price increase, acute ancillary inpatient service volumes are also projected to increase due to an additional day of revenue. Pharmaceutical and Medical Surgical charges directly correlate to their respective costs.	4,179,856
<b><u>Total Inpatient Revenue</u></b>	5,530,589
<u>Outpatient Revenue:</u> In addition to the proposed 5% rate increase, this increase is attributable to fluctuations in activity levels and an additional day of revenue. Please refer to page 2 for key volume assumptions.	18,169,349
<b><u>Total Patient Revenue:</u></b>	23,699,938
<b><u>Revenue Deductions:</u></b>	
<u>Contractual allowances:</u> The increase in contractual allowances is due to the increase in patient revenue. Contractual assumptions also reflect the Federal Fiscal Year 2020 Final Rules and a shift in payer mix.	18,411,315
<u>Charity Deductions:</u> Increase corresponds to changes in patient revenue due to price and volume increases.	145,349
<u>Other Deductions:</u> Increase corresponds to changes in patient revenue due to price and volume increases.	20,059
<u>Bad Debt</u> Increase corresponds to changes in patient revenue due to price and volume increases.	413,899
<b><u>Total Revenue Deductions:</u></b>	18,990,623
<b><u>Net Patient Revenue:</u></b>	4,709,315
<u>Other Revenue:</u> Increase is due to a projected volume increases in Retail Pharmacy and Food Service which is partially offset by Private Duty becoming part of Bloomington Medical Services.	561,727
<b><u>Total Net Revenue:</u></b>	5,271,042

## EXPLANATION OF INCREASES/DECREASES 2020 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<b><u>Operating Expenses:</u></b>	
<b><u>Salaries &amp; Wages:</u></b>	191,944
Increase is due anticipated step level increases in 2020. Gainsharing is budgeted at 4.5% of the projected operating margin.	
<b><u>Benefits:</u></b>	184,000
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 2020. The hospital received a Worker's Compensation rebate in 2019 and has included a partial rebate for 2020.	
<b><u>Fees Physician &amp; Other:</u></b>	633,994
Increase is due to fees for Neurological Medical Services, Food Service Management, & Development Fundraising which is partially offset by termination of the New Vision & Infection Control contracts and the shift of Private Duty to Bloomington Medical Services.	
<b><u>Supplies:</u></b>	2,442,232
Increase in supplies is due to anticipated increases in inpatient and outpatient volumes and inflation assumptions.	
<b><u>Utilities:</u></b>	22,911
Increase in cost is primarily due to inflation.	
<b><u>Repairs &amp; Maintenance:</u></b>	199,887
Increase is primarily due to equipment maintenance for Pharmacy, Imaging Services as well as changes to the GE Biomedical maintenance contract.	
<b><u>Leases &amp; Rentals:</u></b>	14,525
Increase in estimated expense.	
<b><u>Taxes &amp; Insurance:</u></b>	55,963
Increase is due to Property & Liability Insurance, projected Risk Management expenses and a slight increase in the Transitional Care Unit bed tax.	
<b><u>Other Expenses:</u></b>	88,360
Increase is mainly due to Education & Travel for certifications and training for Physical Therapy, Occupational therapy & Women's Pavillion. The increase is also due to employment agreements related to scholarships that will be met in 2020.	
<b><u>Depreciation:</u></b>	77,122
The increase is due to construction projects and new capital items purchased in 2019 that will have a full year of depreciation in 2020 and new 2020 capital purchases which is partially offset by items that will be fully depreciated in 2019.	
<b><u>Total Operating Costs:</u></b>	3,910,938
<b><u>Operating Income:</u></b>	1,360,104

**EXPLANATION OF INCREASES/DECREASES**  
**2020 BUDGET COMPARED TO CURRENT YEAR**

	Increase (Decrease)
<b><u>Non-Operating Income Expenses:</u></b>	
<u>Interest Income - Operating Fund</u> Decrease is due to an anticipated decrease in the rate of return and the projected operating cash balances in 2020.	(20,297)
<u>Interest Income - Plant Fund</u> Decrease is due to an anticipated decrease in the rate of return for 2020.	(137,370)
<u>Other Expenses:</u> This account is used to transfer funds to the Wooster Community Hospital Foundation for ongoing recruitment, transportation program and required support of physician employment model.	150,000
<b><u>Net Income:</u></b>	1,052,437

## COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2020

<b>NET PATIENT SERVICE REVENUE:</b>	<b>\$147,359,683</b>
<b>DIRECT PATIENT CARE EXPENSE:</b>	
IV THERAPY	162,402
INFUSION SERVICES	1,015,899
MEDICAL OUTPATIENTS	91,975
WOUND CENTER	2,414,240
FLOAT	578,319
PCU	4,157,238
MED/SURG-2	1,374,896
MED/SURG-3	3,218,206
ICU	2,172,401
WOMEN'S PAVILION	6,149,725
SCN- AKRON CHILDRENS COLLABORATION	15,072
INPATIENT REHAB	1,115,277
SURGERY	11,437,912
AMBULATORY CARE / P.A.C.U.	1,874,424
ANESTHESIA	713,426
ENDOSCOPY	795,839
MEDICAL SUPPLIES EXPENSE	232
EMERGENCY DEPARTMENT	4,326,493
SANE NURSE PROGRAM	54,715
LABORATORY	6,056,297
MILLTOWN LABORATORY	70,465
PHYSICIAN PHLEBOTOMY SERVICES	321,123
LABORATORY OUTREACH	141,551
WOMENS HEALTH BONE DENSITOMETRY	54,945
RADIOLOGY	1,977,366
MILLTOWN RADIOLOGY	108,907
HEALTHPOINT RADIOLOGY	107,847
ULTRASOUND	573,845
NUCLEAR MEDICINE	912,510
CAT SCAN	1,350,237
WOMENS BREAST HEALTH CENTER	523,955
MRI	453,258
PET/CT	205,344
RADIATION ONCOLOGY	1,435,724
PHARMACY	5,274,808
PHARMACY ONCOLOGY	7,154,607
SLEEP LAB	518,992
PULMONARY/NEUROLOGY	2,550,472
PHYSICAL THERAPY OUTPATIENT	2,101,520
PHYSICAL THERAPY ACUTE	251,403
PHYSICAL THERAPY REHAB	206,390
PHYSICAL THERAPY TCU	303,132

## COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2020

### DIRECT PATIENT CARE EXPENSE - CONTINUED:

SPEECH THERAPY OUTPATIENT	274,858
SPEECH THERAPY ACUTE	50,813
SPEECH THERAPY REHAB	45,909
SPEECH THERAPY TCU	144,993
OCCUPATIONAL THERAPY OUTPATIENT	577,252
OCCUPATIONAL THERAPY ACUTE	287,469
OCCUPATIONAL THERAPY REHAB	187,907
OCCUPATIONAL THERAPY TCU	266,693
CARDIAC REHAB	230,890
CARDIOVASCULAR	1,221,423
SPECIAL PROCEDURES	4,768,684
INTENSIVE OUTPATIENT PSYCHIATRIC THERAPY	464,615
NUTRITIONAL SERVICES	582,619
HOME HEALTH	1,859,528
TRANSITIONAL CARE UNIT	2,382,315
SOCIAL SERVICES	729,633
CARE COORDINATION	790,419
QUALITY MANAGEMENT	1,523,337
	90,712,746

DIRECT PATIENT CARE CONTRIBUTION MARGIN	56,646,937
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OTHER OPERATING REVENUE:	6,742,965
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### OTHER OPERATING SUPPORTING DEPARTMENT EXPENSES:

ED-EMS	84,328
AMERICAN HEART CLASSES	94,090
RETAIL PHARMACY	3,578,080
HEALTHPOINT HEALTH & WELLNESS	1,031,336
PRIVATE DUTY	58,134
MILLTOWN PROFESSIONAL BUILDING	407,080
ON CAMPUS MEDICAL OFFICE BUILDING	212,755
EAGLE PASS BUILDING	64,208
HEALTHPOINT BUILDING	774,693
	6,304,704

OTHER OPERATIONS CONTRIBUTION MARGIN	438,261
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### OVERHEAD & SUPPORT SERVICE EXPENSES:

NURSING ADMINISTRATION	1,456,429
ADVANCED PRACTICE NURSING	615,170
STERILE PROCESSING	820,392

## COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2020

### OVERHEAD & SUPPORT SERVICE EXPENSES - CONTINUED:

HEALTH INFORMATION MANAGEMENT	1,604,581
FOOD SERVICE	2,649,914
PLANT OPERATIONS	8,970,596
MAINTENANCE	649,299
ENVIRONMENTAL SERVICES	3,266,053
ACCOUNTING	722,513
CREDIT AND COLLECTION	1,171,464
REGISTRATION	1,546,628
ED REGISTRATION	360,689
PATIENT FINANCIAL SERVICES	1,914,165
COMMUNICATIONS	309,446
TELEHEALTH	217,308
TELECOMMUNICATIONS	319,465
INFORMATION SYSTEMS	5,570,468
COMMUNITY CARE NETWORK/ACO	261,954
EMPLOYEE HEALTH	105,006
ADMINISTRATION	5,855,078
HUMAN RESOURCES	1,115,558
MEDICAL STAFF SERVICES	178,233
MATERIALS MANAGEMENT	755,124
MARKETING/TRANSPORTATION	959,907
PHYSICIAN PRACTICE MANAGEMENT	(417,513)
DEVELOPMENT	326,423
VOLUNTEER SERVICES	99,727
INSURANCE	713,278
GAIN SHARING	655,684
LEGAL & TREASURY ALLOCATION	72,000
BEALL PROFESSIONAL CENTER	293,393
PROPERTY 708 WINTER STREET	9,990
PROPERTY 720 WINTER STREET	8,658
FRIENDSVILLE ROAD PROPERTY	4,464
1734 GASCHER STREET	3,524
1710 GASCHER STREET	5,067
	43,170,135
<b>OPERATING MARGIN:</b>	13,915,063
<b>INVESTMENT INCOME</b>	1,403,788
<b>WCH FOUNDATION</b>	(11,800,000)
	(10,396,212)
<b>NET INCOME</b>	<b>3,518,851</b>

2020 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS

	2019 THRU 09/30/19				2020 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL FTEs
<b>NURSING SERVICES - SHELLY HUFF</b>								
NURSING ADMINISTRATION	7.34	8.32	0.00	8.32	7.24	8.21	0.00	8.21
ADVANCE PRACTICE RN	3.47	3.90	0.00	3.90	3.47	3.90	0.00	3.90
INFUSION SERVICES	5.66	6.65	1.46	8.11	6.04	7.09	1.46	8.55
MEDICAL OUTPATIENTS	0.82	0.90	0.00	0.90	0.83	0.91	0.00	0.91
FLOAT NURSE	6.14	7.18	0.00	7.18	5.90	6.90	0.00	6.90
PCU	43.02	49.04	0.00	49.04	40.24	45.87	0.00	45.87
MED/SURG - 2	9.63	13.35	0.00	13.35	10.33	14.32	0.00	14.32
MED/SURG - 3	32.95	35.80	0.00	35.80	30.96	33.64	0.00	33.64
ICU	17.60	20.74	0.00	20.74	16.46	19.40	0.00	19.40
WOMEN'S PAVILION	46.61	53.03	0.00	53.03	46.81	53.26	0.00	53.26
SCN AKRON CHILDRENS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INPATIENT REHAB	11.51	12.60	0.00	12.60	11.43	12.51	0.00	12.51
SURGERY	29.29	34.63	0.00	34.63	29.26	34.60	0.00	34.60
AMBULATORY CARE/PACU	14.72	17.28	0.00	17.28	14.21	16.68	0.00	16.68
ENDOSCOPY	4.47	5.31	0.00	5.31	3.93	4.66	0.00	4.66
STERILE PROCESSING	7.22	8.45	0.00	8.45	7.31	8.56	0.00	8.56
AMERICAN HEART	0.63	0.71	0.00	0.71	0.71	0.80	0.00	0.80
EMERGENCY DEPARTMENT	37.68	41.26	0.00	41.26	38.55	42.21	0.00	42.21
SANE NURSE	0.20	0.23	0.00	0.23	0.22	0.25	0.00	0.25
EMERGENCY - EMS	0.60	0.62	0.00	0.62	0.58	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	17.13	19.19	0.00	19.19	17.09	19.15	0.00	19.15
ONCOLOGY PHARMACY	1.87	2.19	0.00	2.19	1.88	2.20	0.00	2.20
RETAIL PHARMACY	4.02	4.37	0.00	4.37	4.18	4.55	0.00	4.55
CARDIAC REHAB	2.44	2.51	0.00	2.51	2.31	2.37	0.00	2.37
CARDIOVASCULAR	8.76	10.32	0.00	10.32	8.93	10.52	0.00	10.52
SPECIAL PROCEDURES	8.31	9.41	0.00	9.41	8.70	9.86	0.00	9.86
PRIVATE DUTY	0.71	0.95	5.60	6.55	0.45	0.60	0.00	0.60
TRANSITIONAL CARE UNIT	25.25	27.97	0.00	27.97	24.57	27.22	0.00	27.22
<b>TOTAL NURSING SERVICES FTEs</b>	<b>348.06</b>	<b>396.91</b>	<b>7.06</b>	<b>403.97</b>	<b>342.61</b>	<b>390.84</b>	<b>1.46</b>	<b>392.30</b>

2020 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS

	2019 THRU 09/30/19				2020 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
	<b>CLINICAL SERVICES - SHELLY HUFF</b>							
WOUND CARE	2.44	2.75	6.45	9.20	2.06	2.32	6.45	8.77
LABORATORY	32.05	35.61	0.00	35.61	31.89	35.44	0.00	35.44
MILLTOWN LABORATORY	0.25	0.24	0.00	0.24	1.33	1.30	0.00	1.30
EAGLE PASS LAB	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PHYSICIAN PHLEBOTOMIST	4.74	5.82	0.00	5.82	4.64	5.70	0.00	5.70
OUTREACH LAB	2.47	2.53	0.00	2.53	2.19	2.25	0.00	2.25
WSC BONE DENSITOMETRY	0.45	0.56	0.00	0.56	0.45	0.55	0.00	0.55
RADIOLOGY	15.70	17.89	0.00	17.89	15.18	17.30	0.00	17.30
MILLTOWN RADIOLOGY	0.98	1.09	0.00	1.09	0.94	1.05	0.00	1.05
HEALTHPOINT RADIOLOGY	0.99	1.03	0.00	1.03	0.99	1.03	0.00	1.03
ULTRASOUND	4.36	4.72	0.00	4.72	4.25	4.60	0.00	4.60
NUCLEAR MEDICINE	1.89	2.33	0.00	2.33	1.87	2.30	0.00	2.30
CAT SCAN	8.08	9.24	0.00	9.24	8.25	9.43	0.00	9.43
WSC BREAST IMAGING	2.48	2.70	0.00	2.70	2.76	3.00	0.00	3.00
BREAST IMAGING INPATIENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MRI	2.89	3.13	0.00	3.13	2.86	3.10	0.00	3.10
RADIATION ONCOLOGY	3.05	3.49	0.00	3.49	2.88	3.30	0.00	3.30
SLEEP LAB	4.65	4.79	0.00	4.79	4.38	4.51	0.00	4.51
PULMONARY/NEUROLOGY	21.42	24.47	0.00	24.47	21.38	24.42	0.00	24.42
NUTRITIONAL SERVICES	5.63	6.08	0.00	6.08	5.92	6.39	0.00	6.39
FOOD SERVICES	22.61	24.65	0.89	25.54	24.64	26.86	2.00	28.86
ENVIRONMENTAL SERVICES	33.80	37.27	1.84	39.11	37.42	41.26	2.34	43.60
MILLTOWN ENVIRONMENTAL SERVICES	1.80	1.90	0.00	1.90	1.89	2.00	0.00	2.00
ON-CAMPUS ENVIRONMENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HEALTHPOINT ENVIRONMENTAL SERVICES	2.78	2.92	0.00	2.92	3.33	3.50	0.00	3.50
<b>TOTAL CLINICAL SERVICES FTEs</b>	<b>175.52</b>	<b>195.21</b>	<b>9.18</b>	<b>204.39</b>	<b>181.51</b>	<b>201.61</b>	<b>10.79</b>	<b>212.40</b>

2020 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS

	2019 THRU 09/30/19				2020 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
<b>CLINICAL SERVICES - WILLIAM SHERON</b>								
HEALTHPOINT PHYSICAL THERAPY	15.21	17.68	0.00	17.68	15.78	18.34	0.00	18.34
PHYSICAL THERAPY INPATIENT ACUTE	2.19	2.31	0.00	2.31	2.09	2.20	0.00	2.20
PT INPT REHAB	1.60	1.78	0.00	1.78	1.53	1.70	0.00	1.70
PT TCU	2.88	3.21	0.00	3.21	2.74	3.05	0.00	3.05
HEALTHPOINT SPEECH THERAPY	1.96	2.11	0.00	2.11	2.08	2.24	0.00	2.24
SPEECH THERAPY INPATIENT ACUTE	0.50	0.58	0.00	0.58	0.37	0.43	0.00	0.43
SPEECH IP REHAB	0.40	0.40	0.00	0.40	0.41	0.41	0.00	0.41
SPEECH TCU	0.85	1.04	0.00	1.04	1.05	1.29	0.00	1.29
HEALTHPOINT OCCUPATIONAL THERAPY	3.36	3.73	0.00	3.73	4.51	5.00	0.00	5.00
OCCUPATIONAL THERAPY INPATIENT ACUTE	2.14	2.45	0.00	2.45	2.19	2.50	0.00	2.50
OT INPT REHAB	1.35	1.83	0.00	1.83	1.32	1.79	0.00	1.79
OT TCU	3.03	3.37	0.00	3.37	2.38	2.65	0.00	2.65
HEALTHPOINT HEALTH & WELLNESS	11.52	12.79	0.25	13.04	12.42	13.79	0.25	14.04
CORPORATE CARE OF WOOSTER	1.82	2.06	0.00	2.06	0.00	0.00	0.00	0.00
<b>TOTAL CLINICAL SERVICES FTEs</b>	<b>48.83</b>	<b>55.34</b>	<b>0.25</b>	<b>55.59</b>	<b>48.87</b>	<b>55.39</b>	<b>0.25</b>	<b>55.64</b>

	2019 THRU 09/30/19				2020 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
<b>FISCAL SERVICES - SCOTT BOYES</b>								
HEALTH INFORMATION MANAGEMENT	12.45	14.17	0.76	14.93	13.27	15.11	0.76	15.87
PLANT OPERATIONS	6.90	7.87	6.03	13.90	6.55	7.47	7.03	14.50
MAINTENANCE	7.20	8.51	0.00	8.51	6.93	8.18	0.00	8.18
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
GENERAL ACCOUNTING	7.60	8.40	0.00	8.40	7.73	8.54	0.00	8.54
REGISTRATION	22.42	24.77	0.00	24.77	22.81	25.20	0.00	25.20
ED REGISTRATION	6.66	7.12	0.00	7.12	6.62	7.07	0.00	7.07
PATIENT FINANCIAL SERVICES	20.24	22.82	0.00	22.82	20.88	23.55	0.00	23.55
COMMUNICATIONS	4.85	5.30	0.00	5.30	4.49	4.90	0.00	4.90
MATERIALS MANAGEMENT	4.96	5.63	0.00	5.63	5.29	6.00	0.00	6.00
<b>TOTAL FISCAL SERVICES FTEs</b>	<b>93.30</b>	<b>104.59</b>	<b>6.79</b>	<b>111.38</b>	<b>94.57</b>	<b>106.02</b>	<b>7.79</b>	<b>113.81</b>

2020 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS

	2019 THRU 09/30/19				2020 BUDGETED FTE'S			
	WORKED FTE'S	PAID FTE'S	CONTRACT FTE'S	TOTAL PAID FTE'S	WORKED FTE'S	PAID FTE'S	CONTRACT FTE'S	TOTAL PAID FTE'S
<b>ADMINISTRATIVE SERVICES - WILLIAM SHERON</b>								
ADMINISTRATION	5.62	7.58	1.00	8.58	4.16	5.60	1.00	6.60
DEVELOPMENT	0.89	1.00	0.00	1.00	0.89	1.00	0.00	1.00
MARKETING	6.55	6.92	0.00	6.92	6.46	6.83	0.00	6.83
PHYSICIAN PRACTICE	0.89	1.00	0.00	1.00	0.89	1.00	0.00	1.00
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>13.95</b>	<b>16.50</b>	<b>1.00</b>	<b>17.50</b>	<b>12.40</b>	<b>14.43</b>	<b>1.00</b>	<b>15.43</b>
<b>QUALITY MANAGEMENT - KATHY SIFFERLIN</b>								
SOCIAL SERVICES	6.94	7.98	0.00	7.98	7.09	8.16	0.00	8.16
OUTPATIENT PSYCHIATRIC THERAPY	4.20	4.71	0.00	4.71	4.43	4.96	0.00	4.96
HOME HEALTH	16.40	19.24	0.00	19.24	15.11	17.73	0.00	17.73
QUALITY MANAGEMENT	4.83	5.41	0.00	5.41	7.28	8.15	0.00	8.15
CARE COORDINATION/CDI	6.59	7.38	0.00	7.38	0.00	7.23	0.00	7.23
DIGITAL HEALTH	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MEDICAL STAFF	0.00	0.00	0.00	0.00	0.89	1.00	0.00	1.00
COMMUNITY CARE NETWORK/ACO	2.72	3.15	0.05	3.20	2.59	3.00	0.05	3.05
<b>TOTAL QUALITY MANAGEMENT FTE'S</b>	<b>41.68</b>	<b>47.87</b>	<b>0.05</b>	<b>47.92</b>	<b>37.39</b>	<b>50.23</b>	<b>0.05</b>	<b>50.28</b>
<b>INFORMATION TECHNOLOGY -</b>								
TELECOMMUNICATIONS	0.41	0.47	0.00	0.47	0.61	0.70	0.00	0.70
INFORMATION SERVICES	15.92	18.12	0.00	18.12	16.96	19.30	0.00	19.30
<b>TOTAL INFORMATION TECHNOLOGY FTE'S</b>	<b>16.33</b>	<b>18.59</b>	<b>0.00</b>	<b>18.59</b>	<b>17.56</b>	<b>20.00</b>	<b>0.00</b>	<b>20.00</b>

2020 SALARY BUDGET (HOSPITAL SUMMARY)  
 BUDGET YEAR LABOR DATA PROJECTIONS

	2019 THRU 09/30/19			2020 BUDGETED FTEs				
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
<b>HUMAN RESOURCES - MARLON TAYLOR</b>								
EMPLOYEE HEALTH	0.56	0.63	0.00	0.63	0.53	0.60	0.00	0.60
HUMAN RESOURCES	3.09	4.00	0.00	4.00	3.09	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	0.39	0.38	0.00	0.38	0.00	0.00	0.00	0.00
VOLUNTEER SERVICES	0.91	1.03	0.00	1.03	0.88	1.00	0.00	1.00
<b>TOTAL HUMAN RESOURCES FTEs</b>	<b>4.94</b>	<b>6.04</b>	<b>0.00</b>	<b>6.04</b>	<b>4.50</b>	<b>5.60</b>	<b>0.00</b>	<b>5.60</b>
<b>TOTAL NURSING SERVICES FTEs</b>								
TOTAL CLINICAL SERVICES FTEs	348.06	396.91	7.06	403.97	342.61	390.84	1.46	392.30
TOTAL FISCAL SERVICES FTEs	224.35	250.55	9.43	259.98	230.39	257.00	11.04	268.04
TOTAL ADMINISTRATIVE FTEs	93.30	104.59	6.79	111.38	94.57	106.02	7.79	113.81
TOTAL QUALITY MANAGEMENT FTEs	13.95	16.50	1.00	17.50	12.40	14.43	1.00	15.43
TOTAL INFORMATION TECHNOLOGY FTEs	41.68	47.87	0.05	47.92	37.39	50.23	0.05	50.28
TOTAL HUMAN RESOURCES FTEs	16.33	18.59	0.00	18.59	17.56	20.00	0.00	20.00
TOTAL HOSPITAL FTEs	4.94	6.04	0.00	6.04	4.50	5.60	0.00	5.60
<b>TOTAL HOSPITAL FTEs</b>								
TOTAL HOSPITAL FTEs	742.60	841.05	24.33	865.38	739.42	844.12	21.34	865.46

# WOOSTER COMMUNITY HOSPITAL

2020 - 2024 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 18<sup>TH</sup>

2020

2021

2022

## 2019 CARRYOVER CAPITAL ITEMS

<b>CARDIOVASCULAR</b>	
Stress Machines	\$23,000
<b>DIETARY</b>	
Induction Charger for Heated Bases	\$12,000
Thermal Pellet Bases/Underliner	\$8,000
<b>INFORMATION SYSTEMS</b>	
Mobile App Development	\$100,000
Telehealth Equipment	\$20,500
<b>LABORATORY</b>	
Digital Pathology Slide Scanning Microscope	\$50,000
<b>PLANT OPERATIONS</b>	
Retail Pharmacy Relocation	\$698,500
Cafeteria Renovation	\$412,500
Milltown Prof Bldg Carport Renovation	\$16,000
TCU Motor Actuated Mixing Valve	\$7,500
Eagle Pass Renovation	\$7,000
Central Wide Scheduling Office Renovation	\$6,000
<b>SURGICAL SERVICES</b>	
Robotics Ortho System	\$850,000
<b>SLEEP LAB</b>	
Disinfecting System	\$9,500
<b>WOMEN'S PAVILION</b>	
Badge Reader Devices	\$44,500
Fetal Monitor	\$42,000
CPN Fetal Surveillance (Triage)	\$9,500
Fetal Monitor Carts	\$8,500
GYN Stretcher	\$6,000
<b>TOTAL 2019 CARRYOVER</b>	<u><u>\$2,331,000</u></u>

## 2020- 2022 Capital Budget Itemized Request/Projections - REGULAR CAPITAL

<b>ANESTHESIA</b>			
Anesthesia Machines	\$588,500		
Glidescopes	\$17,000	\$17,000	\$17,000
Anesthesia Electronic Health Record System		\$165,000	
<b>CARDIOVASCULAR</b>			
Stress Machines	\$31,000		
Echo Machine		\$190,000	
Software for Diagnostic Guidance Decision Support		\$75,000	
<b>COMMUNITY CARE NETWORK</b>			
Automated Pill Dispensing Units	\$3,000		

# WOOSTER COMMUNITY HOSPITAL

2020 - 2024 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 18<sup>TH</sup>

	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>DIETARY</b>			
Conveyer Dishwashing System	\$54,000		
Dishwasher Hood	\$32,000		
Induction Charger for Heated Bases Bdgt. Adjustment	\$1,000		
<b>EMERGENCY DEPARTMENT</b>			
Colposcope	\$10,000		
Vital Sign Monitor	\$8,000		
Furniture Replacement	\$3,500		
<b>ENDOSCOPY</b>			
Endoscope Drying System	\$59,500		
Endoscope Motorized Travel Cart		\$16,000	
Digital Inspection Endoscope		\$12,500	
<b>ENVIRONMENTAL SERVICES</b>			
Auto Floor Scrubber - 28"	\$10,000		
Walk-Behind Burnisher	\$8,000		
Auto Compact 20" Floor Scrubber	\$6,500		
Auto Floor Mop Scrubber - 18"	\$5,000		
Germ-Zapping Robot		\$30,000	
Badge Reader/Automatic Doors to Bio Hazard Rm		\$12,000	
<b>IMAGING SERVICES</b>			
Mammography System	\$374,500		
Ultrasound System	\$155,500		
C-Arm	\$134,500		
Bone Density System	\$54,000		
Patient Monitor for X-Ray	\$20,000		
MRI		\$976,000	
Ultrasound System		\$155,000	
X-Ray Room Upgrade		\$150,000	
Digital Radiography Panel - Rad		\$78,500	
3D Imaging Post Processing Replacement		\$45,000	
CT			\$850,000
Rad Flouro System			\$700,000
MRI Power Injector			\$75,000
<b>INFORMATION SYSTEMS</b>			
Network Capital	\$291,000	\$200,000	\$200,000
Meditech Interface for Vital Sign Monitors	\$172,500		
Virtual Desktop Infrastructure Phase 3	\$146,000		
Meditech Expanse Module	\$131,000		
Interfaces	\$73,500		
HIPAA & Security System Upgrade	\$65,000		
Telehealth Supportive Devices	\$30,000		
EMR Migration from NTT Data Hosting		\$1,331,500	
Wireless Access Point System Refresh		\$220,500	
Patient Self Service - Online and Kiosk		\$113,500	
Communication System Application Software		\$10,000	
<b>INTENSIVE CARE UNIT</b>			
Temperature Management System	\$52,000		
Portable Ultrasound Machine	\$17,000		
Video Laryngoscope	\$12,000		
Patient Vital Sign Monitors & Central Stations		\$750,000	
ICU Bed Replacement			\$28,000

# WOOSTER COMMUNITY HOSPITAL

2020 - 2024 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 18<sup>TH</sup>

	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>LABORATORY</b>			
Digital Pathology Slide Scanning Microscope	\$50,000		
Molecular Infection Disease Diagnostic System		\$105,500	
Osmometer Device		\$15,000	
Blood Bank/Transfusion Analyzer			\$110,000
<b>MARKETING AND PUBLIC RELATIONS</b>			
Digital Signage	\$37,000		
<b>MEDICAL/SURGICAL PATIENT UNITS</b>			
Patient and Telemetry Monitor System	\$75,000		
Upgrade Vital Sign Cardiac Monitor System	\$62,500		
Vital Sign Monitor	\$21,000		
<b>PROGRESSIVE CARE UNIT</b>			
Vital Sign Monitor System and Installation	\$54,500		
Upgrade Portable Patient Monitor	\$8,000		
<b>PHARMACY</b>			
Drug Dispensing Cabinet System Replacements	596,000	300,000	
Anesthesia Med Cart System Upgrade	101,500	-	
IV Workflow Management System	48,000		
<b>PLANT OPERATIONS</b>			
OP Pavilion 1st Floor Shell Buildout	\$650,000		
Milltown Professional Building Suite Renovation	\$600,000		
OP Pavilion Ground Floor Shell Buildout	\$500,000		
Beall Professional Buildout	\$250,000	\$250,000	\$250,000
Roof Replacements (MOB,TCU,Atrium)	\$250,000		
HVAC Replacement at HealthPoint	\$230,000		
Cafeteria Renovation	\$100,000		
Multi-Specialty MOB Boiler Upgrade	\$55,000		
Healthpoint/Milltown Parking Lot Lighting	\$40,000		
Healthpoint Concrete Sidewalk Replacement	\$36,000		
Security Lockdown System	\$35,000		
Milltown HVAC Replacements	\$35,000		
House Repairs/Renovations	\$30,000		
Main Entrance Boulevard Repaving	\$30,000		
BMS Billing Office Renovation	\$22,000		
Multi-Specialty MOB Sidewalk Replacement/Repair	\$20,000		
Beall Professional Bldg Roof Repair	\$20,000		
Multi Specialty Center 2nd Floor Hallway Replcmnt	\$11,000		
TCU Motor Actuated Mixing Valve	\$7,500		
Wound Center Move		\$1,000,000	
70's Elevator Upgrade (car 5)		\$350,000	
Surgery Air Handler		\$300,000	
Parking Lot Addition		\$240,000	
Parking Lot Resurfacing - Lot A Main Campus		\$200,000	
Window Replacement - 4th Floor		\$160,000	
Security Video IP Upgrade		\$150,000	
Copper Silver Ionization System- Main Hospital		\$140,000	
50's Exterior Restoration		\$80,000	
Upgrade MARCS Radio Coverage		\$60,000	
North Campus Parking Lot Repairs		\$60,000	
Parking Lot Resurfacing - Lot D Main Campus		\$60,000	
Surgery Endo Renovation/Expansion		\$50,000	
Milltown Carport		\$25,000	
Maintenance Lift		\$20,000	

# WOOSTER COMMUNITY HOSPITAL

2020 - 2024 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 18<sup>TH</sup>

	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>PLANT OPERATIONS - CONTINUED</b>			
Sprinkler System - Ground Floor Mechanical Room		\$20,000	
MOB Window Pane Repairs-Ground Floor		\$11,000	
Generator Site Deck		\$10,000	
Eagle Pass Patio Replacement		\$7,500	
Renovate MS3 to replace Jt. Center w/Patient Rms			\$450,000
Copper Silver Ionization System- Phase 2			\$94,000
Sanitary Pipe Relining (Main Hospital)			\$90,000
Cooling Tower Sand Filtration System			\$75,000
Surgery VAV Controller Upgrade (HVAC)			\$65,000
Maintenance Garage Replacement			\$50,000
Auditorium Updates & New Folding Wall			\$20,000
Chiller De-Scaling System			\$15,000
MOB Window Pane Repairs - First Floor			\$11,000
Miscellaneous Projects	\$300,000	\$300,000	\$300,000
<b>PULMONARY NEUROLOGY</b>			
Bipap System Replacements	\$40,000	\$40,000	\$40,000
Ventilator		\$90,000	
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 System			\$120,000
<b>RADIATION ONCOLOGY</b>			
Radiation Dose Calculating Software	\$20,000		
Stereotactic Body Radiation Therapy Positioning Syst.		\$25,000	
<b>REHAB (PT,OT,SP) &amp; HEALTH &amp; WELLNESS</b>			
Fiberoptic Evaluation of Swallowing (FEES) System	\$85,000		
Locker Room Improvements at Healthpoint	\$45,000	\$45,000	
Resurface Pool Locker Room Flooring	\$35,000		
Elliptical Replacements (2)	\$13,000		\$13,000
Resurface Pool - Health Point	\$12,000		
Flooring Replacement in Small Group Studio	\$8,000		
Patient Access Renovation	\$3,000		
Extracorporeal Shockwave Therapy System		\$25,000	
Musculoskeletal Ultrasound Imaging System		\$25,000	
<b>SLEEP CENTER</b>			
Sleep Patient Beds		\$36,000	
Transcutaneous CO2 Monitoring System		\$15,000	
Home Sleep Study Monitors		\$10,500	
Patient Recliner		\$3,000	
Sleep Diagnostics System			\$120,000
<b>SPECIAL PROCEDURES LAB</b>			
Ultrasound System		\$47,000	
Impella Heart Pump			\$150,000
Catheter Assisted Thrombolysis System (EKOS)			\$33,000
<b>STERILE PROCESSING</b>			
Instrument Sterilizer	\$124,000		
Surgical Instrument Parts Washing System	\$104,000		
Instrument Containers/Trays	\$63,000		
Hydrogen Peroxide Plasma Low-Temp Sterilizer		\$78,000	
Drying Cabinet		\$12,000	

# WOOSTER COMMUNITY HOSPITAL

2020 - 2024 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 18<sup>TH</sup>

	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>SURIGICAL DAY CARE</b>			
Patient Vital Sign Monitors	\$149,500		
Pager System Replacement	\$5,000		
<b>SURGICAL SERVICES</b>			
Surgical Power Tools	\$236,500		
ENT Sinus Surgery Navigation System	\$172,000		
Cauterization System	\$157,500		
Hardware Removal Set	\$29,000		
Suction D&C Machine		\$4,500	
Urology and Cysto Surgical Table			\$57,000
Total Hip Tray			\$30,000
<b>TRANSITIONAL CARE UNIT</b>			
Patient Wandering Alert System	\$23,500		
<b>WOMEN'S PAVILION</b>			
Infant Security System	\$105,000		
Labor Beds	\$37,500		\$75,000
Bassinets	\$37,000		
Badge Reader System	\$17,500		
Bili Lights	\$14,000		
Newborn Scale with Cart	\$9,000		
Monica Fetal Monitoring	\$6,000		
Transcutaneous Bilirubinometer	\$5,000		
Ice Machine	\$3,000		
Newborn Physiologic Monitoring System		\$145,500	
Room Furniture		\$21,000	
Overhead Bili Lights		\$5,000	\$5,000
<b>Wound Center</b>			
Hoyer Lift and Slings	\$2,500		
HBO Chamber		\$200,000	
<b>CONTINGENCY EQUIPMENT</b>			
	\$300,000	\$300,000	\$300,000
<b>2020 - 2022 ITEMIZED REGULAR CAPITAL BUDGET</b>	\$8,702,000	\$9,727,000	\$4,396,000

## 2020 - 2022 Capital Budget - STRATEGIC & FACILITY PLAN ITEMS

House Purchase	\$250,000		
Patient Access & Emergency Center Prof. Design Fees		\$500,000	\$12,000,000
Beall Professional Center East Entrance		\$250,000	
Outpatient Surgery Expansion/Renovation			\$3,000,000
Alternative Birthing Concept Renovation			\$500,000
<b>2020 - 2022 STRATEGIC &amp; FACILITY PLAN ITEMS</b>	\$250,000	\$750,000	\$15,500,000

<b>GRAND TOTALS 2020 - 2022</b>	\$11,283,000	\$10,477,000	\$19,896,000
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Year 2023	\$10,500,000
Year 2024	\$8,500,000

**2020 CASH FLOW PROJECTIONS  
OPERATING FUND**

<u>Cash Balance December 31, 2019</u>	12,099,002
<u>Cash provided by Operations</u>	
Operating Income	13,915,063
Depreciation	10,092,424
Interest Income	1,403,788
<u>Net Cash Increase from Operating Activities</u>	25,411,275
<u>Other</u>	
Transfer to Plant Fund - Funded Depreciation	(10,092,424)
Interest Income	(1,403,788)
Additional Transfer to Plant Fund	(3,000,000)
Payments to WCH Foundation	(11,800,000)
<u>Cash Balance December 31, 2020</u>	11,214,065

**WOOSTER COMMUNITY HOSPITAL**  
**2020 CASH FLOW PROJECTIONS**  
**PLANT FUND**

<u>Cash Balance December 31, 2019</u>	68,612,710
<u>Transfer from Operating Fund</u>	
Funded Depreciation	10,092,424
Interest Income	1,403,788
Transfer from Operations	3,000,000
<u>Funds Available</u>	83,108,922
Less:	
2019 Carry forward & 2020 Capital *	(11,283,000)
<u>Cash Balance December 31, 2020</u>	71,825,922

\* Represents anticipated cash outflow associated with the items included in the 2020 Capital Budget.

**WOOSTER COMMUNITY HOSPITAL**  
**2020 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 2020, the following cash payments and transfers are anticipated:

**Operating Fund**

2020 Operating Budget	\$140,187,585
Plus: Transfer to WCH Foundation	11,800,000
Operating Transfer to Plant Fund	\$3,000,000
Hospital Franchise Fee Assessment	\$2,375,542
Patient/Insurance Refunds	\$3,440,759
Care Assurance Assessment	\$899,578

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

2020 Capital Budget	\$11,283,000
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**Restricted Funds**

Endowment Fund	
Balance as of 9/30/19	\$822,719
Beaverson Fund	
Balance as of 9/30/19 Plus Anticipated Donation In 2020	\$258,213