
INTEROFFICE MEMORANDUM

TO: STAKEHOLDERS & INTERESTED PARTIES
FROM: ANDREI DORDEA
SUBJECT: FINAL 2021 APPROPRIATIONS BUDGET
DATE: DECEMBER 4, 2020
CC: N/A

Following this memorandum is the city's final appropriations budget for the year ended December 31, 2021.

The following changes are reflected in the final budget versus the proposed budget that was posted on 11/13/2020.

Section or Page(s)	Action	What has changed?
<u>1-5 & 1-6</u>	Replace	Added number of hospital employees to these pages.
<u>1-27</u>	Replace	Changed question no. 3 under Financial Policies section from Yes to No.
<u>2-2 & '2-3</u>	Replace	Added 2021 Revenues and Appropriations for Hospital Fund No.'s 503, 504, 505, & 506.
<u>2-34</u>	Replace	Changed 2020 Budgeted Fund balance at beginning of year from \$22,863 (incorrect) to \$2,622.
<u>2-43</u>	Replace	Changed the Operations and Maintenance forecast for 2022 through 2025 to match estimated revenues for those years.
<u>2-68</u>	Replace	Changed the heading name to reflect the CARES ACT Fund.
<u>4-10 thru 4-17</u>	Add	Added water, sanitary, and storm to this section.
<u>Section 5</u>	Add	Added Hospital budget as passed by the Hospital Board of Governors.

You may direct any questions to me at the email address above.

Cheers!

CITY OF WOOSTER, OHIO
Appropriations Budget
For the year ended December 31, 2021

Prepared by Finance Department

CITY OFFICIALS

MAYOR

Robert F. Breneman
Fourth Term Expires 12-31-23

CITY COUNCIL

Mike Buytendyk
President
Third Term as President Expires 12-31-23

Craig Sanders
Term Expires 12-31-23
Third Term – At Large

David Silvestri
Term Expires 12-31-23
Fourth Term – Ward 3

Mark Cavin
Term Expires 12-31-23
Third Term – Ward 1

Jennifer Warden
Term Expires 12-31-21
First Term – Ward 2

Bill Bostancic
Term Expires 12-31-21
First Term – At Large

Jon Ansel
Term Expires 12-31-21
Fourth Term – At Large

Scott Myers
Term Expires 12-31-21
Second Term – Ward 4

DIRECTOR OF FINANCE

Andrei A. Dordea, CPA – 18 years of service

DIRECTOR OF LAW

John Scavelli – 2.25 years of service

DIRECTOR OF ADMINISTRATION

Joel Montgomery, P.E. – 9 years of service as Director

WOOSTER COMMUNITY HOSPITAL ADMINISTRATOR

William Sheron – 26 years of service

WOOSTER COMMUNITY HOSPITAL, CHIEF FINANCIAL & OPERATING OFFICER

Scott Boyes. CPA – 21 years of service

Reserve for Mayor's Memo

The City of Wooster Mission

The mission of the City of Wooster is to partner with our community to deliver services, conserve resources, protect quality of life, and plan for the future. We will endeavor to accomplish this mission in the most efficient and fiscally responsible manner possible, and in accordance to the City of Wooster's Core Values.

City of Wooster - Core Values

Accountability – We accept responsibility for our personal and organizational decisions and actions. We will deliver cost effective and efficient services with the objective of doing our work right the first time. We are concerned about our natural, historic, economic and aesthetic resources and endeavor to enhance their sustainability for future generations.

Continuous Improvement – We provide the highest quality service with the resources available by promoting innovation and flexibility to meet the changing needs in the community.

Leadership & Management – We value the importance of serving as a role model and mentor within the organization and community. We make decisions that show responsible management of all our resources.

Respect & Communication – We are honest and treat our coworkers and the public with courtesy and dignity. We promote professional and friendly communication while providing excellent customer service at all times.

Honesty & Integrity – We set high standards for our personal, professional, and organizational conduct and act with integrity as we strive to attain our mission.

Stewardship & Trust – We understand our responsibility to use public funds wisely. We will faithfully deliver services and make decisions that will meet the citizen's needs. We commit to our core values and will openly communicate with the public and solicit feedback in order to achieve our goals.

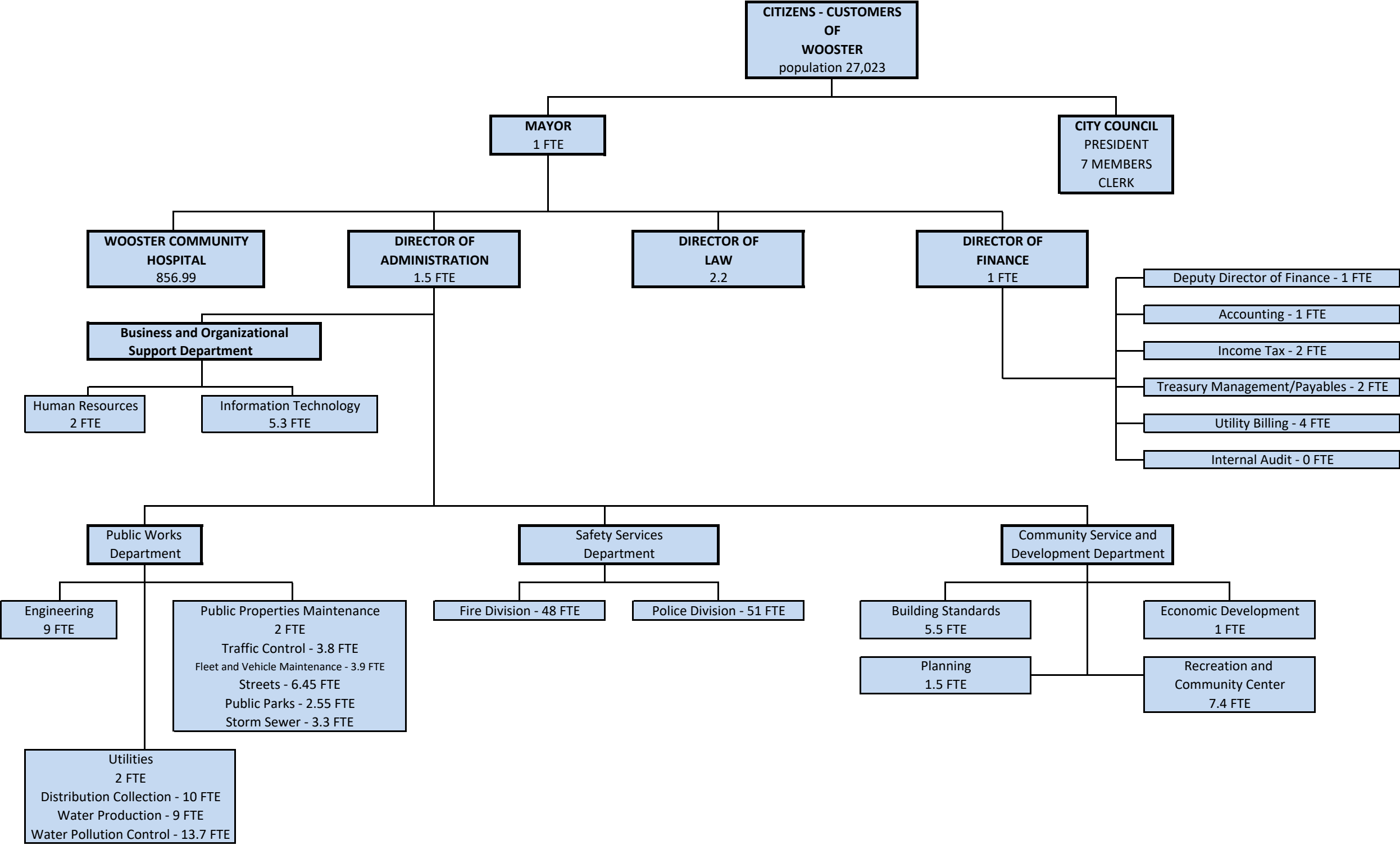
Safety – We use education, prevention, and enforcement methods to protect life and property in our business and residential neighborhoods. Our safety awareness will maintain our infrastructure and facilities to provide a safe environment in which to live and work.

Organizational Operations: We endeavor to continually review City policies and procedures for cost-reducing measures while evaluating alternate revenue sources for operations and special projects. To coordinate efforts among City departments/divisions to ensure efficient procedures and effective results in accordance with the goals listed below.

ORGANIZATIONAL GOALS

- **PUBLIC SERVICE** - To serve the public in an atmosphere of courtesy, friendliness and respect, consistently treating everyone fairly within the policies, rules and regulations of Wooster. To provide the highest quality municipal services in an effective, creative and fiscally responsible manner.
- **PUBLIC SAFETY** - To assure that residents will be safe in their homes and neighborhoods. To be prepared for disasters and provide for the protection of life and property in such event.
- **ECONOMIC DEVELOPMENT** - To recognize that high quality City services are to a large extent dependent on a strong business community. To provide and further enhance a strong economic base by encouraging revenue-producing, high quality, retail, commercial and industrial development that is compatible with our community.
- **QUALITY OF LIFE** - To provide a pleasing community atmosphere and a level of maintenance of public streets, parks, rights-of-way and other public facilities that is consistent with the level of maintenance our citizens provide to their private property. To recognize and promote individual property rights while ensuring that the rights of others are not infringed upon. To provide quality parks, recreation opportunities, and other information services, and programs to our citizens.
- **PUBLIC INFRASTRUCTURE** - To protect, maintain and enhance the City's public infrastructure. To anticipate the long-term needs of the infrastructure and take prudent steps to provide for those needs.
- **PUBLIC PARTICIPATION** - To educate the community on City programs and operations as well as their role in the governmental process.

FUNCTIONAL ORGANIZATION CHART
with Full-Time Equivalent (FTE) Positions



CITY OF WOOSTER, OHIO
FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES
LAST TEN YEARS and 2021 BUDGET

	2011	2012	2013	2014	2015	2016	2017	2018	2019	Budgeted 2020	Budgeted 2021	
Governmental Services:												
Safety services:												
Police Division	43.0	39.5	36.8	43.0	43.0	45.0	45.0	50.0	50.0	50.0	51.0	(4)
Fire Division	43.0	42.0	42.0	45.0	47.0	46.0	46.0	46.0	47.0	48.0	48.0	
Traffic Control	2.0	2.0	2.3	3.1	2.7	2.7	2.7	2.7	2.7	3.7	3.9	(1) (2)
Total Safety Services	88.0	83.5	81.1	91.1	92.7	93.7	93.7	98.7	99.7	101.7	102.9	
Leisure services	9.9	8.9	10.2	9.5	9.1	9.1	9.1	10.1	10.1	11.1	10.3	(1) (2)
Environment and development	8.0	9.5	7.0	7.0	8.0	10.2	11.2	11.2	11.2	11.2	11.2	(1)
Transportation services	17.4	15.0	11.3	13.4	14.9	11.7	11.7	12.7	12.7	12.7	11.5	(1) (2)
Administrative services	19.0	15.9	17.3	18.0	17.2	19.2	18.4	19.4	19.4	20.4	19.0	(3)
Total Governmental Services	142.3	132.8	126.9	139.0	141.9	143.9	144.1	152.1	153.1	157.1	154.9	
Business-type services (Note 2):												
Wooster Community Hospital	704.5	714.3	760.6	785.0	766.1	794.4	844.7	844.1	864.1	864.5	857.0	
Water - Treatment & Distribution	13.8	14.1	18.3	19.4	16.3	16.8	17.6	16.8	17.8	18.6	18.4	(1)
Water Pollution Control - Collection & Treatment	13.3	16.1	15.9	16.4	20.8	22.3	22.0	22.8	22.8	23.8	23.5	(1)
Storm Drainage - Collection	5.3	2.5	3.8	4.2	5.1	5.3	5.3	5.3	5.3	5.2	6.3	(1) (2)
Total Business-type Services	736.9	747.0	798.6	825.0	808.3	838.8	889.6	889.0	909.9	912.0	905.2	
TOTAL PRIMARY GOVERNMENT	879.2	879.8	925.5	964.0	950.2	982.7	1,033.7	1,041.1	1,063.0	1,069.1	1,060.1	

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

Notes:

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

Note 2 - The change in this area results from the reallocation of Public Property Maintenance Staff.

Note 3 - A position has been eliminated through attrition in Finance between the years of 2019 and 2021.

Note 4 - FTE positions reported in 2011 - 2020 reflect actual, filled positions as of 12/31. Vacant positions remain budgeted, even when not filled.
The 2021 budget contains one position that was not budgeted in 2020.

PROGRAM NARRATIVE

2021 BUDGET

This narrative is organized by organizational chart structure. The activities (divisions or departments) under each heading include a mission statement, one or more 2021 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.

2020 Summary and 2021 Narrative

2020 presented some unique challenges that effected revenues, expenditures and operations for the entire City organization. The COVID-19 pandemic and associated policies

enacted by the State had a significant impact on our financial projections and operational planning. Revenues leveled out by the third quarter of 2020, but were off during the first quarter, and much of the 2nd quarter. This resulted in significant uncertainty and resulted in limiting or delaying multiple decisions including capital purchases and personnel. Some capital purchases were either delayed or eliminated until the economy and associated tax and fee revenues stabilized; seasonal and part time staff were mostly eliminated; and several vacant, fulltime positions were delayed or not filled for most of the year.

The result was a significant reduction in expenditures compared to the original 2020 budget. You will see a significant variance in the proposed 2021 budget compared to the 2020 budget, and to previous year's expenditures. The 2021 budget also assumes both revenues and expenditures returning to pre-COVID levels.

In addition, anticipated expenditures were further reduced when the State authorized distribution of a portion of federal CARES Act funds to municipalities through the Coronavirus Relief Fund. These funds were used in accordance with state and federal guidance to offset COVID related operational expenses. The result was a significant reduction in 2020 expenditures as reported in the budget. Finally, revenues were aided by additional, significant BWC refunds. The 2021 budget proposes to use the carryover of unused, budgeted funds to fund various capital and infrastructure projects planned over the next few years.

While operational plans have been adjusted, the service provided will continue, and we will plan to continue those operations and provide all services to our citizens.

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:

2020 has presented numerous challenges for the Fire Division. Most notably the COVID-19 pandemic challenged all facets of the organization, which required an unprecedented amount of collaboration and coordination between internal and external stakeholders. I am very proud of the level of dedication and professionalism of the WFD staff. Their hard work allowed us to continue to safely provide essential services to the community. Even with the operational modification due to COVID-19, we maintained our focus on continual improvement as we work towards our vision statement.

The pandemic created uncertainty from budgetary perspective. WFD responded to this uncertainty by being good fiscal stewards and only making essential purchases. This approach allowed us to order a new medic unit but we delayed the design phase of the Fire Station #1 renovation.

The Fire Division continues to maintain situational awareness of the pandemic and will respond as needed to continue to operate safely and effectively

With most of 2020's goals & objectives sidelined due to the pandemic response.

The **GOAL** of the FY2021 budget is accomplish what we were unable to in 2020 and focuses on continuous improvement, culture change, facility upgrades, and advanced training for our staff members.

FY2021 Personnel:

The Fire Division will have one forecasted retirement in 2021, which will require the hiring of a probationary firefighter to fill the vacant position. 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.

Fire Administration will continue to evaluate and plan for staffing needs as high risk industrial occupancies continue to develop and expand. To maintain the level of service that our citizens have come to expect, we will need to identify staffing needs based on our Standard of Cover document.

In the fall of 2020; the City and Wooster Firefighters L-764 negotiated a 1 year extension with a 2 ½% raise. This agreement allowed both organizations to focus on the pandemic response and delay a full negotiation process till 2021. The goal for 2021 negotiations is to have 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.

FY2021 Operations:

To meet our FY2021 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.

FY2021 Capital Improvement:

The focus of the 2021 Capital Improvement plan is to finalize the design phase of the Fire Station 1 renovation project. This project was delayed in 2020 due to the pandemic and now behind a year, from the planning timeline. This project will focus on the future needs of the community. 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 2021, to allow for a 2022 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.

1. I would be remiss if I did mention that the delayed design phase in 2020 will place the FS #1 renovation project and the Ladder 138 replacement project (all still requiring administration and council approval) in the same or contiguous budget

years. Adequate planning and communication on these large projects are needed to ensure a smooth budget planning process.

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 problem-solving and decision-making skills in every interaction 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)?

2021 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. To remain transparent in our interactions with the public and community we serve. To focus on hiring, retention and officer mental health. This is very important so that our employees can provide the highest level of service to our citizens.

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 continued 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 that as we proceed with hiring, we are able 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 2021 and budget for a fully staffed agency, it appears that our numbers are excessively high when in reality they are not.

We will continue to work with the City's Human Resources Department to develop new and innovative methods to recruit and retain quality employees at the Wooster Police Department.

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. We will continue to examine and revise training on a department wide basis. The goal of this will be to continue to provide annual in-service training to officers where all required certifications will be updated.

COMMUNITY SERVICES AND DEVELOPMENT

Building Standards

Purpose: The budget narrative supplements the information provided in the budget spreadsheet. Together, the budget narrative and budget spreadsheets should provide a complete financial and qualitative description that supports the mission.

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

2021 Objectives: With the reorganization that happened in 2020, new personnel will be handling all residential building code enforcement including plan reviews, application approvals, and inspections. This work has been split between two employees. This has allowed for increased code enforcement as we now have the equivalent of 1 ½ FTE's working on property maintenance and zoning code enforcement. This change was made without adding any additional employees. Existing employees added required State certifications and took additional training to facilitate the reorganization.

Personnel: With the reorganization of the department and a new employee that replaced a long time employee who accepted the job as parks supervisor, it will be important to continue employee training.

Operations: Construction activity from 2017 – 2019 continued record levels not seen before for number of permits, value of construction, inspections and fee collection. In 2020, the governor declared our work to be part of essential business and operations that must continue during the pandemic. We have been able to continue without interruption due to the fact that the planning that took place as a result of the increase in activity moved us to an entirely online operation at the start of 2017. During 2020, we added virtual inspections

for occupied residential projects and other inspections. For 2021, we expect no major changes as we continue to refine our virtual inspection activity and precautions for in-person inspections during the pandemic. The 2021, we are budgeting more for code enforcement as we now have 1 ½ FTE performing code enforcement along with the assistance of the Deputy Law Director. We will be directing more resources to code enforcement than at any previous time.

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 (including the Lincoln Street Waterline Replacement Project, Salvation Army Day Center Program, and support for the Viola Startzman Clinic), the City’s Community Reinvestment Area program (hosting the third-largest commercial project portfolio in the State of Ohio), its Local Job Creation Tax Credit program, and Enterprise Zone program. Additionally, the office works to support other departments in the pursuit of unique grants for special projects, such the Wooster Bike Trail Loop, Clear Creek Park (to be substantially completed in 2021), and roadway grants.

The office serves as a point of contact for business expansions and general inquiries, being responsible for coordinating with other departments and agencies to timely provide information, access to programs, and project management. These efforts require synchronization 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. In particular, 2021 will require a continued focus on refining programs and tools to aid businesses in expansions, supporting the creation of new housing opportunities, and establishing the City’s newest community-owned industrial site, the Ohio Wooster Innovation Site.

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, including growth in entrepreneurship, remains a key

goal, with this office providing economic impact analyses of various real estate development and economic policy 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.

A special request for 2021 is the inclusion of funding for an economic development strategic plan. In addition to continuing to refine its own economic development programs, our community coordinates with multiple governmental and independent sector organizations to facilitate job creation, reinvestment, and new construction. An economic strategic plan would serve to assess the community's needs and better focus the community's programs, tools, and other resources toward meeting the City's goals, while ensuring that staff and partners are working effectively. Such a plan would incorporate an outside consultant to independently evaluate conditions and opportunities. The community last undertook an economic strategic study in 2005 with Poggemeyer Design Group, as the Enterprise Zone and CRA programs were launched. Since that time, the City has undergone many changes with the welcomed addition of new enterprise, expansion of territory, and changing environment. This office will continue to provide oversight as well as initiate a new application for the Community Housing Impact and Preservation Program through 2021 and 2022, which secures and administers funds on behalf of the Wooster, Orrville, 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.

2020 Goals Accomplished:

- Keep OpenGov 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.

Staffing Changes: No staff changes are anticipated for the division in 2021.

Operation Notes: No operational changes are anticipated for the division in 2021.

2021 Goals:

- Purchase of new tablet, laptop or hybrid.
- Evaluate the increase in record creation as more departments utilized Open Gov. The increase in records results in an increased yearly fee, which must be considered in the division's budget.

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!

2021 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.

2021 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 2021. 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 2021 for Freedlander Pool, Christmas Run Pool and Knights Field Sprayground, unless COVID 19 issues and guidelines persist. 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 31st.

BUSINESS ORGANIZATION AND 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.

2020 Goals Accomplished:

- Transitioned HR processes to new HR system to include Workers Compensation and FMLA which has allowed the HR department to become more mechanized and to track and report Workers Compensation and FMLA in a more efficient manner.
- Provided employee training and development opportunities in 2020 which included Ohio Ethics and Overcoming Unconscious Bias Training for all employees.
- Conducted as needed FMLA training for Managers and Supervisors in 2020 to ensure management has education, knowledge and tools needed to comply with legal regulations.
- Transitioned the City of Wooster from medical self-insurance to the BORMA consortium and adopted new coverage categories which resulted in the reduction of the cost of benefits.
- Evaluated and implemented a new employee service recognition program that improved the administration process and reduced cost to the City.

2021 Objectives:

- Transition the employee benefit enrollment process from paper to on-line utilizing the New World software.
- As a cost saving measure, will transition the 1095 reporting from an outside vendor to be processed internally using the New World software.
- Implementation of a Seasonal safety orientation for all seasonal staff.
- The City will implement and participate in the BORMA wellness program.

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.

2021 Objective: To upgrade/replace some of the older systems, increase redundancy and decrease cutover times to increase overall business continuity for the departments we support.

Operations: Continued focus on achieving 99.9% 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.

2021 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. In the past, we have hired an outside inspector to help with the workload and we expect it will be necessary to do the same in 2021. We will be hoping to utilize at least four interns during the summer.

2. Operations Costs: O&M costs have been slightly increased for 2020 based on the historical spending trend. All employees' computers have been updated in the six years and our other office equipment is in good condition. We are requesting funding for manhole adjustments and replacement along with concrete for storm water maintenance issues such as catch basin repair as we did in 2020.

3. Capital Costs: We have no capital requests for 2021.

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):

2021 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: Hire one laborer to backfill retired Electrical/Traffic Signal Technician.

Operational Goals: Improving the conditions of our roadways will continue be on the forefront of our focus in 2021. 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 2021 as well. The Preventative Maintenance Program on the City streets will continue using methods of Chip Seal, Thin Coat Overlays and Mill/Fill. The lowest scored streets on the PCI rating will be addressed first. 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 four 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):

2021 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 2021.

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

Traffic:

2021 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 2021. 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:

2021 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: No changes anticipated in 2021.

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. Continue to monitor and assess contractor work that is performed each year that will best suite the overall aesthetics of the parks.

Garage

2021 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 2021.

Operational Goals: With the new Garage Service Worker filled in September of 2018 we continue to make significant strides of completing work orders much faster than the past.

Utilities

2021 Wooster Water Utilities Budget Narrative

Please allow this document to serve as the 2021 Wooster Water Utilities Budget Narrative. 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 34 individuals in three divisions to support the overall mission of the department.

Distribution, Collection and Meter (DCM) Division

The Distribution, Collection, and Meter (DCM) division works to ensure proper service delivery to our customers. DCM assets include all of the City's sanitary sewer main, manholes, water main, fire hydrants, valves, and meters. and updates and maintains the location information for the geographic information system (GIS) for that infrastructure. 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.

DCM is most often the face of the department to the customers. The nature of the service wing of the department includes direct customer interaction ensuring customer delivery. This could be in the form of service requested by the customer or service initiated by city services. DCM works close with Utility Billing to ensure timely delivery of service not limited to accurate meter reading, meter replacement, and service verification.

DCM budget includes the following capital requests.

- No capital requests are in the 2021 budget.

DCM Operation and Maintenance Budget include the following variations.

- **Meter** 2021 request is slightly more than the expected close of 2020 based on repairs, equipment and supplies based on trends and additional expenses for 2021. To supplement the need the provision for part time employees have been eliminated for 2021.
- **Distribution** 2021 budget request is more than the expected close of 2020. A majority of the increase is due to moving funds from capital to OM for practical use. The increase is due to an expectation of expense due to the nature water main and service leaks. The remaining increased is based on continual efforts to replaced aged meters and remote reading devices. This trend continues to go up. Understanding current costs and based on repairs, equipment and supplies the reality should result in additional expenses for 2021. To accommodate the increased expense, part time employees have been eliminated for 2021.
- **Collection** 2021 budget request is more than the expected close of 2020. A majority of the increase is due to moving funds from capital to OM for practical use. Based on repairs, equipment and supplies the reality should result in additional expenses for

2021. To accommodate the increased expense, part time employees have been eliminated for 2021.

The 2021 budget reflected the commitment to outstanding customer service. A lean budget will continue to be the focus as we fine tune our operations and delivery of services.

Water Production Facility (WPF)

In 2019, the Water Production Facility treated and delivered a total flow increase of 7.99% compared to 2018 totals and averages. The facility will continue to operate per regulatory and customer expectations in securing resource allocation apart of the 2020 budget.

WPF 2021 Capital Budget Requests

- WPF VFD improvements to the S2 Well. This will provide greater operator flexibility and flow efficiencies.
- S1 Well requires a flow meter for accurate operations.
- The WPF Sodium Hypochlorite (disinfection) tanks need to be replaced. They are original with the plant and have reached the end of useful life.
- Paving project. The hard surfaces at the facility require attention due to the heavy traffic.

WPF Operation and Maintenance Budget include the following variations.

- 2021 request is more than the expected close of 2020. The majority of the increase is directly related to moving funds from capital to OM for proper fund allocation and use. The remaining increase is based on anticipating 2021 chemical costs and hauling costs in line with current trends. An increase in utility expense is expected based on predictions of the performance of our power generation. Anticipate increased expense in stripper wells and production wells due to age related repairs and replacement. The SCADA improvement efforts have been moved from capital to OM along with the tank and tower sensor project. Based on repairs, equipment and supplies the reality should result in additional expenses for 2021. To accommodate the increased expense, part time employees have been eliminated for 2021.

At this point in the budget process, the WPF indicates an overall increase directly related to moving funds previously routed to capital. Based on needs and division goals (intentional contracts) the funds will be better utilized on the OM budget in line with purchasing policies. The 2021 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 based on trends along with treatment chemicals.

Water Resource Recovery Facility (WRRF)

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 2019, the Water Resource Recovery Facility received, treated, and discharged a total flow increase of 6.7% and average daily flow increase of 6.6% compared to 2018 totals and averages. 2019 data also indicated an increase in flow from precipitation events.

WRRF has the following capital budget requests.

- New thickener systems pump to replace current aged progressive cavity pump for this system.
- Final Clarifier 5&6 operating mechanisms are original and indicate the need for replacement.
- Hard surfaces at the facility require maintained due to the heavy traffic. This also includes the lagoon and septic receiving drive.
- Septic receiving tank requires aeration improvements.
- Improvements to the 40 year old bathroom, locker room and office space in the Control Building.

WPF Operation and Maintenance Budget include the following variations.

- 2021 request is more than the expected close of 2020. The majority of the increase is due to moving projects and funds moved out of capital to OM related to Financial accounting policy. Some of the increase is to accommodate increased biosolids hauling expected for 2021 and increased polymer cost related. This is due to customer growth and processing at the facility. A resulting increase in revenue should also be experienced. An increase in utility expense is expected based on predictions of the performance of our power generation. Based on repairs, equipment and supplies the reality should result in additional expenses for 2021. To accommodate the increased expense, part time employees have been eliminated for 2021.

At this point in the budget process, the WPF indicates an overall increase directly related to moving funds previously routed to capital. Based on needs and division goals (intentional contracts) the funds will be better utilized on the OM budget in line with purchasing policies. The 2021 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 biosolids disposal fees are expected to decrease at the completion and service of the Final Biosolids Tank.

Staffing: At this time, based on the 2019 Staffing and Succession Plan, we are nearing threshold for consideration. However, there is not an immediate need based on the budget

review. In order to meet budgetary goals, part time staffing positions have been implemented for 2021.

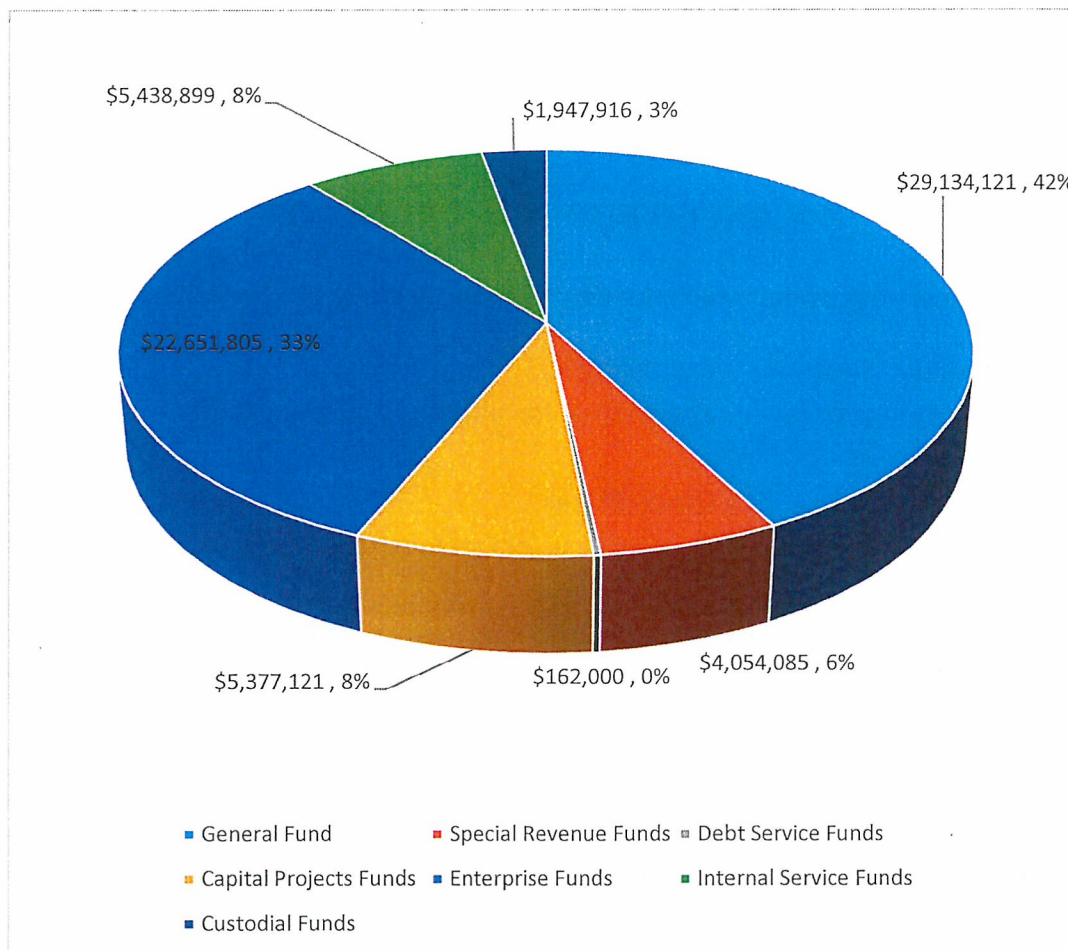
Wooster Water Utilities 2021 Goals

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

- Complete a Digester Business Plan to guide operations into the future.
- Complete the 2020 Annual Review to include updates to the Staffing and Succession Plan and Strategic Plan. Moving forward the yearly report will include updates to documents on file, including the Digester Business Plan. The goal is to make this a comprehensive review and goal setting for the business needs of Wooster Water Utilities. This document will include data related to our participation in the annual AWWA Benchmarking Program.
- 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 annually in the AWWA Benchmarking Study to evaluate and contrast operations with nationwide participants.
- Continue to update and track performance data for practical use and direction.
- Update standard operating procedures and emergency plans.
- Continue active and intentional product messaging.
- Implement a "Water Fest" or open house to the public in efforts of community education. This was to happen in the fall of 2020 but due to covid19 plans were shelved.
- 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!

Proposed Appropriations Budget for the Year Ended December 31, 2021 by Fund Type



Wooster Community Hospital is Not Included in the Pie Chart Above

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 2021, 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

**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2021**

Has this requirement been met for 2021?

The 2021 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;
- No** (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 2021**

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 2021 budget has been prepared understanding that the portfolio is continuously analyzed to attain the following objectives:

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

City of Wooster, Ohio					
General Fund					
Tax Dollars Used to Fund Capital & Infrastructure Investment					
	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Forecast	Budgeted
Transfer to Capital Improvements Fund	\$ 4,092,000	\$ 4,162,798	\$ 4,775,102	\$ 4,265,814	\$ 4,800,000
Principal Payment - City Hall Renovations	135,000	135,000	-	-	-
Principal Payment - Safety Service Center	295,000	300,000	305,000	270,000	280,000
Total	\$ 4,522,000	\$ 4,597,798	\$ 5,080,102	\$ 4,535,814	\$ 5,080,000

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Ordinance No. 2020-044
Exhibit - A
CERTIFICATE OF THE TOTAL AMOUNT FROM ALL SOURCES AVAILABLE FOR EXPENDITURES AND BALANCES
Office of Auditor, Wayne County, Ohio
Wooster, Ohio 44691

	Projected	Projected	Projected	Projected		Projected		Projected
	Cash Balance	Encumbrances	Advances	Carryover Balance	Projected	Total Amount		Amount
	as of	as of	not	Available for	Revenues	Available plus	Appropriations	Avail. Less
FUND TYPE/CLASSIFICATIONS	12/31/2020	12/31/2020	Repaid	Appropriation	2021	Balances	2021	2020 Approp.
GOVERNMENTAL FUND TYPE								
General Fund	\$ 19,362,803	2,350,000	-	\$ 17,012,803	26,011,390	\$ 43,024,193	29,134,121	\$ 13,890,072
Special Revenue Funds	\$ 1,117,911	52,200	-	\$ 1,065,711	3,130,173	\$ 4,195,884	4,054,085	\$ 141,799
Debt Service Funds	\$ 943,728	-	-	\$ 943,728	104,000	\$ 1,047,728	162,000	\$ 885,728
Capital Projects Funds	\$ 3,952,899	5,867,000	-	\$ (1,914,101)	7,333,447	\$ 5,419,346	5,377,121	\$ 42,225
PROPRIETARY FUND TYPE								
Enterprise Funds	\$ 116,291,395	4,956,589	-	\$ 111,334,806	203,212,906	\$ 314,547,712	213,397,615	\$ 101,150,097
Internal Service Funds	\$ 2,074,010	-	-	\$ 2,074,010	5,158,755	\$ 7,232,765	5,438,899	\$ 1,793,866
FIDUCIARY FUND TYPE								
Trust and Custodial Funds	\$ 1,328,370	-	-	\$ 1,328,370	1,814,688	\$ 3,143,058	1,947,916	\$ 1,195,142
TOTAL ALL FUNDS	\$ 145,071,116	13,225,789	-	\$ 131,845,327	246,765,359	\$ 378,610,686	259,511,757	\$ 119,098,929
FUND CLASSIFICATION/NAME-SCC								
GOVERNMENTAL FUND TYPES								
General Fund - 100	\$ 19,362,803	2,350,000	-	\$ 17,012,803	26,011,390	\$ 43,024,193	29,134,121	\$ 13,890,072
SPECIAL REVENUE FUNDS								
Street Construction Maintenance & Repair Fund - 101	\$ 321,959	27,000	-	\$ 294,959	1,399,090	\$ 1,694,049	1,688,910	\$ 5,139
State Highway Fund - 102	\$ 129,514	12,000	-	\$ 117,514	115,000	\$ 232,514	209,125	\$ 23,389
Permissive Tax Fund - 103	\$ 39,775	1,200	-	\$ 38,575	271,000	\$ 309,575	280,230	\$ 29,345
Enforcement and Education Fund - 104	\$ 75,097	-	-	\$ 75,097	1,500	\$ 76,597	75,000	\$ 1,597
Mandatory Drug Fines Fund - 105	\$ 33,993	-	-	\$ 33,993	4,150	\$ 38,143	30,000	\$ 8,143
Community Development Block Grant Fund - 107	\$ 50,237	-	-	\$ 50,237	926,405	\$ 976,642	926,405	\$ 50,237
Economic Development Fund - 108	\$ 81,192	12,000	-	\$ 69,192	72,828	\$ 142,020	137,810	\$ 4,210
Law Enforcement Trust Fund - 110	\$ 46,039	-	-	\$ 46,039	250	\$ 46,289	45,000	\$ 1,289
Police Pension Fund - 111	\$ 21,105	-	-	\$ 21,105	169,900	\$ 191,005	183,000	\$ 8,005
Fire Pension Fund - 112	\$ 21,299	-	-	\$ 21,299	169,700	\$ 190,999	183,000	\$ 7,999
Federal Equitable Sharing Fund - 113	\$ 9,884	-	-	\$ 9,884	70	\$ 9,954	9,500	\$ 454
CDBG Chip Home RLF Fund - 115	\$ 38,201	-	-	\$ 38,201	40	\$ 38,241	38,000	\$ 241
Economic Development Loan Fund - 118	\$ 2,536	-	-	\$ 2,536	10	\$ 2,546	2,536	\$ 10
Law Enforcement Training Fund - 120	\$ 4,069	-	-	\$ 4,069	25	\$ 4,094	4,069	\$ 25
Recreation Supplement Fund - 122	\$ 7,630	-	-	\$ 7,630	30	\$ 7,660	7,500	\$ 160
Park Reforestation Fund - 123	\$ 29,518	-	-	\$ 29,518	175	\$ 29,693	29,000	\$ 693
Cares Act Fund - 124	\$ -	-	-	\$ -	-	\$ -	-	\$ -
Guarantee Deposit Fund - 702	\$ 205,864	-	-	\$ 205,864	-	\$ 205,864	205,000	\$ 864
TOTAL SPECIAL REVENUE FUNDS	\$ 1,117,911	52,200	-	\$ 1,065,711	3,130,173	\$ 4,195,884	4,054,085	\$ 141,799

Ordinance No. 2020-044
Exhibit - A
CERTIFICATE OF THE TOTAL AMOUNT FROM ALL SOURCES AVAILABLE FOR EXPENDITURES AND BALANCES
Office of Auditor, Wayne County, Ohio
Wooster, Ohio 44691

	Projected	Projected	Projected	Projected		Projected		Projected
	Cash Balance	Encumbrances	Advances	Carryover Balance	Projected	Total Amount		Amount
	as of	as of	not	Available for	Revenues	Available plus	Appropriations	Avail. Less
FUND TYPE/CLASSIFICATIONS	12/31/2020	12/31/2020	Repaid	Appropriation	2021	Balances	2021	2020 Approp.
DEBT SERVICE FUNDS								
Debt Service Fund - 401	\$ 943,728	-	-	\$ 943,728	104,000	\$ 1,047,728	162,000	\$ 885,728
TOTAL DEBT SERVICE	\$ 943,728	-	-	\$ 943,728	104,000	\$ 1,047,728	162,000	\$ 885,728
Capital Project Funds								
Capital Improvements Fund - 301	\$ 3,952,899	5,867,000	-	\$ (1,914,101)	7,333,447	\$ 5,419,346	5,377,121	\$ 42,225
Economic Development Capital Improvements Fund - 302	\$ -	-	-	\$ -	-	\$ -	-	\$ -
TOTAL CAPITAL PROJECTS	\$ 3,952,899	5,867,000	-	\$ (1,914,101)	7,333,447	\$ 5,419,346	5,377,121	\$ 42,225
TOTAL GOVERNMENTAL FUNDS	\$ 25,377,342	8,269,200	-	\$ 17,108,142	36,579,010	\$ 53,687,152	38,727,327	\$ 14,959,825
PROPRIETARY FUND TYPE								
Enterprise Funds								
Water Fund - 501	\$ 4,075,862	2,447,332	-	\$ 1,628,530	7,344,200	\$ 8,972,730	8,216,369	\$ 756,361
Water Pollution Control Fund - 502	\$ 3,079,305	1,818,000	-	\$ 1,261,305	9,325,800	\$ 10,587,105	10,542,856	\$ 44,249
Wooster Community Hospital Fund - 503	\$ 29,979,778	-	-	\$ 29,979,778	165,984,374	\$ 195,964,152	176,657,596	\$ 19,306,556
Wooster Community Hospital Plant Fund - 504	\$ 76,165,379	-	-	\$ 76,165,379	16,968,032	\$ 93,133,411	12,819,500	\$ 80,313,911
Wooster Community Hospital Beaverson EMS Fund - 505	\$ 284,279	-	-	\$ 284,279	51,500	\$ 335,779	334,279	\$ 1,500
Wooster Community Hospital Endowment Fund - 506	\$ 874,435	-	-	\$ 874,435	10,000	\$ 884,435	884,435	\$ -
Storm Drainage Fund - 507	\$ 1,587,656	691,257	-	\$ 896,399	1,556,500	\$ 2,452,899	1,792,580	\$ 660,319
Water Capital Fund - 511	\$ 15,906	-	-	\$ 15,906	179,000	\$ 194,906	180,000	\$ 14,906
Sewer Capital Fund - 512	\$ 35,992	-	-	\$ 35,992	202,000	\$ 237,992	222,000	\$ 15,992
Refuse Collection Fund - 514	\$ 192,803	-	-	\$ 192,803	1,591,500	\$ 1,784,303	1,748,000	\$ 36,303
TOTAL ENTERPRISE FUNDS	\$ 116,291,395	4,956,589	-	\$ 111,334,806	203,212,906	\$ 314,547,712	213,397,615	\$ 101,150,097
INTERNAL SERVICE FUNDS								
Garage Fund - 601	\$ 18,268	-	-	\$ 18,268	690,000	\$ 708,268	703,899	\$ 4,369
Employee Benefits Fund - 602	\$ 1,978,957	-	-	\$ 1,978,957	4,333,755	\$ 6,312,712	4,600,000	\$ 1,712,712
Investment Fund - 620	\$ 76,785	-	-	\$ 76,785	135,000	\$ 211,785	135,000	\$ 76,785
TOTAL INTERNAL SERVICE FUNDS	\$ 2,074,010	-	-	\$ 2,074,010	5,158,755	\$ 7,232,765	5,438,899	\$ 1,793,866
TOTAL PROPRIETARY FUNDS	\$ 118,365,405	4,956,589	-	\$ 113,408,816	208,371,661	\$ 321,780,477	218,836,514	\$ 102,943,963
FIDUCIARY FUND TYPE								
CUSTODIAL FUNDS								
Clearing Fund - 705	\$ 137,100	-	-	\$ 137,100	24,500	\$ 161,600	160,000	\$ 1,600
Wooster Growth Corporation Fund - 719	\$ 986,730	-	-	\$ 986,730	264,188	\$ 1,250,918	262,000	\$ 988,918
Wooster-Ashland Regional Council of Govts - 725	\$ 204,539	-	-	\$ 204,539	1,526,000	\$ 1,730,539	1,525,916	\$ 204,623
TOTAL CUSTODIAL FUNDS	\$ 1,328,370	-	-	\$ 1,328,370	1,814,688	\$ 3,143,058	1,947,916	\$ 1,195,142
TRUST FUNDS (PPT)								
No Trust Funds								
TOTAL TRUST FUNDS	\$ -	-	-	\$ -	-	\$ -	-	\$ -
TOTAL FIDUCIARY FUNDS	\$ 1,328,370	-	-	\$ 1,328,370	1,814,688	\$ 3,143,058	1,947,916	\$ 1,195,142
TOTAL ALL FUNDS	\$ 145,071,116	13,225,789	-	\$ 131,845,327	246,765,359	\$ 378,610,686	259,511,757	\$ 119,098,929

MAJOR FUNDS

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"> * Income Tax * Property Tax * Emergency Medical Services * State Revenues 	<ul style="list-style-type: none"> * Public Safety * General Government * Road Maintenance * Parks & Recreation
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"> * Gasoline Tax * Vehicle Registration Fees 	<ul style="list-style-type: none"> * Street Repair * Snow & Ice Removal * Street Cleaning * Traffic Signals
Capital Improvements	Used to account for capital projects and equipment financed by general fund revenues.	<ul style="list-style-type: none"> * Transfers from General Fund * Grants * Debt Proceeds 	<ul style="list-style-type: none"> * Road Construction * Road Resurfacing * Vehicle Purchases * Equipment Purchases
Water	Used to account for the operations and capital purchases of the City's water treatment plant	<ul style="list-style-type: none"> * Sales of Water * Investment Income * Grants * Debt Proceeds 	<ul style="list-style-type: none"> * Purification of Water * Maintenance of Water Lines * Utility Billing
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"> * Treatment of Sewage * Investment Income * Grants * Debt Proceeds 	<ul style="list-style-type: none"> * Treatment of wastewater * Maintenance of Sewer Lines * Utility Billing
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"> * Patient Revenue 	<ul style="list-style-type: none"> * Inpatient Services * Outpatient Services * Emergency Room * Rehabilitation Services
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"> * Transfers from Hospital Operating Fund * Investment Income 	<ul style="list-style-type: none"> * Facility Construction * Medical Equipment
Storm Drainage	Used to account for managing storm drainage runoff within the City.	<ul style="list-style-type: none"> * Charges for Services 	<ul style="list-style-type: none"> * Construction and Maintenance of Storm Sewers.
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"> * Department Charges * Employee Contributions 	<ul style="list-style-type: none"> * Medical Benefits * Prescription Drugs

General Fund Program Key

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

CITY OF WOOSTER, OHIO

GENERAL FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

GENERAL FUND [100] – 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				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Taxes	\$ 19,976,450	\$ 20,803,089	\$ 21,810,721	\$ 20,945,768	\$ 21,116,930
Intergovernmental	877,853	895,593	969,899	952,701	1,001,200
Charges for services	1,438,474	1,495,631	1,551,432	1,100,917	1,426,500
Grants	46,213	24,229	30,621	19,504	0
Fines, licenses, permits	813,526	758,839	717,201	587,870	721,500
Interfund services provided	1,704,978	2,084,042	1,511,910	1,500,000	1,800,000
Interest income	107,410	253,472	428,165	215,000	450,000
Miscellaneous	251,222	329,840	368,901	904,419	55,600
Total Revenues	<u>25,216,125</u>	<u>26,644,735</u>	<u>27,388,850</u>	<u>26,226,179</u>	<u>26,571,730</u>
Expenditures :					
Safety services	12,608,566	13,092,884	13,802,441	11,129,433	14,387,349
Health and social services	128,756	127,747	132,820	131,480	132,000
Leisure services	1,831,445	1,933,018	1,751,868	1,740,298	2,116,329
Environment & development	1,027,726	962,412	1,033,697	1,017,533	1,128,163
Transportation services	861,615	1,198,123	1,306,116	1,106,681	1,408,654
Administrative services	3,836,195	4,249,687	4,230,881	4,150,135	4,576,812
Total Expenditures	<u>20,294,303</u>	<u>21,563,870</u>	<u>22,257,823</u>	<u>19,275,559</u>	<u>23,749,307</u>
Excess revenues over (under)					
expenditures	4,921,822	5,080,865	5,131,027	6,950,620	2,822,423
Transfers in	0	0	0	0	0
Transfers out [To capital fund]	(4,092,000)	(4,162,798)	(4,775,102)	(4,265,814)	(4,000,000)
Net change in fund balance**	829,822	918,067	355,925	2,684,806	(1,177,577)
** Positive number added to savings					
** Negative number deducted from savings					
Fund balance at beginning of year	15,549,845	16,379,667	17,297,733	17,653,658	18,118,756
Fund balance at end of year	<u>\$ 16,379,667</u>	<u>\$ 17,297,733</u>	<u>\$ 17,653,658</u>	<u>\$ 20,338,465</u>	<u>\$ 16,941,179</u>
Cash balance beginning of year				\$ 16,677,997	\$ 16,718,636
Cash balance end of year				19,362,803	15,541,059
Encumbrances				(2,350,000)	(2,432,726)
Cash available				\$ 17,012,803	\$ 13,108,333
Cost per day (Expenditures + Transfers out)				\$ 64,497	\$ 76,000
Days-in-cash				264	1.

General Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 21,342,227	\$ 21,715,716	\$ 22,095,741	\$ 22,482,416	\$ 22,875,859
911,311	920,424	929,628	938,925	948,314
1,376,900	1,404,438	1,615,104	1,639,330	1,663,920
9,000	0	0	0	0
627,532	652,633	672,212	692,379	702,764
1,500,000	1,522,500	1,545,338	1,568,518	1,592,045
200,000	204,000	208,080	212,242	216,486
44,420	100,000	100,000	100,000	100,000
<u>26,011,390</u>	<u>26,519,711</u>	<u>27,166,103</u>	<u>27,633,809</u>	<u>28,099,389</u>
14,864,830	14,376,660	14,779,035	15,181,976	15,601,324
117,000	119,340	121,727	124,161	126,645
2,060,515	2,046,080	2,096,697	2,148,617	2,201,875
1,240,103	1,144,641	1,178,981	1,214,350	1,250,781
1,297,610	1,330,538	1,364,334	1,399,022	1,434,625
4,754,063	4,583,263	4,703,495	4,826,988	4,953,834
<u>24,334,121</u>	<u>23,600,523</u>	<u>24,244,268</u>	<u>24,895,115</u>	<u>25,569,084</u>
1,677,269	2,919,189	2,921,834	2,738,694	2,530,305
0	0	0	0	0
(4,800,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
<u>(3,122,731)</u>	<u>(1,080,811)</u>	<u>(1,078,166)</u>	<u>(1,261,306)</u>	<u>(1,469,695)</u>
<u>20,338,465</u>	<u>17,215,734</u>	<u>16,134,922</u>	<u>15,056,757</u>	<u>13,795,451</u>
\$ <u>17,215,734</u>	\$ <u>16,134,922</u>	\$ <u>15,056,757</u>	\$ <u>13,795,451</u>	\$ <u>12,325,756</u>
\$ 19,362,803	\$ 16,240,072	\$ 15,159,261	\$ 14,081,095	\$ 12,819,790
16,240,072	15,159,261	14,081,095	12,819,790	11,350,095
(2,373,500)	(2,444,705)	(2,518,046)	(2,593,588)	(2,671,395)
\$ 13,866,572	\$ 12,714,556	\$ 11,563,049	\$ 10,226,202	\$ 8,678,700
\$ 79,820	\$ 75,618	\$ 77,382	\$ 79,165	\$ 81,011
174	168	149	129	107

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				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Expenditures :					
Personnel Services	\$ 10,182,329	\$ 10,740,441	\$ 11,520,184	\$ 8,984,679	\$ 11,711,889
Operations and Maintenance	1,818,909	1,708,145	1,649,968	1,559,754	2,056,960
Interfund	135,918	173,788	162,780	155,000	155,000
Debt Service	471,410	470,510	469,510	430,000	463,500
Total Safety services	<u>12,608,566</u>	<u>13,092,884</u>	<u>13,802,441</u>	<u>11,129,433</u>	<u>14,387,349</u>
Operations and Maintenance	128,756	127,747	132,820	131,480	132,000
Total Health and social services	<u>128,756</u>	<u>127,747</u>	<u>132,820</u>	<u>131,480</u>	<u>132,000</u>
Personnel Services	793,808	797,752	677,100	827,715	935,129
Operations and Maintenance	1,015,039	1,110,245	1,046,980	879,583	1,148,200
Interfund	22,598	25,020	27,787	33,000	33,000
Total Leisure services	<u>1,831,445</u>	<u>1,933,018</u>	<u>1,751,868</u>	<u>1,740,298</u>	<u>2,116,329</u>
Personnel Services	775,559	777,381	837,251	803,404	868,323
Operations and Maintenance	250,223	176,508	191,198	208,629	254,340
Interfund	1,944	8,523	5,248	5,500	5,500
Total Environment & development	<u>1,027,726</u>	<u>962,412</u>	<u>1,033,697</u>	<u>1,017,533</u>	<u>1,128,163</u>
Personnel Services	705,533	692,606	688,997	680,040	805,654
Operations and Maintenance	111,772	505,516	504,063	426,641	603,000
Interfund	44,310	0	113,056	0	0
Total Transportation services	<u>861,615</u>	<u>1,198,123</u>	<u>1,306,116</u>	<u>1,106,681</u>	<u>1,408,654</u>
Personnel Services	2,360,598	2,531,671	2,683,334	2,688,505	2,849,447
Operations and Maintenance	1,330,418	1,571,349	1,543,853	1,453,930	1,720,565
Interfund	3,091	7,954	3,694	7,700	6,800
Debt Service	142,088	138,713	0	0	0
Total Administrative services	<u>3,836,195</u>	<u>4,249,687</u>	<u>4,230,881</u>	<u>4,150,135</u>	<u>4,576,812</u>
Total Expenditures	<u>\$ 20,294,303</u>	<u>\$ 21,563,870</u>	<u>\$ 22,257,823</u>	<u>\$ 19,275,559</u>	<u>\$ 23,749,307</u>

General Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 12,237,920	\$ 12,096,193	\$ 12,459,079	\$ 12,832,851	\$ 13,217,836
2,041,910	1,699,467	1,733,456	1,768,125	1,803,488
155,000	155,000	155,000	155,000	155,000
430,000	426,000	431,500	426,000	425,000
<u>14,864,830</u>	<u>14,376,660</u>	<u>14,779,035</u>	<u>15,181,976</u>	<u>15,601,324</u>
117,000	119,340	121,727	124,161	126,645
<u>117,000</u>	<u>119,340</u>	<u>121,727</u>	<u>124,161</u>	<u>126,645</u>
961,615	935,861	963,937	992,855	1,022,641
1,065,900	1,076,559	1,098,090	1,120,052	1,142,453
33,000	33,660	34,670	35,710	36,781
<u>2,060,515</u>	<u>2,046,080</u>	<u>2,096,697</u>	<u>2,148,617</u>	<u>2,201,875</u>
902,263	877,006	903,316	930,416	958,328
332,340	261,970	269,829	277,924	286,262
5,500	5,665	5,835	6,010	6,190
<u>1,240,103</u>	<u>1,144,641</u>	<u>1,178,981</u>	<u>1,214,350</u>	<u>1,250,781</u>
697,610	718,538	740,094	762,297	785,166
600,000	612,000	624,240	636,725	649,459
0	0	0	0	0
<u>1,297,610</u>	<u>1,330,538</u>	<u>1,364,334</u>	<u>1,399,022</u>	<u>1,434,625</u>
2,910,039	2,849,815	2,935,310	3,023,369	3,114,070
1,837,401	1,726,626	1,761,159	1,796,382	1,832,310
6,623	6,822	7,026	7,237	7,454
0	0	0	0	0
<u>4,754,063</u>	<u>4,583,263</u>	<u>4,703,495</u>	<u>4,826,988</u>	<u>4,953,834</u>
<u>\$ 24,334,121</u>	<u>\$ 23,600,523</u>	<u>\$ 24,244,268</u>	<u>\$ 24,895,115</u>	<u>\$ 25,569,084</u>

CITY OF WOOSTER, OHIO
STREET CONSTRUCTION, MAINTENANCE AND REPAIR FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

STREET CONSTRUCTION MAINTENANCE AND REPAIR [101] – This fund is required by the Ohio Revised Code to account for the portion of state gasoline tax and motor vehicle registration fees, which are to be used for maintenance of streets within the City.

	Street Construction, Maintenance and Repair Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 972,471	\$ 987,547	\$ 1,179,670	\$ 1,374,000	\$ 1,486,000
Interest income	2,420	2,815	5,554	4,500	5,000
Miscellaneous	43,361	108,447	126,816	123,919	25,000
Total Revenues	<u>1,018,252</u>	<u>1,098,810</u>	<u>1,312,040</u>	<u>1,502,419</u>	<u>1,516,000</u>
Expenditures :					
Personal Services	-	-	81	-	-
Operations and Maintenance	796,225	642,952	869,402	1,013,421	1,130,456
Capital Outlay	241,031	16,791	-	-	-
Interfund	218,678	191,706	250,640	300,506	255,900
Debt Service	89,278	89,591	72,157	72,600	72,600
Total Expenditures	<u>1,345,212</u>	<u>941,040</u>	<u>1,192,280</u>	<u>1,386,527</u>	<u>1,458,956</u>
Net change in fund balance	<u>(326,960)</u>	<u>157,770</u>	<u>119,760</u>	<u>115,892</u>	<u>57,044</u>
Fund balance at beginning of year	<u>545,007</u>	<u>218,047</u>	<u>375,817</u>	<u>495,577</u>	<u>279,248</u>
Fund balance at end of year	<u>\$ 218,047</u>	<u>\$ 375,817</u>	<u>\$ 495,577</u>	<u>\$ 611,469</u>	<u>\$ 336,292</u>

Street Construction, Maintenance and Repair Fund

2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 1,396,840	\$ 1,396,840	\$ 1,396,840	\$ 1,396,840	\$ 1,396,840
2,250	2,000	2,000	2,000	2,000
0	0	0	0	0
<u>1,399,090</u>	<u>1,398,840</u>	<u>1,398,840</u>	<u>1,398,840</u>	<u>1,398,840</u>
1,304	1,343	1,383	1,425	1,468
907,506	925,656	944,169	963,053	982,314
590,000	250,000	225,000	200,000	200,000
185,900	189,618	193,410	197,279	201,224
4,200	4,200	4,200	4,200	4,200
<u>1,688,910</u>	<u>1,370,817</u>	<u>1,368,163</u>	<u>1,365,956</u>	<u>1,389,205</u>
(289,820)	28,023	30,677	32,884	9,635
611,469	321,649	349,672	380,349	413,233
<u>\$ 321,649</u>	<u>\$ 349,672</u>	<u>\$ 380,349</u>	<u>\$ 413,233</u>	<u>\$ 422,867</u>

CITY OF WOOSTER, OHIO
STATE HIGHWAY FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

STATE HIGHWAY [102] – This fund is required by the Ohio Revised Code to account for the portion of state gasoline tax and motor vehicle registration fees which are to be used for maintenance of state highways within the City.

	State Highway Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 81,122	\$ 80,070	\$ 95,650	\$ 111,407	\$ 120,000
Interest income	1,635	2,964	5,391	2,302	5,000
Miscellaneous	2,622	6,384	0	0	0
Total Revenues	<u>85,379</u>	<u>89,418</u>	<u>101,040</u>	<u>113,709</u>	<u>125,000</u>
Expenditures :					
Operations and Maintenance	115,654	82,547	111,710	181,046	201,157
Capital Outlay	0	0	0	0	0
Debt Service	1,715	0	0	0	0
Total Expenditures	<u>117,369</u>	<u>82,547</u>	<u>111,710</u>	<u>181,046</u>	<u>201,157</u>
Net change in fund balance	<u>(31,991)</u>	<u>6,871</u>	<u>(10,669)</u>	<u>(67,337)</u>	<u>(76,157)</u>
Fund balance at beginning of year	274,658	242,667	249,538	238,869	224,638
Fund balance at end of year	<u>\$ 242,667</u>	<u>\$ 249,538</u>	<u>\$ 238,869</u>	<u>\$ 171,532</u>	<u>\$ 148,481</u>

State Highway Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 114,000	\$ 116,280	\$ 118,606	\$ 120,978	\$ 123,397
1,000	1,000	1,000	1,150	1,150
0	0	0	0	0
<u>115,000</u>	<u>117,280</u>	<u>119,606</u>	<u>122,128</u>	<u>124,547</u>
209,125	125,000	127,000	130,000	132,000
0	0	0	0	0
0	0	0	0	0
<u>209,125</u>	<u>125,000</u>	<u>127,000</u>	<u>130,000</u>	<u>132,000</u>
(94,125)	(7,720)	(7,394)	(7,872)	(7,453)
171,532	77,407	69,687	62,292	54,420
<u>\$ 77,407</u>	<u>\$ 69,687</u>	<u>\$ 62,292</u>	<u>\$ 54,420</u>	<u>\$ 46,967</u>

CITY OF WOOSTER, OHIO
 PERMISSIVE TAX FUND
 SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
 NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

PERMISSIVE TAX [103] – This fund is required by the Ohio Revised Code to account for the portion of motor vehicle registration fees allocated to assist in maintaining those city streets designated as contributing to the effective and efficient flow of traffic through and within the county.

	Permissive Tax Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Taxes	\$ 173,074	\$ 177,011	\$ 176,416	\$ 170,000	\$ 170,000
Intergovernmental	118,665	75,339	110,879	105,572	100,000
Interest income	5,179	4,150	4,373	1,400	4,500
Miscellaneous	0	0	0	0	0
Total Revenues	<u>296,918</u>	<u>256,500</u>	<u>291,668</u>	<u>276,972</u>	<u>274,500</u>
Expenditures :					
Personal Services	0	0	81	0	0
Operations and Maintenance	8,623	5,427	5,433	5,010	17,223
Capital Outlay	391,041	200,000	250,000	310,000	310,000
Debt Service	36,860	36,273	405	60,300	59,700
Total Expenditures	<u>436,524</u>	<u>241,700</u>	<u>255,919</u>	<u>375,310</u>	<u>386,923</u>
Net change in fund balance	<u>(139,606)</u>	<u>14,799</u>	<u>35,749</u>	<u>(98,338)</u>	<u>(112,423)</u>
Fund balance at beginning of year	295,699	156,093	170,892	206,641	150,542
Fund balan	<u>\$ 156,093</u>	<u>\$ 170,892</u>	<u>\$ 206,641</u>	<u>\$ 108,303</u>	<u>\$ 38,119</u>

Permissive Tax Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 170,000	\$ 171,700	\$ 173,417	\$ 175,151	\$ 176,903
100,000	100,500	101,003	101,508	102,015
1,000	1,000	1,100	1,150	1,250
0	0	0	0	0
<u>271,000</u>	<u>273,200</u>	<u>275,520</u>	<u>277,809</u>	<u>280,168</u>
1,304	0	0	0	0
19,426	20,000	30,000	30,000	30,000
200,000	200,000	225,000	235,000	235,000
59,500	53,200	0	0	0
<u>280,230</u>	<u>273,200</u>	<u>255,000</u>	<u>265,000</u>	<u>265,000</u>
(9,230)	0	20,520	12,809	15,168
108,303	99,073	99,073	119,593	132,401
<u>\$ 99,073</u>	<u>\$ 99,073</u>	<u>\$ 119,593</u>	<u>\$ 132,401</u>	<u>\$ 147,569</u>

CITY OF WOOSTER, OHIO
 ENFORCEMENT AND EDUCATION FUND
 SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
 NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

ENFORCEMENT AND EDUCATION [104] – This fund is used to account for monies from the Municipal Court designated to enforce OVI Laws (ORC 4511.19) and related educational programs.

	Enforcement and Education Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Fines, licenses, permits	\$ 4,772	\$ 1,073	\$ 1,031	\$ 1,150	\$ 1,100
Interest Income	465	972	1,847	900	1,750
Total Revenues	<u>5,237</u>	<u>2,044</u>	<u>2,878</u>	<u>2,050</u>	<u>2,850</u>
Expenditures :					
Operations and Maintenance	0	0	0	0	70,000
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>70,000</u>
Net change in fund balance	5,237	2,044	2,878	2,050	(67,150)
Fund balance at beginning of year	63,102	68,339	70,383	73,261	73,483
Fund balance at end of year	<u>\$ 68,339</u>	<u>\$ 70,383</u>	<u>\$ 73,261</u>	<u>\$ 75,311</u>	<u>\$ 6,333</u>

Enforcement and Education Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
400	425	435	450	175
<u>1,500</u>	<u>1,525</u>	<u>1,535</u>	<u>1,550</u>	<u>1,275</u>
75,000	3,000	1,500	1,500	1,200
<u>75,000</u>	<u>3,000</u>	<u>1,500</u>	<u>1,500</u>	<u>1,200</u>
(73,500)	(1,475)	35	50	75
75,311	1,811	336	371	421
<u>\$ 1,811</u>	<u>\$ 336</u>	<u>\$ 371</u>	<u>\$ 421</u>	<u>\$ 496</u>

**CITY OF WOOSTER, OHIO
MANDATORY DRUG FINES FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

**PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST**

MANDATORY DRUG FINES [105] - This fund is used to account for monies from the Municipal Court designated to subsidize each agency's law enforcement efforts that pertain to drug offenses.

	Mandatory Drug Fines Fund				
	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Forecast</u>	<u>2020 Budgeted</u>
Revenues :					
Fines, licenses, permits	\$ 9,530	\$ 9,236	\$ 6,782	\$ 3,130	\$ 9,000
Interest Income	244	506	939	375	1,000
Total Revenues	<u>9,774</u>	<u>9,742</u>	<u>7,721</u>	<u>3,505</u>	<u>10,000</u>
Expenditures :					
Operations and Maintenance	1,308	10,040	14,990	1,530	40,000
Total Expenditures	<u>1,308</u>	<u>10,040</u>	<u>14,990</u>	<u>1,530</u>	<u>40,000</u>
Net change in fund balance	8,466	(297)	(7,269)	1,975	(30,000)
Fund balance at beginning of year	27,569	36,035	35,738	28,468	32,098
Fund balance at end of year	<u>\$ 36,035</u>	<u>\$ 35,738</u>	<u>\$ 28,468</u>	<u>\$ 30,443</u>	<u>\$ 2,098</u>

Mandatory Drug Fines Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502
150	150	155	160	175
<u>4,150</u>	<u>4,270</u>	<u>4,399</u>	<u>4,531</u>	<u>4,677</u>
30,000	8,400	4,800	4,500	4,500
<u>30,000</u>	<u>8,400</u>	<u>4,800</u>	<u>4,500</u>	<u>4,500</u>
(25,850)	(4,130)	(401)	31	177
<u>30,443</u>	<u>4,593</u>	<u>463</u>	<u>62</u>	<u>93</u>
<u>\$ 4,593</u>	<u>\$ 463</u>	<u>\$ 62</u>	<u>\$ 93</u>	<u>\$ 270</u>

CITY OF WOOSTER, OHIO
COMMUNITY DEVELOPMENT BLOCK GRANT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

**PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST**

COMMUNITY DEVELOPMENT BLOCK GRANT [107] – This fund is used to account for monies received from the federal government under the Community Development Block Grant program for providing decent housing and a suitable living environment, and expanded economic opportunities principally for persons of low and moderate income and the allowable administrative costs associated with those projects.

	Community Development Block Grant Fund				
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2020</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>	<u>Budgeted</u>
Revenues :					
Intergovernmental	\$ 440,235	\$ 682,493	\$ 715,418	\$ 563,595	\$ 1,340,000
Miscellaneous	4,527	4,289	179	0	0
Total Revenues	<u>444,762</u>	<u>686,782</u>	<u>715,597</u>	<u>563,595</u>	<u>1,340,000</u>
Expenditures :					
Operations and Maintenance	11,800	556,122	559,499	563,595	1,040,000
Capital Outlay	369,956	322,211	50,253	0	300,000
Interfund	0	0	0	0	0
Total Expenditures	<u>381,756</u>	<u>878,333</u>	<u>609,752</u>	<u>563,595</u>	<u>1,340,000</u>
Net change in fund balance	<u>63,006</u>	<u>(191,551)</u>	<u>105,844</u>	<u>0</u>	<u>0</u>
Fund balance at beginning of year	23,051	86,057	(105,494)	351	51
Fund balance at end of year	<u>\$ 86,057</u>	<u>\$ (105,494)</u>	<u>\$ 351</u>	<u>\$ 351</u>	<u>\$ 51</u>

Community Development Block Grant Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 926,405	\$ 0	\$ 0	\$ 0	\$ 0
0	0	0	0	0
<u>926,405</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
626,405	0	0	0	0
300,000	0	0	0	0
0	0	0	0	0
<u>926,405</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
0	0	0	0	0
351	351	351	351	351
<u>\$ 351</u>	<u>\$ 351</u>	<u>\$ 351</u>	<u>\$ 351</u>	<u>\$ 351</u>

CITY OF WOOSTER, OHIO
ECONOMIC DEVELOPMENT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

ECONOMIC DEVELOPMENT [108] – This fund is used to account for the portion of the transient occupancy tax and the Wooster Opportunities Loan Fund to be used for promoting economic development within the City.

	Economic Development Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Taxes	\$ 133,403	\$ 131,537	\$ 131,722	\$ 61,500	\$ 190,000
Interest Income	544	1,162	1,947	840	1,000
Miscellaneous	0	0	0	0	0
Total Revenues	<u>133,947</u>	<u>132,699</u>	<u>133,669</u>	<u>62,340</u>	<u>191,000</u>
Expenditures :					
Personal Services	0	0	0	0	0
Operations and Maintenance	132,965	129,997	140,175	64,800	253,010
Total Expenditures	<u>132,965</u>	<u>129,997</u>	<u>140,175</u>	<u>64,800</u>	<u>253,010</u>
Excess revenues over(under) expenditures	982	2,703	(6,506)	(2,460)	(62,010)
Transfers In	0	0	0	0	0
Net change in fund balance	982	2,703	(6,506)	(2,460)	(62,010)
Fund balance at beginning of year	132,064	133,046	135,748	129,242	137,749
Fund balance at end of year	<u>\$ 133,046</u>	<u>\$ 135,748</u>	<u>\$ 129,242</u>	<u>\$ 126,782</u>	<u>\$ 75,739</u>

Economic Development Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 72,528	\$ 120,000	\$ 140,000	\$ 160,000	\$ 190,000
300	450	550	650	750
0	0	0	0	0
<u>72,828</u>	<u>120,450</u>	<u>140,550</u>	<u>160,650</u>	<u>190,750</u>
0	0			
<u>74,800</u>	<u>120,450</u>	<u>140,550</u>	<u>160,650</u>	<u>190,750</u>
<u>74,800</u>	<u>120,450</u>	<u>140,550</u>	<u>160,650</u>	<u>190,750</u>
(1,972)	0	0	0	0
0	0			
<u>(1,972)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
126,782	124,810	124,810	124,810	124,810
<u>\$ 124,810</u>	<u>\$ 124,810</u>	<u>\$ 124,810</u>	<u>\$ 124,810</u>	<u>\$ 124,810</u>

CITY OF WOOSTER, OHIO
LAW ENFORCEMENT TRUST FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

LAW ENFORCEMENT TRUST [110] – This fund is used to account for receipts and expenditures of funds from the 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 appropriate.

	Law Enforcement Trust Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 26,944	\$ 0	\$ 0	\$ 23,636	\$ 0
Fines	62,980	0	0	0	0
Interest Income	632	1,005	1,224	500	1,350
Miscellaneous	1,161	7,823	1,480	1,687	0
Total Revenues	<u>91,717</u>	<u>8,828</u>	<u>2,704</u>	<u>25,823</u>	<u>1,350</u>
Expenditures :					
Operations and Maintenance	82,368	16,700	41,412	0	20,000
Total Expenditures	<u>82,368</u>	<u>16,700</u>	<u>41,412</u>	<u>0</u>	<u>20,000</u>
Net change in fund balance	9,349	(7,872)	(38,709)	25,823	(18,650)
Fund balance at beginning of year	57,469	66,818	58,946	20,237	18,919
Fund balance at end of year	<u>\$ 66,818</u>	<u>\$ 58,946</u>	<u>\$ 20,237</u>	<u>\$ 46,060</u>	<u>\$ 269</u>

Law Enforcement Trust Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
0	0	0	0	0
250	25	0	0	0
0	0	0	0	0
<u>250</u>	<u>25</u>	<u>0</u>	<u>0</u>	<u>0</u>
45,000	1,335	0	0	0
<u>45,000</u>	<u>1,335</u>	<u>0</u>	<u>0</u>	<u>0</u>
(44,750)	(1,310)	0	0	0
46,060	1,310	0	0	0
<u>\$ 1,310</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

CITY OF WOOSTER, OHIO
POLICE PENSION FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

POLICE PENSION [111] – This fund is used to accumulate property taxes levied for the partial payment of the current and accrued liability for police disability and pension.
Amounts collected for the police disability and pension are periodically remitted to the Ohio Police and Fire Pension Fund.

	Police Pension Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Taxes	\$ 141,275	\$ 147,446	\$ 156,186	\$ 156,920	\$ 163,508
Intergovernmental	16,767	17,450	17,334	17,187	17,500
Interest Income	529	1,880	2,288	850	2,000
Total Revenues	<u>158,571</u>	<u>166,776</u>	<u>175,808</u>	<u>174,957</u>	<u>183,008</u>
Expenditures :					
Personal Services	159,600	160,000	167,000	182,000	180,000
Operations and Maintenance	2,397	2,579	2,783	2,600	3,000
Total Expenditures	<u>161,997</u>	<u>162,579</u>	<u>169,783</u>	<u>184,600</u>	<u>183,000</u>
Net change in fund balance	<u>(3,426)</u>	<u>4,197</u>	<u>6,025</u>	<u>(9,643)</u>	<u>8</u>
Fund balance at beginning of year	24,869	21,443	25,640	31,665	31,558
Fund balance at end of year	<u>\$ 21,443</u>	<u>\$ 25,640</u>	<u>\$ 31,665</u>	<u>\$ 22,022</u>	<u>\$ 31,566</u>

Police Pension Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 152,485	\$ 153,247	\$ 154,014	\$ 154,784	\$ 155,558
16,915	17,000	17,085	17,170	17,256
500	500	600	700	800
<u>169,900</u>	<u>170,747</u>	<u>171,698</u>	<u>172,654</u>	<u>173,613</u>
180,000	170,000	170,000	170,000	170,000
3,000	3,000	3,200	3,400	3,500
<u>183,000</u>	<u>173,000</u>	<u>173,200</u>	<u>173,400</u>	<u>173,500</u>
(13,100)	(2,253)	(1,502)	(746)	113
22,022	8,922	6,669	5,167	4,421
<u>\$ 8,922</u>	<u>\$ 6,669</u>	<u>\$ 5,167</u>	<u>\$ 4,421</u>	<u>\$ 4,534</u>

CITY OF WOOSTER, OHIO

FIRE PENSION FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

FIRE PENSION [112] – This fund is used to accumulate property taxes levied for the partial payment of the current and accrued liability for firefighter's disability and pension. Amounts collected for the firefighter's disability and pension are periodically remitted to the Ohio Police and Fire Pension Fund.

	Fire Pension Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Taxes	\$ 141,275	\$ 147,446	\$ 156,186	\$ 155,965	\$ 163,508
Intergovernmental	16,767	17,450	17,334	17,187	17,500
Interest Income	491	1,823	2,323	600	2,000
Total Revenues	<u>158,533</u>	<u>166,719</u>	<u>175,843</u>	<u>173,752</u>	<u>183,008</u>
Expenditures :					
Personal Services	159,600	160,000	167,000	182,000	180,000
Operations and Maintenance	2,397	2,579	2,783	2,600	3,000
Total Expenditures	<u>161,997</u>	<u>162,579</u>	<u>169,783</u>	<u>184,600</u>	<u>183,000</u>
Net change in fund balance	(3,464)	4,140	6,060	(10,848)	8
Fund balance at beginning of year	25,985	22,521	26,661	32,721	32,579
Fund balance at end of year	<u>\$ 22,521</u>	<u>\$ 26,661</u>	<u>\$ 32,721</u>	<u>\$ 21,873</u>	<u>\$ 32,587</u>

Fire Pension Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 152,485	\$ 153,247	\$ 154,014	\$ 154,784	\$ 155,558
16,915	17,000	17,085	17,170	17,256
300	500	600	700	800
<u>169,700</u>	<u>170,747</u>	<u>171,698</u>	<u>172,654</u>	<u>173,613</u>
180,000	170,000	170,000	170,000	170,000
3,000	3,000	3,200	3,400	3,500
<u>183,000</u>	<u>173,000</u>	<u>173,200</u>	<u>173,400</u>	<u>173,500</u>
(13,300)	(2,253)	(1,502)	(746)	113
21,873	8,573	6,320	4,818	4,072
<u>\$ 8,573</u>	<u>\$ 6,320</u>	<u>\$ 4,818</u>	<u>\$ 4,072</u>	<u>\$ 4,185</u>

CITY OF WOOSTER, OHIO
FEDERAL EQUITABLE SHARING FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

**PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST**

FEDERAL EQUITABLE SHARING [113] – This fund is used to account for the City's portion of federally forfeited property resulting from the Wooster Police Department's participation with a federal agency, which resulted in forfeiture of property.

	Federal Equitable Sharing Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	84	204	374	140	375
Total Revenues	84	204	374	140	375
Expenditures :					
Operations and Maintenance	0	0	0	5,000	15,000
Total Expenditures	0	0	0	5,000	15,000
Net change in fund balance	84	204	374	(4,860)	(14,625)
Fund balance at beginning of year	14,093	14,177	14,381	14,755	14,781
Fund balance at end of year	\$ 14,177	\$ 14,381	\$ 14,755	\$ 9,895	\$ 156

Federal Equitable Sharing Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
70	10	0	0	0
70	10	0	0	0
9,500	475	0	0	0
9,500	475	0	0	0
(9,430)	(465)	0	0	0
9,895	465	0	0	0
\$ 465	\$ 0	\$ 0	\$ 0	\$ 0

CITY OF WOOSTER, OHIO
CDBG CHIP HOME REVOLVING LOAN FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

CDBG Chip Home Revolving Loan Fund [115] – This fund is used to account for the City's portion of program income resulting from repayment of grant funds from CHIP and HOME programs.

	CDBG Chip Home Revolving Loan Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 21,477	\$ 13,771	\$ 0	\$ 0	\$ 4,900
Interest Income	443	910	1,747	90	1,100
Total Revenues	<u>21,920</u>	<u>14,681</u>	<u>1,747</u>	<u>90</u>	<u>6,000</u>
Expenditures :					
Operations and Maintenance	615	9,586	35,223	0	44,997
Capital Outlay	0	0	0	0	0
Total Expenditures	<u>615</u>	<u>9,586</u>	<u>35,223</u>	<u>0</u>	<u>44,997</u>
Net change in fund balance	<u>21,305</u>	<u>5,094</u>	<u>(33,476)</u>	<u>90</u>	<u>(38,997)</u>
Fund balance at beginning of year	47,304	68,609	73,704	40,228	39,061
Fund balance at end of year	<u>\$ 68,609</u>	<u>\$ 73,704</u>	<u>\$ 40,228</u>	<u>\$ 40,318</u>	<u>\$ 64</u>

CDBG Chip Home Revolving Loan Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000
40	5	10	20	30
<u>40</u>	<u>5</u>	<u>5,010</u>	<u>5,020</u>	<u>5,030</u>
38,000	2,000	5,010	5,020	5,030
0				
<u>38,000</u>	<u>2,000</u>	<u>5,010</u>	<u>5,020</u>	<u>5,030</u>
(37,960)	(1,995)	0	0	0
40,318	2,358	363	363	363
<u>\$ 2,358</u>	<u>\$ 363</u>	<u>\$ 363</u>	<u>\$ 363</u>	<u>\$ 363</u>

CITY OF WOOSTER, OHIO
ECONOMIC DEVELOPMENT LOANS FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

**PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST**

ECONOMIC DEVELOPMENT LOAN [118] – This fund is used to account for the loans, repayments, and subsequent loans provided for economic development purposes and downtown revitalization. This fund was established as a result of the City's obtaining a federal grant (HUD) with the requirements for establishing the loan program.

	Economic Development Loans Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Charges for services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest income	120	153	65	28	50
Total Revenues	120	153	65	28	50
Expenditures :					
Operations and Maintenance	0	615	0	0	0
Capital Outlay	25,806	4,401	0	0	2,600
Total Expenditures	25,806	5,016	0	0	2,600
Excess revenues over(under)					
expenditures	(25,686)	(4,863)	65	28	(2,550)
Proceeds from debt issue	0	0	0	0	0
Net change in fund balance	(25,686)	(4,863)	65	28	(2,550)
Fund balance at beginning of year	33,106	7,420	2,557	2,622	2,622
Fund balance at end of year	\$ 7,420	\$ 2,557	\$ 2,622	\$ 2,650	\$ 72

Economic Development Loans Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
10	5	5	5	5
10	5	5	5	5
0	0	0	0	0
2,536	30	30	30	30
2,536	30	30	30	30
(2,526)	(25)	(25)	(25)	(25)
0	0	0	0	0
(2,526)	(25)	(25)	(25)	(25)
2,650	124	99	74	49
\$ 124	\$ 99	\$ 74	\$ 49	\$ 24

CITY OF WOOSTER, OHIO
LAW ENFORCEMENT TRAINING FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

LAW ENFORCEMENT TRAINING FUND [120] – This fund is used to account for reimbursement from the State of Ohio for State mandated training for police officers.

	Law Enforcement Training Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Interest Income	\$ 0	\$ 0	\$ 102	\$ 50	\$ 100
Intergovernmental	0	0	0	0	0
Total Revenues	<u>0</u>	<u>0</u>	<u>102</u>	<u>50</u>	<u>100</u>
Expenditures :					
Operations and Maintenance	0	0	0	0	4,000
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,000</u>
Excess revenues over(under)					
expenditures	0	0	102	50	(3,900)
Transfers In	0	0	102	50	(3,900)
Fund balance at beginning of year	3,994	3,994	3,994	3,994	4,090
Fund balance at end of year	<u>\$ 3,994</u>	<u>\$ 3,994</u>	<u>\$ 4,096</u>	<u>\$ 4,044</u>	<u>\$ 190</u>

Law Enforcement Training Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 25	\$ 0	\$ 0	\$ 0	\$ 0
0	0	0	0	0
<u>25</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
4,069	0	0	0	0
<u>4,069</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
(4,044)	0	0	0	0
(4,044)	0	0	0	0
4,044	0	0	0	0
<u>\$ 0</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 BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

RECREATION SUPPLEMENT [122] – This fund is used to account for financial donations from individuals and organizations that wish to specify that their gifts and donations support recreational opportunities for underprivileged youth in the community

	Recreation Supplement Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Interest Income	\$ 0	\$ 0	\$ 192	\$ 50	\$ 200
Miscellaneous	0	0	260	0	0
Total Revenues	0	0	452	50	200
Expenditures :					
Operations and Maintenance	0	0	0	0	7,350
Total Expenditures	0	0	0	0	7,350
Net change in fund balance	0	0	452	50	(7,150)
Fund balance at beginning of year	7,183	7,183	7,183	7,635	7,643
Fund balance at end of year	\$ 7,183	\$ 7,183	\$ 7,635	\$ 7,685	\$ 493

Recreation Supplement Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 30	\$ 0	\$ 0	\$ 0	\$ 0
0	0	0	0	0
<u>30</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
7,500	215	0	0	0
<u>7,500</u>	<u>215</u>	<u>0</u>	<u>0</u>	<u>0</u>
(7,470)	(215)	0	0	0
7,685	215	0	0	0
<u>\$ 215</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 BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

PARK REFORESTATION [123] – This fund is used to collect donations intended for the reforestation of City parks.

	Park Reforestation Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Interest Income	\$ 223	\$ 479	\$ 743	\$ 350	\$ 800
Miscellaneous	0	0	0	0	0
Total Revenues	<u>223</u>	<u>479</u>	<u>743</u>	<u>350</u>	<u>800</u>
Expenditures :					
Operations and Maintenance	0	3,495	0	0	30,000
Total Expenditures	<u>0</u>	<u>3,495</u>	<u>0</u>	<u>0</u>	<u>30,000</u>
Net change in fund balance	223	(3,016)	743	350	(29,200)
Fund balance at beginning of year	<u>30,526</u>	<u>30,748</u>	<u>27,732</u>	<u>28,475</u>	<u>29,366</u>
Fund balance at end of year	<u>\$ 30,748</u>	<u>\$ 27,732</u>	<u>\$ 28,475</u>	<u>\$ 28,825</u>	<u>\$ 166</u>

Park Reforestation Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 175	\$ 0	\$ 0	\$ 0	\$ 0
0	0	0	0	0
<u>175</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
29,000	0	0	0	0
<u>29,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
(28,825)	0	0	0	0
<u>28,825</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>\$ 0</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 BALANCE

**PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST**

GUARANTEED DEPOSITS [702]– This fund is used to hold funds received to insure compliance with City ordinances.

	Guaranteed Deposits Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Interest Income	\$ 0	\$ 0	\$ 3,874	\$ 0	\$ 0
Miscellaneous	0	352	0	0	60,000
Total Revenues	0	352	3,874	0	60,000
Expenditures :					
Operations and Maintenance	0	0	0	0	100,000
Total Expenditures	0	0	0	0	100,000
Net change in fund balance	0	352	3,874	0	(40,000)
Fund balance at beginning of year	201,638	201,638	201,990	205,864	221,490
Fund balance at end of year	\$ 201,638	\$ 201,990	\$ 205,864	\$ 205,864	\$ 181,490

Guaranteed Deposits Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 0	\$ 0	0	0	0
0	60,000	50,000	50,000	50,000
0	60,000	50,000	50,000	50,000
205,000	60,000	50,000	50,000	50,000
205,000	60,000	50,000	50,000	50,000
(205,000)	0	0	0	0
205,864	864	864	864	864
\$ 864	\$ 864	\$ 864	\$ 864	\$ 864

CITY OF WOOSTER, OHIO

DEBT SERVICE FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

DEBT SERVICE FUND [401] – This fund is used to accumulate special assessment revenues collected by the County Treasurer and remitted to the City by the County Auditor for payment of special assessment principal and interest. These debt issues were sold to finance construction of various projects that were deemed to benefit only those residents in the immediate area of the projects and are paid for by those residents through assessments against their property.

	Debt Service Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Special Assessments	\$ 198,398	\$ 191,396	\$ 101,118	\$ 160,000	\$ 160,000
Interest Income	7,225	18,908	31,850	13,500	30,000
Total Revenues	<u>205,623</u>	<u>210,305</u>	<u>132,968</u>	<u>173,500</u>	<u>190,000</u>
Expenditures :					
Operations and Maintenance	2,356	3,241	1,912	250,000	5,000
Debt Service	189,518	236,749	132,813	13,792,725	129,300
Total Expenditures	<u>191,874</u>	<u>239,991</u>	<u>134,725</u>	<u>14,042,725</u>	<u>134,300</u>
Net change in fund balance	13,749	(29,686)	(1,757)	(13,869,225)	55,700
Proceeds from Debt Issuance	0	47,834	0	13,658,925	0
Transfers out	0	0	0	0	0
Fund balance at beginning of year	<u>1,124,263</u>	<u>1,138,012</u>	<u>1,156,160</u>	<u>1,154,403</u>	<u>1,213,160</u>
Fund balance at end of year	<u>\$ 1,138,012</u>	<u>\$ 1,156,160</u>	<u>\$ 1,154,403</u>	<u>\$ 944,103</u>	<u>\$ 1,268,860</u>

Debt Service Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 100,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
4,000	1,000	1,000	1,000	1,000
<u>104,000</u>	<u>81,000</u>	<u>81,000</u>	<u>81,000</u>	<u>81,000</u>
10,000	10,000	10,000	10,000	10,000
<u>152,000</u>	<u>153,000</u>	<u>119,000</u>	<u>119,000</u>	<u>120,000</u>
<u>162,000</u>	<u>163,000</u>	<u>129,000</u>	<u>129,000</u>	<u>130,000</u>
(58,000)	(82,000)	(48,000)	(48,000)	(49,000)
0	0	0	0	0
0	0	0	0	0
944,103	886,103	804,103	756,103	708,103
<u>\$ 886,103</u>	<u>\$ 804,103</u>	<u>\$ 756,103</u>	<u>\$ 708,103</u>	<u>\$ 659,103</u>

CITY OF WOOSTER, OHIO
CAPITAL IMPROVEMENTS FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

CAPITAL IMPROVEMENTS [301] – This fund is used to account for various governmental fund type capital projects.

	Capital Improvements Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 1,314,091	\$ 850,499	\$ 935,969	\$ 1,417,167	\$ 3,337,107
Special Assessments	149,405	137,533	123,150	15,000	0
Interest Income	41,714	79,561	60,271	42,000	50,000
Miscellaneous	73,065	282,578	9,804	238,000	0
Total Revenues	<u>1,578,275</u>	<u>1,350,171</u>	<u>1,129,195</u>	<u>1,712,167</u>	<u>3,387,107</u>
Expenditures :					
Operations and Maintenance	0	0	0	0	0
Interfund	0	0	0	0	0
Capital Outlay	9,158,056	7,299,321	5,162,471	7,369,667	8,220,500
Debt Service	0	0	0	159,200	0
Total Expenditures	<u>9,158,056</u>	<u>7,299,321</u>	<u>5,162,471</u>	<u>7,369,667</u>	<u>8,220,500</u>
Excess revenues over(under)					
expenditures	(7,579,781)	(5,949,150)	(4,033,276)	(5,657,500)	(4,833,393)
Proceeds from debt issue	0	0	0	2,005,000	82,610
Transfers in	4,092,000	4,162,798	4,775,102	4,265,814	4,000,000
Net change in fund balance	<u>(3,487,781)</u>	<u>(1,786,352)</u>	<u>741,826</u>	<u>613,314</u>	<u>(833,393)</u>
Fund balance at beginning of year	7,787,670	4,299,889	2,513,537	3,255,363	3,528,520
Fund balance at end of year	<u>\$ 4,299,889</u>	<u>\$ 2,513,537</u>	<u>\$ 3,255,363</u>	<u>\$ 3,868,678</u>	<u>\$ 2,695,127</u>

Capital Improvements Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 2,498,447	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
0	0	0	0	0
35,000	35,000	35,000	35,000	35,000
0	0	0	0	0
<u>2,533,447</u>	<u>435,000</u>	<u>435,000</u>	<u>435,000</u>	<u>435,000</u>
0	0	0	0	0
0	0	0	0	0
5,217,121	4,400,000	4,400,000	4,400,000	4,400,000
160,000	159,300	163,800	167,800	166,300
<u>5,217,121</u>	<u>4,400,000</u>	<u>4,400,000</u>	<u>4,400,000</u>	<u>4,400,000</u>
(2,683,674)	(3,965,000)	(3,965,000)	(3,965,000)	(3,965,000)
82,610	0	0	0	0
<u>4,800,000</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>4,000,000</u>
2,116,326	35,000	35,000	35,000	35,000
<u>3,868,678</u>	<u>5,985,004</u>	<u>6,020,004</u>	<u>6,055,004</u>	<u>6,090,004</u>
<u>\$ 5,985,004</u>	<u>\$ 6,020,004</u>	<u>\$ 6,055,004</u>	<u>\$ 6,090,004</u>	<u>\$ 6,125,004</u>

CITY OF WOOSTER, OHIO
ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT [302] – This fund is used to account for “one-time” revenues (revenues which are generated only one time and usually in connection with an event such as a sale of major assets, the merger or sale of a company, or insurance proceeds where the asset will not be replaced). These resources can be appropriated for capital expenditures intended to promote economic development development within the community. Economic development may be defined as the retention of existing jobs or businesses; the creation of new jobs or businesses; the creation of capital investment through construction of new or the renovation of existing buildings; and the purchase of real estate, buildings or machinery.

	Economic Development Capital Improvement Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	0	0	0	0	0
Expenditures :					
Operations and Maintenance	0	0	0	19,187	19,187
Total Expenditures	0	0	0	19,187	19,187
Net change in fund balance	0	0	0	(19,187)	(19,187)
Fund balance at beginning of year	19,187	19,187	19,187	19,187	19,187
Fund balance at end of year	\$ 19,187	\$ 19,187	\$ 19,187	\$ 0	\$ 0

Economic Development Capital Improvement Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

CITY OF WOOSTER, OHIO

WATER FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

WATER [501] - 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				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Charges for services	\$ 5,374,928	\$ 5,658,813	\$ 6,153,774	\$ 6,460,665	\$ 6,225,000
Intergovernmental	118,143	86,748	264,020	0	0
Fines, licenses, permits	13,766	16,295	15,069	3,600	12,000
Interest income	19,265	37,780	80,535	40,000	70,000
Miscellaneous	123,365	138,518	107,311	223,014	66,000
Total Revenues	<u>5,649,467</u>	<u>5,938,155</u>	<u>6,620,709</u>	<u>6,727,279</u>	<u>6,373,000</u>
Expenditures :					
Personal Services	1,875,299	1,893,393	2,112,045	2,022,101	2,086,539
Operations and Maintenance	1,721,793	2,070,122	1,949,984	1,944,526	2,162,322
Capital Outlay	1,445,097	714,163	2,079,687	638,968	2,384,500
Interfund Services Used	65,179	148,935	33,949	211,510	236,500
Debt Service	746,677	753,187	747,674	735,000	760,700
Total Expenditures	<u>5,854,045</u>	<u>5,579,799</u>	<u>6,923,338</u>	<u>5,552,105</u>	<u>7,630,561</u>
Excess revenues over(under)					
expenditures	(204,578)	358,356	(302,629)	1,175,174	(1,257,561)
Transfers In	0	0	300,000	175,000	175,000
Proceeds from debt issue	0	0	0	0	0
Change in net position	<u>(204,578)</u>	<u>358,356</u>	<u>(2,629)</u>	<u>1,350,174</u>	<u>(1,082,561)</u>
Total unrestricted net position at beginning of year	<u>2,040,831</u>	<u>1,836,253</u>	<u>2,194,609</u>	<u>2,191,980</u>	<u>1,739,085</u>
Total unrestricted net position at end of year	<u>\$ 1,836,253</u>	<u>\$ 2,194,609</u>	<u>\$ 2,191,980</u>	<u>\$ 3,542,154</u>	<u>\$ 656,524</u>

Water Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 6,641,500	\$ 6,807,538	\$ 6,977,726	\$ 7,152,169	\$ 7,330,973
400,000	0	0	0	
6,000	6,000	6,000	6,000	6,000
20,000	20,000	22,000	25,000	28,000
101,700	90,000	90,000	90,000	90,000
<u>7,169,200</u>	<u>6,923,538</u>	<u>7,095,726</u>	<u>7,273,169</u>	<u>7,454,973</u>
2,140,501	2,143,427	2,250,598	2,363,128	2,481,285
2,428,368	2,061,198	2,112,727	2,165,546	2,219,684
2,842,500	1,750,000	1,775,000	1,800,000	1,800,000
136,500	216,798	222,218	227,773	233,467
668,500	677,000	668,000	671,000	660,000
<u>8,216,369</u>	<u>6,848,422</u>	<u>7,028,543</u>	<u>7,227,447</u>	<u>7,394,436</u>
(1,047,169)	75,115	67,183	45,722	60,537
175,000	175,000	175,000	175,000	175,000
0	0	0	0	0
<u>(872,169)</u>	<u>250,115</u>	<u>242,183</u>	<u>220,722</u>	<u>235,537</u>
3,542,154	2,669,985	2,920,100	3,162,283	3,383,005
<u>\$ 2,669,985</u>	<u>\$ 2,920,100</u>	<u>\$ 3,162,283</u>	<u>\$ 3,383,005</u>	<u>\$ 3,618,542</u>

CITY OF WOOSTER, OHIO
WATER POLLUTION CONTROL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

WATER POLLUTION CONTROL [502] – This fund is used to account for sanitary sewer services provided to the residential and commercial users of the City and some residents of the county.

	Water Pollution Control Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Charges for services	\$ 6,513,201	\$ 7,469,118	\$ 8,393,932	\$ 8,801,614	\$ 8,015,000
Intergovernmental	20,000	79,910	0	0	0
Fines, licenses, permits	17,401	18,970	20,026	3,780	18,000
Interest income	66,303	52,710	126,733	53,000	95,000
Miscellaneous	36,113	61,732	22,647	85,219	670
Total Revenues	<u>6,653,018</u>	<u>7,682,440</u>	<u>8,563,339</u>	<u>8,943,613</u>	<u>8,128,670</u>
Expenditures :					
Personal Services	1,521,987	1,626,322	1,586,350	1,660,825	1,710,853
Operations and Maintenance	1,741,627	1,805,803	2,276,499	2,303,901	2,052,565
Capital Outlay	5,484,234	942,646	1,055,320	1,713,963	1,257,500
Interfund Services Used	1,288,088	1,568,829	31,260	1,531,500	1,531,500
Debt Service	1,889,674	7,059,842	2,204,015	2,209,000	2,209,000
Total Expenditures	<u>11,925,610</u>	<u>13,003,442</u>	<u>7,153,443</u>	<u>9,419,189</u>	<u>8,761,418</u>
Excess revenues over(under) expenditures	(5,272,592)	(5,321,002)	1,409,896	(475,576)	(632,818)
Transfers In	0	0	300,000	200,000	200,000
Proceeds from debt issue	4,728,558	4,800,000	0	0	0
Change in net position	(544,034)	(521,002)	1,709,896	(275,576)	(432,818)
Total unrestricted net position at beginning of year	<u>3,569,333</u>	<u>3,025,299</u>	<u>2,504,297</u>	<u>4,214,192</u>	<u>6,295,922</u>
Total unrestricted net position at end of year	<u>\$ 3,025,299</u>	<u>\$ 2,504,297</u>	<u>\$ 4,214,192</u>	<u>\$ 3,938,616</u>	<u>\$ 5,863,104</u>

Water Pollution Control Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 9,071,000	\$ 9,297,775	\$ 9,530,219	\$ 9,768,475	\$ 9,768,475
0	0	0	0	0
5,800	25,000	25,000	25,000	25,000
27,000	50,000	50,000	50,000	50,000
0	40,000	40,000	40,000	400,000
<u>9,103,800</u>	<u>9,412,775</u>	<u>9,645,219</u>	<u>9,883,475</u>	<u>10,243,475</u>
1,925,056	1,963,557	2,042,099	2,123,783	2,208,735
2,740,200	2,761,499	2,927,188	3,073,548	3,227,225
2,162,000	1,170,000	1,400,000	1,350,000	1,425,000
1,531,500	1,569,788	1,609,032	1,649,258	1,690,489
2,184,100	1,931,000	1,634,000	1,668,000	1,664,000
<u>10,542,856</u>	<u>9,395,843</u>	<u>9,612,320</u>	<u>9,864,589</u>	<u>10,215,449</u>
(1,439,056)	16,932	32,899	18,886	28,025
222,000	200,000	200,000	200,000	200,000
0	0	0	0	0
<u>(1,217,056)</u>	<u>216,932</u>	<u>232,899</u>	<u>218,886</u>	<u>228,025</u>
<u>3,938,616</u>	<u>2,721,560</u>	<u>2,938,492</u>	<u>3,171,392</u>	<u>3,390,277</u>
\$ <u>2,721,560</u>	\$ <u>2,938,492</u>	\$ <u>3,171,392</u>	\$ <u>3,390,277</u>	\$ <u>3,618,303</u>

CITY OF WOOSTER, OHIO
STORM DRAINAGE FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

**PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST**

STORM DRAINAGE [507] – This fund is used to account for and manage the storm drainage runoff service provided to the residential and commercial users of the City.

	Storm Drainage Fund				
	2017	2018	2019	2020	2020
	Actual	Actual	Actual	Forecast	Budgeted
Revenues :					
Charges for services	\$ 1,510,446	\$ 1,538,577	\$ 1,536,597	\$ 1,541,400	\$ 1,529,000
Intergovernmental	42,311	179,546	0	0	0
Fines, licenses, permits	3,630	2,842	22,249	16,257	2,850
Interest income	18,612	38,758	53,646	19,900	50,000
Miscellaneous	5,069	10,212	6,069	10,800	0
Total Revenues	<u>1,580,068</u>	<u>1,769,934</u>	<u>1,618,561</u>	<u>1,588,357</u>	<u>1,581,000</u>
Expenditures :					
Personal Services	349,351	376,143	467,628	359,171	468,837
Operations and Maintenance	212,877	155,412	200,505	110,744	250,305
Capital Outlay	594,350	1,210,044	863,139	535,301	880,000
Interfund Services Used	277,350	310,923	36,986	383,520	391,500
Debt Service	195,738	196,988	37,726	37,800	37,800
Total Expenditures	<u>1,629,666</u>	<u>2,249,510</u>	<u>1,605,983</u>	<u>1,426,536</u>	<u>2,028,442</u>
Excess revenues over(under) expenditures	(49,598)	(479,575)	12,578	161,821	(446,592)
Proceeds from debt issue	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Change in net position	(49,598)	(479,575)	12,578	161,821	(446,592)
Total unrestricted net position at beginning of year	<u>2,186,242</u>	<u>2,136,644</u>	<u>1,657,069</u>	<u>1,669,647</u>	<u>1,345,401</u>
Total unrestricted net position at end of year	<u>\$ 2,136,644</u>	<u>\$ 1,657,069</u>	<u>\$ 1,669,647</u>	<u>\$ 1,831,468</u>	<u>\$ 898,809</u>

Storm Drainage Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 1,544,000	\$ 1,544,000	\$ 1,544,000	\$ 1,544,000	\$ 1,544,000
0	0	0	0	0
500	2,850	2,850	2,850	2,850
12,000	50,000	50,000	50,000	50,000
0	0	0	0	0
<u>1,556,500</u>	<u>1,596,850</u>	<u>1,596,850</u>	<u>1,596,850</u>	<u>1,596,850</u>
520,604	533,619	546,960	560,634	574,649
227,301	232,984	238,808	244,778	250,898
615,000	400,000	400,000	400,000	400,000
391,875	401,672	411,714	422,007	432,557
37,800	37,726	37,726	35,400	35,400
<u>1,792,580</u>	<u>1,606,000</u>	<u>1,635,207</u>	<u>1,662,818</u>	<u>1,693,504</u>
(236,080)	(9,150)	(38,357)	(65,968)	(96,654)
0	0	0	0	0
<u>(236,080)</u>	<u>(9,150)</u>	<u>(38,357)</u>	<u>(65,968)</u>	<u>(96,654)</u>
<u>1,831,468</u>	<u>1,595,388</u>	<u>1,586,237</u>	<u>1,547,880</u>	<u>1,481,911</u>
\$ <u>1,595,388</u>	\$ <u>1,586,237</u>	\$ <u>1,547,880</u>	\$ <u>1,481,911</u>	\$ <u>1,385,258</u>

CITY OF WOOSTER, OHIO
WATER CAPITAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

WATER CAPITAL [511] - This fund is used to account for a capital charge in the City's rate structure for water services to be used for repairs, replacements, and upgrades to the water system's capital and infrastructure.

	Water Capital Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Charges for services	\$ 0	\$ 149,256	\$ 179,595	\$ 179,330	\$ 179,500
Miscellaneous	0	0	322	0	0
Total Revenues	0	149,256	179,918	179,330	179,500
Expenditures :					
Capital Outlay	0	0	0	0	0
Total Expenditures	0	0	0	0	0
Excess revenues over(under) expenditures	0	149,256	179,918	179,330	179,500
Transfers Out	0	0	(300,000)	(175,000)	(175,000)
Proceeds from debt issue	0	0	0	0	0
Change in net position	0	149,256	(120,082)	4,330	4,500
Total unrestricted net position at beginning of year	0	0	149,256	29,174	28,756
Total unrestricted net position at end of year	\$ 0	\$ 149,256	\$ 29,174	\$ 33,504	\$ 33,256

Water Capital Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 179,000	\$ 179,000	\$ 179,000	\$ 179,000	\$ 179,000
0	0	0	0	0
<u>179,000</u>	<u>179,000</u>	<u>179,000</u>	<u>179,000</u>	<u>179,000</u>
0	0	0	0	0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
179,000	179,000	179,000	179,000	179,000
(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
0	0	0	0	0
<u>(1,000)</u>	<u>(1,000)</u>	<u>(1,000)</u>	<u>(1,000)</u>	<u>(1,000)</u>
33,504	32,504	31,504	30,504	29,504
<u>33,504</u>	<u>32,504</u>	<u>31,504</u>	<u>30,504</u>	<u>29,504</u>
\$ <u>32,504</u>	\$ <u>31,504</u>	\$ <u>30,504</u>	\$ <u>29,504</u>	\$ <u>28,504</u>

CITY OF WOOSTER, OHIO

SEWER CAPITAL FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

SEWER CAPITAL [512] - This fund is used to account for a capital charge in the City's rate structure for sewer services to be used for repairs, replacements, and upgrades to the sewer system's capital and infrastructure.

	Sewer Capital Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Charges for services	\$ 0	\$ 150,461	\$ 202,022	\$ 202,827	\$ 203,000
Miscellaneous	0	0	400	0	0
Total Revenues	0	150,461	202,422	202,827	203,000
Expenditures :					
Capital Outlay	0	0	0	0	0
Total Expenditures	0	0	0	0	0
Excess revenues over(under)					
expenditures	0	150,461	202,422	202,827	203,000
Transfers Out	0	0	(300,000)	(200,000)	(200,000)
Proceeds from debt issue	0	0	0	0	0
Change in net position	0	150,461	(97,578)	2,827	3,000
Total unrestricted net position at beginning of year	0	0	150,461	52,883	53,461
Total unrestricted net position at end of year	\$ 0	\$ 150,461	\$ 52,883	\$ 55,710	\$ 56,461

Sewer Capital Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 202,000	\$ 202,000	\$ 202,000	\$ 202,000	\$ 202,000
0	0	0	0	0
<u>202,000</u>	<u>202,000</u>	<u>202,000</u>	<u>202,000</u>	<u>202,000</u>
0	0	0	0	0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
202,000	202,000	202,000	202,000	202,000
(222,000)	(205,000)	(205,000)	(205,000)	(205,000)
0	0	0	0	0
<u>(20,000)</u>	<u>(3,000)</u>	<u>(3,000)</u>	<u>(3,000)</u>	<u>(3,000)</u>
55,710	35,710	32,710	29,710	26,710
<u>35,710</u>	<u>32,710</u>	<u>29,710</u>	<u>26,710</u>	<u>23,710</u>

CITY OF WOOSTER, OHIO
REFUSE COLLECTION FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

REFUSE COLLECTION [514] – 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				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 79,135	\$ 78,819	\$ 58,985	\$ 51,378	\$ 60,000
Charges for services	1,264,091	1,144,712	1,139,540	1,330,000	1,137,000
Fines, licenses, permits	4,750	4,519	4,203	800	4,500
Interest income	6,968	14,370	24,702	8,800	20,000
Miscellaneous	0	0	0	0	0
Total Revenues	<u>1,354,943</u>	<u>1,242,420</u>	<u>1,227,430</u>	<u>1,390,978</u>	<u>1,221,500</u>
Expenditures :					
Operations and Maintenance	1,259,402	1,258,674	1,152,787	1,746,813	1,500,000
Interfund Services Used	120,513	141,716	137,185	140,000	145,000
Total Expenditures	<u>1,379,915</u>	<u>1,400,390</u>	<u>1,289,971</u>	<u>1,886,813</u>	<u>1,645,000</u>
Change in net position	<u>(24,972)</u>	<u>(157,969)</u>	<u>(62,542)</u>	<u>(495,835)</u>	<u>(423,500)</u>
Total unrestricted net position at beginning of year	<u>939,581</u>	<u>914,609</u>	<u>756,640</u>	<u>694,098</u>	<u>444,840</u>
Total unrestricted net position at end of year	<u>\$ 914,609</u>	<u>\$ 756,640</u>	<u>\$ 694,098</u>	<u>\$ 198,263</u>	<u>\$ 21,340</u>

Refuse Collection Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
1,536,000	1,689,600	1,740,288	1,792,497	1,828,347
500	5,000	5,000	5,000	5,000
5,000	5,000	5,000	5,000	5,000
0	0	0	0	0
<u>1,591,500</u>	<u>1,749,600</u>	<u>1,800,288</u>	<u>1,852,497</u>	<u>1,888,347</u>
1,608,000	1,608,000	1,648,200	1,689,405	1,731,640
<u>140,000</u>	<u>140,000</u>	<u>142,000</u>	<u>144,000</u>	<u>147,600</u>
<u>1,748,000</u>	<u>1,748,000</u>	<u>1,790,200</u>	<u>1,833,405</u>	<u>1,879,240</u>
(156,500)	1,600	10,088	19,092	9,106
<u>198,263</u>	<u>41,763</u>	<u>43,363</u>	<u>53,451</u>	<u>72,543</u>
<u>\$ 41,763</u>	<u>\$ 43,363</u>	<u>\$ 53,451</u>	<u>\$ 72,543</u>	<u>\$ 81,649</u>

CITY OF WOOSTER, OHIO
MUNICIPAL GARAGE FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

MUNICIPAL GARAGE [601] – This fund is used to account for the operations of the City garage which provides maintenance and repair services on City Vehicles and Equipment.

	Municipal Garage Fund				
	2017	2018	2019	2020	2020
	Actual	Actual	Actual	Forecast	Budgeted
Revenues :					
Interfund	\$ 545,230	\$ 617,716	\$ 665,805	\$ 597,000	\$ 711,600
Miscellaneous	4,192	569	6,112	16,162	0
Total Revenues	<u>549,421</u>	<u>618,286</u>	<u>671,917</u>	<u>613,162</u>	<u>711,600</u>
Expenditures :					
Personal Services	322,289	365,796	407,708	394,111	401,000
Operations and Maintenance	253,266	258,623	256,388	202,897	309,200
Interfund	0	0	0	0	0
Total Expenditures	<u>575,555</u>	<u>624,419</u>	<u>664,096</u>	<u>597,008</u>	<u>710,316</u>
Change in cash position	<u>(26,134)</u>	<u>(6,134)</u>	<u>7,821</u>	<u>16,154</u>	<u>1,284</u>
Total fund cash position at beginning of year	29,229	3,095	(3,039)	4,782	23,961
Total fund cash position at end of year	<u>\$ 3,095</u>	<u>\$ (3,039)</u>	<u>\$ 4,782</u>	<u>\$ 20,936</u>	<u>\$ 25,245</u>

Municipal Garage Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 690,000	\$ 708,750	\$ 726,469	\$ 755,528	\$ 778,193
0	0	0	0	0
<u>690,000</u>	<u>708,750</u>	<u>726,469</u>	<u>755,528</u>	<u>778,193</u>
399,699	407,693	415,847	424,164	432,647
304,200	307,242	310,314	313,418	316,552
0	0	0	0	0
<u>703,899</u>	<u>714,935</u>	<u>726,161</u>	<u>737,581</u>	<u>749,199</u>
(13,899)	(6,185)	307	17,946	28,995
20,936	7,037	852	1,160	19,106
<u>\$ 7,037</u>	<u>\$ 852</u>	<u>\$ 1,160</u>	<u>\$ 19,106</u>	<u>\$ 48,100</u>

CITY OF WOOSTER, OHIO
EMPLOYEE BENEFITS FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

EMPLOYEE BENEFITS [602] – This fund is established to account for all claims filed against and paid by the city (as the employer) under the City's self-funded program of group health insurance and life, dental and optical insurance premiums.

	Employee Benefits Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Interfund	\$ 3,402,739	\$ 3,751,907	\$ 4,281,305	\$ 4,242,634	\$ 3,822,567
Miscellaneous	324,677	430,980	509,049	246,694	390,000
Total Revenues	<u>3,727,416</u>	<u>4,182,887</u>	<u>4,790,353</u>	<u>4,489,328</u>	<u>4,212,567</u>
Expenditures :					
Personal Services	3,114,143	3,670,671	3,878,638	4,968,555	5,129,000
Total Expenditures	<u>3,114,143</u>	<u>3,670,671</u>	<u>3,878,638</u>	<u>4,968,555</u>	<u>5,129,000</u>
Change in cash position	613,273	512,216	911,716	(479,227)	(916,433)
Total fund cash position at beginning of year	<u>471,360</u>	<u>1,084,633</u>	<u>1,596,849</u>	<u>2,508,565</u>	<u>1,576,449</u>
Total fund cash position at end of year	<u>\$ 1,084,633</u>	<u>\$ 1,596,849</u>	<u>\$ 2,508,565</u>	<u>\$ 2,029,337</u>	<u>\$ 660,016</u>

Employee Benefits Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 4,095,495	\$ 4,259,315	\$ 4,514,874	\$ 4,785,766	\$ 5,072,912
238,260	245,408	247,862	250,340	252,844
<u>4,333,755</u>	<u>4,504,723</u>	<u>4,762,736</u>	<u>5,036,107</u>	<u>5,325,756</u>
 4,600,000	 4,784,000	 5,023,200	 5,274,360	 5,538,078
<u>4,600,000</u>	<u>4,784,000</u>	<u>5,023,200</u>	<u>5,274,360</u>	<u>5,538,078</u>
(266,245)	(279,277)	(260,464)	(238,253)	(212,322)
 2,029,337	 1,763,092	 1,483,815	 1,223,351	 985,097
<u>2,029,337</u>	<u>1,763,092</u>	<u>1,483,815</u>	<u>1,223,351</u>	<u>985,097</u>
\$ <u>1,763,092</u>	\$ <u>1,483,815</u>	\$ <u>1,223,351</u>	\$ <u>985,097</u>	\$ <u>772,775</u>

CITY OF WOOSTER, OHIO

INVESTMENT FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED,
NEXT YEAR BUDGETED, FOUR FUTURE YEARS FORECAST

INVESTMENT [620] – 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				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Interest Income	\$ 67,887	\$ 80,059	\$ 72,990	\$ 85,000	\$ 100,000
Miscellaneous	0	0	0	0	0
Total Revenues	<u>67,887</u>	<u>80,059</u>	<u>72,990</u>	<u>85,000</u>	<u>100,000</u>
Expenditures :					
Operations and Maintenance	<u>67,887</u>	<u>80,059</u>	<u>72,990</u>	<u>85,000</u>	<u>100,000</u>
Total Expenditures	<u>67,887</u>	<u>80,059</u>	<u>72,990</u>	<u>85,000</u>	<u>100,000</u>
Change in cash position	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>
Total fund cash position at end of year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

Investment Fund				
2021 Budgeted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000
0	0	0	0	0
<u>135,000</u>	<u>135,000</u>	<u>135,000</u>	<u>135,000</u>	<u>135,000</u>
 135,000	 135,000	 135,000	 135,000	 135,000
<u>135,000</u>	<u>135,000</u>	<u>135,000</u>	<u>135,000</u>	<u>135,000</u>
0	0	0	0	0
 0	 0	 0	 0	 0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
\$ <u>0</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>0</u>

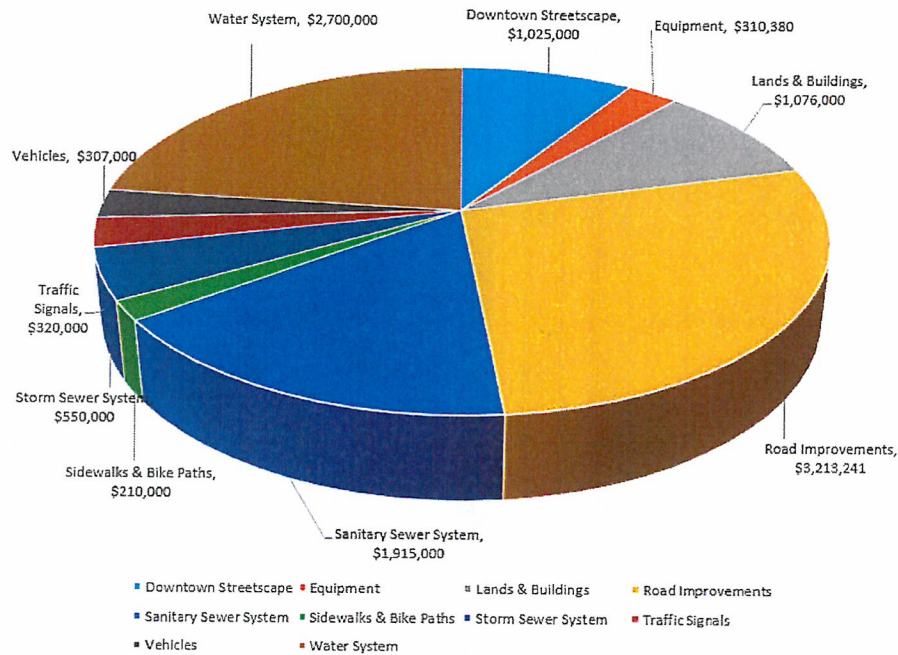
CITY OF WOOSTER, OHIO
CARES ACT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR FORECAST AND BUDGETED.

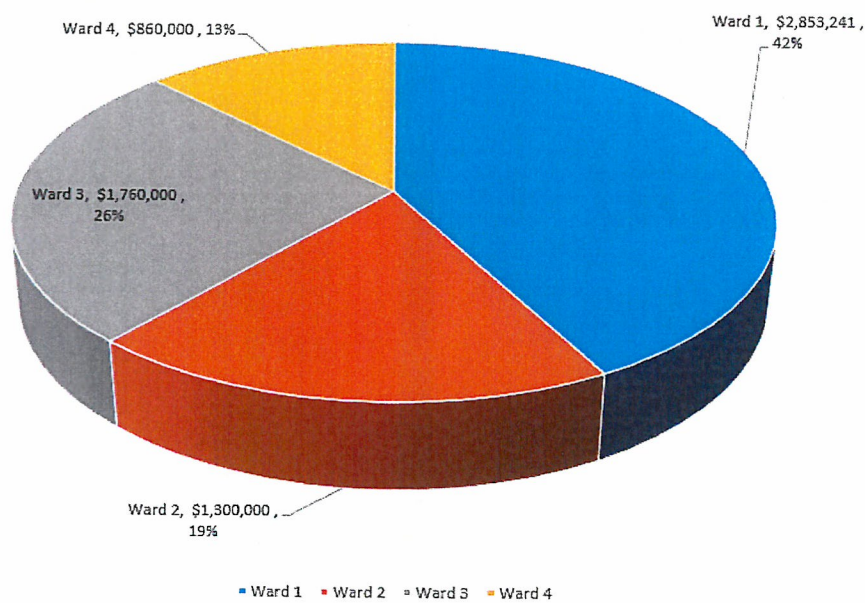
CARES ACT [124] – This fund is used to account for monies received from the Wayne County Coronavirus Relief Distribution Fund. The funds were used to cover expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019.

	CARES ACT Fund				
	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2020 Budgeted
Revenues :					
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 2,143,290	\$ 2,143,290
Interest income	0	0	0	900	900
Total Revenues	0	0	0	2,144,190	2,144,190
Expenditures :					
Personal Services	0	0	0	1,975,624	1,975,624
Operations and Maintenance	0	0	0	168,566	168,566
Total Expenditures	0	0	0	2,144,190	2,144,190
Net change in fund balance	0	0	0	0	0
Fund balance at beginning of year	0	0	0	0	0
Fund balance at end of year	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Proposed Capital Investment by Category - 2021



Proposed Capital Investment by Ward - 2021



City of Wooster, Ohio
Capital Budget Summary
For the year: 2021

	CAPITAL EQUIPMENT	CAPITAL INFRASTRUCTURE	TOTALS
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FUND LEVEL SUMMARY

FUND					
101	Street Construction Maintenance and Repair			590,000	590,000
103	Permissive Tax Fund			200,000	200,000
107	CDBG Critical Infrastructure/Allocation			-	-
115	CDBG CHIP Home RLF			-	-
301	Capital Improvements Fund	1,213,880		4,003,241	5,217,121
501	Water Fund	142,500		2,700,000	2,842,500
502	Sanitary Sewer Fund	247,000		1,915,000	2,162,000
507	Storm Sewer Fund	65,000		550,000	615,000
601	Garage	-		-	-
		\$ 1,668,380	\$	9,958,241	\$ 11,626,621
		-		1,018,241	1,018,241
	Less: Grants and Assessments	\$ 1,668,380	\$	8,940,000	\$ 10,608,380

COST CENTER LEVEL SUMMARY

FUND	ACTIVITY				
101	101.31.602 Street Construction Maintenance and Repair			75,000	75,000
101	101.34.602 Street Construction Maintenance and Repair			515,000	515,000
103	103.34.602 Permissive Tax			200,000	200,000
301	301.80.702 Capital Improvements	1,213,880		4,003,241	5,217,121
501	501.42.504 Water Treatment Plant	142,500		600,000	742,500
501	501.34.512 Water Lines - Engineering	-		2,100,000	2,100,000
502	502.43.514 Water Pollution Control Plant	247,000		715,000	962,000
502	502.34.513 Sewer Lines - Engineering	-		1,200,000	1,200,000
507	507.31.502 Storm Drainage - Maintenance	65,000		-	65,000
507	507.34.502 Storm Sewer - Engineering	-		550,000	550,000
		\$ 1,668,380	\$	9,958,241	\$ 11,626,621

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

Safety

Fire

1	Station 1 Renovation - Engineering/Architectural Plans	Renovate	\$ 250,000	301 Capital Improvements Fund	301.80,702		
2	Replace Mechanical CPR Devices	Replace	\$ 56,880	301 Capital Improvements Fund	301.80,702		
	Total Cost		\$ 306,880				

Police

1	Replace Police Vehicles	Replace	\$ 160,000	301 Capital Improvements Fund	301.80,702		
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Community Service & Development Department
Building Standards

1	Outdoor Lighting - Municipal Building	Update	\$ 50,000	301 Capital Improvements Fund	301.80,702		
2	Inspection Vehicle	Replace	\$ 27,000	301 Capital Improvements Fund	301.80,702		
3	Administration Area Carpet/Paint	Update	\$ 25,000	301 Capital Improvements Fund	301.80,702		
4	Finance Department Carpet/Paint	Update	\$ 25,000	301 Capital Improvements Fund	301.80,702		
	Total Cost		\$ 127,000				

Recreation/Pools/Community Center

1	Freedlander Park Sand Volleyball Courts and Parking Lot	Update	\$ 200,000	301 Capital Improvements Fund	301.80,702		
1	Boiler, Freedlander Pool	Replace	\$ 35,000	301 Capital Improvements Fund	301.80,702		
	Total Cost		\$ 235,000				

City of Wooster, Ohio
Proposed Capital Equipment, Buildings, and Grounds Budget
For the year: 2021

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
DEPARTMENT/DIVISION							
Public Works Department							
Public Properties Maintenance							
1	Offices/Training Room Improvements		\$ 85,000	301 Capital Improvements Fund	301.80.702		
2	Freedlander Chalet Patio and Pavilion		\$ 60,000	301 Capital Improvements Fund	301.80.702		
3	Pick Up Truck		\$ 35,000	301 Capital Improvements Fund	301.80.702		
4	PPM Main Parking Lot Resurfaced		\$ 80,000	301 Capital Improvements Fund	301.80.702		
5	Schellin Pond Dredging		\$ 75,000	301 Capital Improvements Fund	301.80.702		
6	Leaf Machine		\$ 65,000	507 Storm Sewer Fund	507.31.500		
7	Used Tandem Dump Truck		\$ 50,000	301 Capital Improvements Fund	301.80.702		
Total Cost			\$ 450,000				
Utilities Divisions							
Water Pollution Control Plant							
1	Thickener Seepex Pump		\$ 45,000	502 Sanitary Sewer Fund	502.43.514		
2	Clarifier 5&6 Drive Replacement	Replace	\$ 79,000	502 Sanitary Sewer Fund	502.43.514		
3	Water Pollution Control Paving Project	Replace	\$ 15,000	502 Sanitary Sewer Fund	502.43.514		
4	Lagoon Drive Chip Seal		\$ 10,000	502 Sanitary Sewer Fund	502.43.514		
5	Septic Receiving Tank Rehabilitation	Rehabilitate	\$ 18,000	502 Sanitary Sewer Fund	502.43.514		
6	Control Building Restroom, Locker Room, Office Rehab	Rehabilitate	\$ 45,000	502 Sanitary Sewer Fund	502.43.514		
7	Replace Vehicle	Replace	\$ 35,000	502 Sanitary Sewer Fund	502.43.514		
Total Cost			\$ 247,000				
Water Treatment Plant							
1	Water Treatment Plant VFD Project		\$ 50,000	501 Water Fund	501.42.504		
2	S1 Well Flow Meter Project		\$ 47,500	501 Water Fund	501.42.504		
3	Sodium Hypochlorite Tank Replacement	Replace	\$ 28,000	501 Water Fund	501.42.504		
4	Water Treatment Plant Paving Project	Replace	\$ 17,000	501 Water Fund	501.42.504		
Total Cost			\$ 142,500				
TOTAL ALL CAPITAL REQUESTS - MEMORANDUM ONLY			\$ 1,668,380				

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	\$ 1,213,880						
Street Construction Maintenance and Repair Fund	\$ -						
Water Fund	\$ 142,500						
Sanitary Sewer Fund	\$ 247,000						
Storm Sewer Fund	\$ 65,000						
Garage Fund	\$ -						
	<u>\$ 1,668,380</u>						

COST CENTER LEVEL SUMMARY

Capital Improvements	301.80.702 -3360.01	\$ 1,213,880	301 Capital Improvements
SCM&R - Maintenance	101.31.602 -3360.01	\$ -	101 SCM&R
Water Lines - Engineering	501.34.512 -3360.01	\$ -	501 Water
Water Treatment Plant	501.42.504 -3360.01	\$ 142,500	501 Water
Water Line Maintenance (Distribution)	501.44.512 -3360.01	\$ -	501 Water
Sewer Lines - Engineering	502.34.513 -3360.01	\$ -	502 Sanitary Sewer
Sewer Line Maintenance (Collection)	502.44.513 -3360.01	\$ -	502 Sanitary Sewer
Water Pollution Control Plant	502.43.514 -3360.01	\$ 247,000	502 Sanitary Sewer
Storm Sewer Maintenance	507.31.500 -3360.01	\$ 65,000	507 Storm Sewer
		<u>\$ 1,668,380</u>	

City of Wooster, Ohio
Budgeted Capital Infrastructure Projects
For the year: 2021

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Sidewalk Improvements	Gen. Fund Trans.	Construction	\$50,000	301 Capital Improvements	301.80.702
TOTAL	PPM	Bike Trail Maintenance	Gen. Fund Trans.	Construction	\$25,000	301 Capital Improvements	301.80.702
TOTAL	PPM	Resurface Various Streets	Gen. Fund Trans.	Construction	\$75,000	101 SCM&R	101.31.602
TOTAL	Engineering	Sidewalk Replacement	Gen. Fund Trans.	Construction	\$100,000	301 Capital Improvements	301.80.702
TOTAL	Engineering	Miscellaneous	Permissive Tax	Construction	\$50,000	103 Permissive Tax	103.34.602
	Engineering	Traffic Signal Improvements	Engineering Construction	Construction Construction	\$20,000 \$300,000 \$320,000	301 Capital Improvements 301 Capital Improvements	301.80.702 301.80.702
TOTAL							
TOTAL	Engineering	Downtown Streetscape Southwest Quad & West Liberty to Alley	Gen. Fund Trans.	Construction	\$900,000	301 Capital Improvements	301.80.702
TOTAL	Engineering	Melrose - Milltown to Smithville Western - Right of Way	Gen. Fund Trans.	Right of Way	\$250,000	301 Capital Improvements	301.80.702
	Engineering	Paving: Oldman Road - Asphalt Winkler Dreive - Asphalt Grant Street (Larwill to Henrietta) - Asphalt Henrietta (Grant to Quinby) - Asphalt Venture Blvd - Asphalt Buchholz Drive - Concrete Greensview Drive - Concrete	Gen. Fund Trans. Gen. Fund Trans. Gen. Fund Trans. Gen. Fund Trans. Gen. Fund Trans. Gen. Fund Trans. Gen. Fund Trans.	Construction Construction Construction Construction Construction Construction Construction	\$250,000 \$180,000 \$250,000 \$35,000 \$200,000 \$150,000 \$150,000 \$1,215,000	301 Capital Improvements 301 Capital Improvements 301 Capital Improvements 301 Capital Improvements 301 Capital Improvements 301 Capital Improvements 103 Permissive Tax	301.80.702 301.80.702 301.80.702 301.80.702 301.80.702 301.80.702 103.34.602
TOTAL							
	Engineering	Paving: Grant (Henry to Larwill), Old Mansfield Road, Bowman (Liberty to Quinby)	Gen. Fund Trans.	Construction	\$315,000	101 SCM&R	101.34.602
TOTAL			ODOT Lg City - Grant	Construction	\$428,241 \$743,241	301 Capital Improvements	301.80.702
TOTAL	Engineering	ODOT SR 302/US 250 Urban Paving	Gen. Fund Trans.	Construction	\$160,000	301 Capital Improvements	301.80.702
TOTAL	Engineering	Streetscape Weaver Construction	Gen. Fund Trans.	Construction	\$125,000	301 Capital Improvements	301.80.702
TOTAL	Engineering	Washington Street Pavement Repairs	Gen. Fund Trans.	Construction	\$200,000	101 SCM&R	101.34.602
TOTAL	Engineering	City Hall Parking Lot	Gen. Fund Trans.	Construction	\$35,000	301 Capital Improvements	301.80.702

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year: 2021

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	City Hall Drive to Back Parking Lot	Gen. Fund Trans.	Construction	\$25,000	301 Capital Improvements	301.80.702
	Engineering	West Milltown Road Turn Lanes	Gen. Fund Trans.	Right of Way	\$20,000	301 Capital Improvements	301.80.702
			Gen. Fund Trans.	Engineering	\$210,000	301 Capital Improvements	301.80.702
TOTAL			TID - Grant	Construction	\$90,000	301 Capital Improvements	301.80.702
					\$320,000		
TOTAL	Engineering	Oak Hill/Milltown Roundabout	Gen. Fund Trans.	Engineering	\$100,000	301 Capital Improvements	301.80.702
			Wayne County	Engineering	\$100,000	301 Capital Improvements	301.80.702
					\$200,000		
TOTAL	Engineering	Water Line Replacements	Water	Construction	\$50,000	501 Water Fund	501.34.512
TOTAL	Engineering	Replace 2" Waterlines Bechtel, Troyer, Spring, Diller, Forest, Curry, South Buckeye	Water	Construction	\$50,000	501 Water Fund	501.34.512
TOTAL	Water Plant	WTP: Filter Media Replacement	Water	Construction	\$200,000	501 Water Fund	501.42.504
TOTAL	Engineering	Waterlines: W. Henry (Grant to Columbus), Washington, McKinley	Water	Construction	\$700,000	501 Water Fund	501.34.512
			OPWC - Grant	Construction	\$400,000	501 Water Fund	501.34.512
TOTAL	Engineering	Waterline Replacement: Giffin Drive	Water	Construction	\$150,000	501 Water Fund	501.34.512
TOTAL	Engineering	Waterline Replacement: Kelffer (Beall to Gasche)	Water	Construction	\$250,000	501 Water Fund	501.34.512
TOTAL	Engineering	Waterline Replacement: Robinhood, Friar Tuck	Water	Construction	\$300,000	501 Water Fund	501.34.512
TOTAL	Engineering	Long Road Booster Station Upgrade	Water	Engineering	\$50,000	501 Water Fund	501.34.512
TOTAL	Water Plant	IP Tank Painting	Water	Construction	\$400,000	501 Water Fund	501.42.504
TOTAL	Engineering	Waterline Replacement: Bauer Road	Water	Construction	\$150,000	501 Water Fund	501.34.512
TOTAL	Engineering	Sanitary Sewer Miscellaneous	Sanitary Sewer	Construction	\$100,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	Engineering	Sanitary Sewer Lining Projects	Sanitary Sewer	Construction	\$300,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	Engineering	Sanitary Sewer Manhole Replacements	Sanitary Sewer	Construction	\$50,000	502 Sanitary Sewer Fund	502.34.513

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year: 2021

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	CHP Engine Rebuild	Sanitary Sewer	Construction	\$250,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	Engineering	UV System Upgrades	Sanitary Sewer	Construction	\$100,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	Engineering	W Henry St Sewer Improvements	Sanitary Sewer	Construction	\$75,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	Engineering	Melrose Lift Station Upgrades	Sanitary Sewer	Construction	\$50,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	WPCP WPCP	Plant Lift Station Upgrades	Sanitary Sewer	Engineering	\$25,000	502 Sanitary Sewer Fund	502.43.514
			Sanitary Sewer	Construction	\$250,000	502 Sanitary Sewer Fund	502.43.514
					\$275,000		
TOTAL	Engineering	Cleveland North Lift Station Upgrades	Sanitary Sewer	Construction	\$50,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	WPCP	Septage Receiving Upgrade	Sanitary Sewer	Engineering	\$40,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	WPCP	Generator Improvements (gas cleaning system)	Sanitary Sewer	Construction	\$150,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	Engineering	Sewer Lines: Stibbs (west of Gasche)	Sanitary Sewer	Construction	\$100,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	Engineering	Palmer/Pittsburgh Sewer Improvements	Sanitary Sewer	Construction	\$150,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	Engineering	Miller Blvd Sanitary Sewer Upgrades	Sanitary Sewer	Construction	\$75,000	502 Sanitary Sewer Fund	502.34.513
TOTAL	WPCP	ADS Improvements (boiler system additions)	Sanitary Sewer	Construction	\$100,000	502 Sanitary Sewer Fund	502.43.514
TOTAL	WPCP	Gravity Thickening System	Sanitary Sewer	Engineering	\$50,000	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	\$200,000	507 Storm Sewer Fund	507.34.502
TOTAL	Engineering	Storm Sewer Replacement: Friar Tuck		Construction	\$250,000	507 Storm Sewer Fund	507.34.502
TOTAL		TOTAL ALL INFRASTRUCTURE REQUESTS - MEMORANDUM ONLY			\$9,958,241		

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year: 2021

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
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FUND LEVEL SUMMARY

See Below Recon**	Capital Improvements Fund	\$4,003,241
	Street Construction Maintenance and Repair Fund	\$590,000
	Permissive Tax Fund	\$200,000
	CDBG Fund	\$0
	Water Fund	\$2,700,000
	Sanitary Sewer Fund	\$1,915,000
	Storm Sewer Fund	\$550,000
		<u>\$9,958,241</u>

COST CENTER LEVEL SUMMARY

Capital Improvements	301.80.702 -3360	\$4,003,241	301	Capital Improvements
Street Construction Maintenance & Repair	101.34.602 -3360	\$515,000	101	SCM&R
Street Construction Maintenance & Repair	101.31.602 -3360	\$75,000	101	SCM&R
Permissive Tax - Street Maintenance	103.34.602 -3360	\$200,000	103	Permissive Tax
CDBG Critical Infrastructure	107.83.414 -3360	\$0	107	CDBG
Water Lines	501.34.512 -3360	\$2,100,000	501	Water
Water Treatment Plant	501.42.504 -3360	\$600,000	501	Water
Sewer Lines - Engineering	502.34.513 -3360	\$1,200,000	502	Sanitary Sewer
Water Pollution Control Plant	502.43.514 -3360	\$715,000	502	Sanitary Sewer
Storm Sewer - Engineering	507.34.502 -3360	\$550,000	507	Storm Drainage
		<u>\$9,958,241</u>		

Fund Reconciliations

**Reconciliation	Capital
Total Fund Infrastructure Budgeted:	Improvements Fund
Less: Other Funding Sources	\$ 4,003,241
ODOT Lg City - Grant	\$ 428,241
TID - Grant	\$ 90,000
Wayne County	\$ 100,000
OPWC - Grant	\$ 400,000
Net Fund Infrastructure Budgeted:	<u>\$ 2,985,000</u>
Total: Other Funding Sources	\$ 1,018,241

City of Wooster, Ohio

Cut from	Funding Source					Percentage Split	
	2021 Budget	2022	2023	2024	2025		2026
...							

[illegible]

Public Properties Maintenance

Line Item	Description	Amount	Account	Amount	Account	Amount	Account	Amount	Account
1	10 Ton Dual Axel Dump Truck	\$ 175,000	301 Capital Improvements Fund	\$ 175,000	301 Capital Improvements Fund	\$ 175,000	301 Capital Improvements Fund	\$ 175,000	301 Capital Improvements Fund
1	Resurface Various Streets	\$ 150,000	301 Capital Improvements Fund	\$ 150,000	301 Capital Improvements Fund	\$ 150,000	301 Capital Improvements Fund	\$ 150,000	301 Capital Improvements Fund
1	Drives and Parking Lot Remainder Resurfaced	\$ 50,000	301 Capital Improvements Fund	\$ 50,000	301 Capital Improvements Fund	\$ 50,000	301 Capital Improvements Fund	\$ 50,000	301 Capital Improvements Fund
1	Oak Hill Parking Lot Pavement	\$ 55,000	301 Capital Improvements Fund	\$ 55,000	301 Capital Improvements Fund	\$ 55,000	301 Capital Improvements Fund	\$ 55,000	301 Capital Improvements Fund
2	Crew Truck with Service Box	\$ 50,000	301 Capital Improvements Fund	\$ 50,000	301 Capital Improvements Fund	\$ 50,000	301 Capital Improvements Fund	\$ 50,000	301 Capital Improvements Fund
2	West Storage Shed Parking Lot Resurfaced	\$ 20,000	301 Capital Improvements Fund	\$ 20,000	301 Capital Improvements Fund	\$ 20,000	301 Capital Improvements Fund	\$ 20,000	301 Capital Improvements Fund
2	Bike Trail Maintenance	\$ 25,000	301 Capital Improvements Fund	\$ 25,000	301 Capital Improvements Fund	\$ 25,000	301 Capital Improvements Fund	\$ 25,000	301 Capital Improvements Fund
3	4x4 Backhoe/Front Loader	\$ 95,000	301 Capital Improvements Fund	\$ 95,000	301 Capital Improvements Fund	\$ 95,000	301 Capital Improvements Fund	\$ 95,000	301 Capital Improvements Fund
3	Oak Hill Pond Dredging and Improvements	\$ 20,000	301 Capital Improvements Fund	\$ 20,000	301 Capital Improvements Fund	\$ 20,000	301 Capital Improvements Fund	\$ 20,000	301 Capital Improvements Fund
1	Garage Door Replacements	\$ 180,000	301 Capital Improvements Fund	\$ 180,000	301 Capital Improvements Fund	\$ 180,000	301 Capital Improvements Fund	\$ 180,000	301 Capital Improvements Fund
1	Christmas Run Pool Parking Resurfaced	\$ 35,000	301 Capital Improvements Fund	\$ 35,000	301 Capital Improvements Fund	\$ 35,000	301 Capital Improvements Fund	\$ 35,000	301 Capital Improvements Fund
1	Equipment/Materials Sited Storage	\$ 100,000	301 Capital Improvements Fund	\$ 100,000	301 Capital Improvements Fund	\$ 100,000	301 Capital Improvements Fund	\$ 100,000	301 Capital Improvements Fund
1	Leaf Machine	\$ 65,000	301 Capital Improvements Fund	\$ 65,000	301 Capital Improvements Fund	\$ 65,000	301 Capital Improvements Fund	\$ 65,000	301 Capital Improvements Fund
1	Solar Panel Field	\$ 100,000	301 Capital Improvements Fund	\$ 100,000	301 Capital Improvements Fund	\$ 100,000	301 Capital Improvements Fund	\$ 100,000	301 Capital Improvements Fund
2	Parks Pick-Up Truck	\$ 35,000	301 Capital Improvements Fund	\$ 35,000	301 Capital Improvements Fund	\$ 35,000	301 Capital Improvements Fund	\$ 35,000	301 Capital Improvements Fund
		\$ -		\$ -		\$ -		\$ -	
		\$ 640,000		\$ 640,000		\$ 640,000		\$ 640,000	
		\$ 615,000		\$ 615,000		\$ 615,000		\$ 615,000	
		\$ 375,000		\$ 375,000		\$ 375,000		\$ 375,000	

Building Standards

City Hall Parking Lot Improvements

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2022-2026

	Cut from 2021 Budget	2022	2023	2024	2025	2026	Funding Source	Percentage Split
Engineering								
Resurface Various Streets (reduction)	\$ 75,000						301 Capital Improvements Fund	
Sidewalk Replacement (reduction)	\$ 100,000						301 Capital Improvements Fund	
Remove Crosswalks along Beall Avenue	\$ 200,000						301 Capital Improvements Fund	
Pine Ridge Guard Rail	\$ 25,000						101 SCM&R	
Cleveland/Beall Avenue Intersection	\$ 25,000						101 SCM&R	
UV System Upgrades	\$ 350,000	\$ 15,000					502 Sanitary Sewer Fund	
Generator Improvements (reduction)	\$ 150,000	\$ 14,000					502 Sanitary Sewer Fund	
West Lincoln Way Sanitary Sewer	\$ 150,000	\$ 10,000					502 Sanitary Sewer Fund	
Cannon Scanner		\$ 8,000					301 Capital Improvements Fund	35%
Replace 2004 Ford Van - Inspection Vehicle (total \$40,000)		\$ 55,000	\$ -	\$ -	\$ -	\$ -	301 Capital Improvements Fund	25%
Replace 2004 Ford Van - Inspection Vehicle (total \$40,000)		\$ 10,000					501 Water Fund	20%
Replace 2004 Ford Van - Inspection Vehicle (total \$40,000)		\$ 8,000					502 Sanitary Sewer Fund	20%
Replace 2004 Ford Van - Inspection Vehicle (total \$40,000)		\$ 8,000					507 Storm Sewer Fund	20%

Recreation/Community Center/Pools

1	Replace HVAC at Community Center	\$ 50,000	\$ -	\$ -	\$ -	\$ -	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			\$ 900,000			301 Capital Improvements Fund	
1	Replace deck and underground piping			\$ 200,000			301 Capital Improvements Fund	
1	Replace Christmas Run Pool						301 Capital Improvements Fund	
***this would replace 2024 and 2025 items listed above								
		\$ -	\$ 50,000	\$ 205,000	\$ 450,000	\$ 1,100,000	\$ 2,500,000	

Utilities

Water Pollution Control

Paving Project		\$ 15,000	\$ -	\$ -	\$ -	\$ -	502 Sanitary Sewer Fund	
Lagoon Chip Seal		\$ 10,000	\$ -	\$ -	\$ -	\$ -	502 Sanitary Sewer Fund	
Replace Vehicle		\$ 35,000	\$ -	\$ 35,000	\$ 35,000	\$ 35,000		
		\$ -	\$ 35,000	\$ -	\$ 60,000	\$ 25,000		

Water Treatment

WPF VFD Project		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	501 Water Fund	
WPF Paving Project		\$ -	\$ -	\$ 35,000	\$ -	\$ 17,000	501 Water Fund	
Replace Vehicle		\$ -	\$ 50,000	\$ 85,000	\$ 50,000	\$ 67,000	501 Water Fund	

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2022-2026

	Cut from		2023	2024	2025	2026	Funding Source	Percentage Split
	2021 Budget	2022						
Distribution and Collection								
Vehicle Replacement		\$ 25,000				\$ 25,000	501 Water Fund	50.00%
		\$ 25,000				\$ 25,000	502 Sanitary Sewer Fund	50.00%
		\$ 50,000				\$ 50,000		
Total Vehicle Purchase			\$ 125,000					
			\$ 125,000					
Camera Van and Camera System			\$ 250,000				501 Water Fund	50.00%
							502 Sanitary Sewer Fund	50.00%
Total Camera Van & System				\$ 50,000		\$ 25,000		
				\$ 50,000		\$ 25,000		
				\$ 100,000		\$ 50,000		
Heavy Equipment Replacement							501 Water Fund	50.00%
							502 Sanitary Sewer Fund	50.00%
Total Heavy Equipment Replacement	\$ -	\$ 50,000	\$ 250,000	\$ 100,000	\$ -	\$ 100,000		
Totals by Fund (memorandum only)	\$ 375,000	\$ 5,719,000	\$ 1,360,000	\$ 1,780,000	\$ 1,815,000	\$ 2,990,000	301 Capital Improvements Fund	
	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	101 SCM&R	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	102 State Highway Fund	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	103 Permissive Tax	
	\$ -	\$ 85,000	\$ 175,000	\$ 135,000	\$ 50,000	\$ 117,000	501 Water Fund	
	\$ 650,000	\$ 33,000	\$ 125,000	\$ 50,000	\$ 25,000	\$ 75,000	502 Sewer Fund	
	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	507 Storm Sewer Fund	
	\$ 1,075,000	\$ 5,845,000	\$ 1,660,000	\$ 1,965,000	\$ 1,890,000	\$ 3,182,000		

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS									
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST		FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR		
							2020	2021	2022
Ongoing	ENGR.	Sidewalk Improvements	\$ 775,000		Capital Imp.	\$ 775,000	\$ 75,000	\$ 50,000	\$ 50,000
Ongoing	ENGR.	Sidewalk Replacement Program	\$ 900,000		Capital Imp.	\$ 900,000	\$ 50,000	\$ 200,000	\$ 50,000
Ongoing	ENGR.	Miscellaneous	\$ 510,000		Permissive Tax	\$ 510,000	\$ 10,000	\$ 50,000	\$ 50,000
Ongoing	ENGR.	Traffic Signal Improvements	\$ 40,000	Engineering	Capital Imp.	\$ 40,000	\$ 20,000	\$ 20,000	
			\$ 3,200,000	Construction	Capital Imp.	\$ 3,200,000	\$ 300,000	\$ 300,000	\$ 200,000
Ongoing	ENGR.	Roadway Condition Rating			Capital Imp.	\$ 180,000			\$ 20,000
In Progress	ENGR.	Downtown Streetscape (Southeast Quad and East Liberty)	\$ 1,150,000	Engineering	Capital Imp.	\$ 150,000	\$ 150,000		
					Capital Imp.	\$ 1,000,000	\$ 1,000,000		
					Assessments	\$ -			
						\$ 1,150,000			
	ENGR.	Downtown Streetscape (Southwest Quad and West Liberty to alley)	\$ 900,000		Capital Imp.	\$ 900,000		\$ 900,000	
					Assessments	\$ -			
						\$ 900,000			
	ENGR.	Downtown Streetscape (West Liberty Street Alley to Walnut Street)	\$ 600,000	Engineering	Capital Imp.	\$ 100,000			\$ 100,000
					Capital Imp.	\$ 500,000			\$ 500,000
					Assessments	\$ -			
						\$ 600,000			
	ENGR.	Downtown Streetscape (East Liberty Street alleys to Bever Street)	\$ 850,000	Engineering	Capital Imp.	\$ 100,000			
					Capital Imp.	\$ 750,000			
					Assessments	\$ -			
						\$ 850,000			
In Progress	ENGR.	Bike Path Phase 2	\$ 1,167,600	Engineering	Capital Imp.	\$ 150,000	\$ 150,000		
				Right of Way	Capital Imp.	\$ 100,000	\$ 100,000		
					TE	\$ 717,600	\$ 717,600		
					Capital Imp.	\$ 200,000	\$ 200,000		
						\$ 1,167,600			
In Progress	ENGR.	Clear Creek Park	\$ 963,305	Engineering	Capital Imp.	\$ 104,200	\$ 104,200		
					Capital Imp.	\$ 42,350	\$ 42,350		
					ODNR	\$ 300,000	\$ 300,000		
					Nature Works	\$ 79,157	\$ 79,157		
					OPWC	\$ 437,598	\$ 437,598		
						\$ 963,305			
In Progress	ENGR.	Daisy Way Extension	\$ 1,000,000	Engineering	Capital Imp.	\$ 375,000	\$ 375,000		
					Assessments	\$ 375,000	\$ 375,000		
					Jobs Ohio	\$ 250,000	\$ 250,000		
						\$ 1,000,000			
In Progress	ENGR.	W. Highland Ave.	\$ 1,525,000	Engineering	Capital Imp.	\$ 50,000	\$ 50,000		
				Right of Way	Capital Imp.	\$ 100,000	\$ 100,000		
					Water	\$ 130,000	\$ 130,000		
					Sanitary	\$ 100,000	\$ 100,000		
					Storm	\$ 125,000	\$ 125,000		
					OPWC	\$ 310,000	\$ 310,000		
					Assessments	\$ 60,000	\$ 60,000		
					Capital Imp.	\$ 650,000	\$ 650,000		
						\$ 1,525,000			
In Progress	ENGR.	Sunset Lane	\$ 965,000	Engineering	Capital Imp.	\$ 50,000	\$ 50,000		
				Right of Way	Capital Imp.	\$ 75,000	\$ 75,000		
					Water	\$ 25,000	\$ 25,000		
					Sanitary	\$ 125,000	\$ 125,000		
					Storm	\$ 175,000	\$ 175,000		
					OPWC	\$ 190,000	\$ 190,000		
					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		
	ENGR.	Microsurfacing (Portage, Burbank, Melrose, W. Milltown)	\$ 250,000	General	SCMR	\$ 250,000	\$ 250,000		
Complete		Milltown (Cleveland to Melrose), Quinby, North Street, Highland (Christman Run To Cleveland)	\$ 662,248		SCMR	\$ 662,248	\$ 662,248		
			\$ 532,752		ODOT Large City	\$ 532,752	\$ 532,752		
In Progress	ENGR.	Freedlander's Park 15kV Electric Service	\$ 15,000	Engineering	Capital Imp.	\$ 15,000	\$ 15,000		
				Construction	Capital Imp.	\$ 225,000	\$ 225,000		
	ENGR.	Melrose - Milltown to Smithville Western	\$ 3,450,000	Engineering	Capital Imp.	\$ 25,000	\$ 25,000		
				Right of Way	Capital Imp.	\$ 250,000		\$ 250,000	
					Capital Imp.	\$ 1,000,000			\$ 1,000,000
					Water	\$ 100,000			\$ 100,000
					Storm	\$ 1,000,000			\$ 1,000,000
					Sanitary	\$ 175,000			\$ 175,000
					OPWC	\$ 500,000			\$ 500,000
					Assessments	\$ 400,000			\$ 400,000
						\$ 3,450,000			
In Progress	ENGR.	South Street Paking Lot	\$ 175,000	General	Capital Imp.	\$ 175,000	\$ 175,000		
Complete	ENGR.	SRTS Sunset, Armstrong, Highland Park	\$ 280,000	General	Federal	\$ 280,000	\$ 280,000		

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS									
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST		FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR		
							2020	2021	2022
\$ 250,000	ENGR.	Oldman Road	\$ 250,000	General	Capital Imp.	\$ 250,000		\$ 250,000	
\$ 430,000		Winkler Drive	\$ 180,000	General	Capital Imp.	\$ 180,000		\$ 180,000	
\$ 680,000		Grant Street (Larwill to Henrietta)	\$ 250,000	General	Capital Imp.	\$ 250,000		\$ 250,000	
\$ 715,000		Henrietta (Grant to Quinby)	\$ 35,000	General	Capital Imp.	\$ 35,000		\$ 35,000	
\$ 915,000		Venture Blvd.	\$ 200,000	General	Capital Imp.	\$ 200,000		\$ 200,000	
\$ 1,065,000		Buchholz Drive	\$ 150,000	General	Capital Imp.	\$ 150,000		\$ 150,000	
\$ 1,215,000		Greensview Drive	\$ 150,000	General	Capital Imp.	\$ 150,000		\$ 150,000	
	ENGR.	Grant (Henry to Larwill), Old Mansfield, Bowman (Liberty to Quinby)	\$ 315,000		Capital Imp.	\$ 315,000		\$ 315,000	
			\$ 428,241		ODOT Large City	\$ 428,241		\$ 428,241	
	ENGR.	ODOT SR 302/US 250 Urban Paving	\$ 160,000	General	Capital Imp.	\$ 160,000		\$ 160,000	
	ENGR.	Streetscape Weaver Construction	\$ 125,000	General	Capital Imp.	\$ 125,000		\$ 125,000	
	ENGR.	Washington Street Pavement Repairs	\$ 200,000	General	Capital Imp.	\$ 200,000		\$ 200,000	
	ENGR.	Remove Crosswalks along Beall Avenue	\$ 200,000	General	Capital Imp.	\$ 200,000		\$ 200,000	
	ENGR.	Pine Ridge Guard Rail	\$ 25,000	General	Capital Imp.	\$ 25,000		\$ 25,000	
	ENGR.	Cleveland/Beall Intersection Crosswalk	\$ 25,000	General	Capital Imp.	\$ 25,000		\$ 25,000	
	ENGR.	City Hall Parking Lot	\$ 35,000	General	Capital Imp.	\$ 35,000		\$ 35,000	
	ENGR.	City Hall Drive to Back Parking Lot	\$ 25,000	General	Capital Imp.	\$ 25,000		\$ 25,000	
	ENGR.	W. Milltown Road Turn Lanes	\$ 320,000	Right of Way Engineering	Capital Imp. Capital Imp. TID	\$ 20,000 \$ 210,000 \$ 90,000		\$ 20,000 \$ 210,000 \$ 90,000	
						\$ 320,000			
	ENGR.	Oak Hill/Milltown Roundabout (City and County)	\$ 2,450,000	Engineering Engineering Right of Way Right of Way	Capital Imp. Wayne County Capital Imp. Wayne County	\$ 100,000 \$ 100,000 \$ 75,000 \$ 75,000		\$ 100,000 \$ 100,000	\$ 75,000 \$ 75,000
					ODOT Safety	\$ 2,000,000			
					Capital Imp.	\$ 50,000			
					Wayne County	\$ 50,000			
						\$ 2,450,000			
	ENGR.	Oak Hill/Oldman Roundabout	\$ 2,100,000	Engineering Right of Way	Capital Imp. Capital Imp.	\$ 150,000 \$ 100,000			\$ 150,000
					OPWC	\$ 450,000			
					Capital Imp.	\$ 1,400,000			
						\$ 2,100,000			
	ENGR.	Bloomington Avenue Reconstruction	\$ 850,000	Engineering Right of Way	Capital Imp. Capital Imp.	\$ 50,000 \$ 50,000			\$ 50,000 \$ 50,000
					OPWC	\$ 250,000			
					Capital Imp.	\$ 500,000			
						\$ 850,000			
\$ 500,000	ENGR.	Christmas Run Blvd. (Wayne to Highland)	\$ 500,000	General	Capital Imp.	\$ 500,000			\$ 500,000
\$ 700,000		Saunders	\$ 200,000	General	Capital Imp.	\$ 200,000			\$ 200,000
\$ 800,000		McKinley Street (Bowman to University)	\$ 100,000	General	Capital Imp.	\$ 100,000			\$ 100,000
\$ 925,000		Ashwood Drive	\$ 125,000	General	Capital Imp.	\$ 125,000			\$ 125,000
\$ 1,025,000		Ridgecrest Drive	\$ 100,000	General	Capital Imp.	\$ 100,000			\$ 100,000
\$ 1,075,000		Linden Drive	\$ 50,000	General	Capital Imp.	\$ 50,000			\$ 50,000
\$ 1,125,000		Douglas Drive	\$ 50,000	General	Capital Imp.	\$ 50,000			\$ 50,000
\$ 1,200,000		Rebecca Street	\$ 75,000	General	Capital Imp.	\$ 75,000			\$ 75,000
\$ 1,245,000		Theodore Street	\$ 45,000	General	Capital Imp.	\$ 45,000			\$ 45,000
	ENGR.	Beall (Liberty to Bloomington), Columbus (Corp. to Liberty), Cleveland (Point to Point)	\$ 550,000		SCMR	\$ 550,000			\$ 550,000
			\$ 428,241		ODOT Large City	\$ 428,241			\$ 428,241
	ENGR.	Drive/Parking Lot to Walnut Street	\$ 90,000	General	Capital Imp.	\$ 90,000			\$ 90,000
	ENGR.	Milltown/Melrose Roundabout	\$ 2,100,000	Engineering Right of Way	Capital Imp. Capital Imp. OPWC Capital Imp.	\$ 150,000 \$ 100,000 \$ 450,000 \$ 1,400,000			
						\$ 2,100,000			
	ENGR.	Timken Road Resurfacing	\$ 281,250	General	Capital Imp.	\$ 281,250			
			\$ 93,750	General	Wayne County	\$ 93,750			
						\$ 375,000			
\$ 40,000		Tanglewood	\$ 40,000	General	Capital Imp.	\$ 40,000			
\$ 80,000		Townsend	\$ 40,000	General	Capital Imp.	\$ 40,000			
\$ 130,000		Edwards	\$ 50,000	General	Capital Imp.	\$ 50,000			
\$ 180,000		Neal Drive	\$ 50,000	General	Capital Imp.	\$ 50,000			
\$ 210,000		Lee Drive	\$ 30,000	General	Capital Imp.	\$ 30,000			
\$ 200,000		Wildwood	\$ 200,000	General	Capital Imp.	\$ 200,000			
\$ 225,000		Jewel Cross	\$ 25,000	General	Capital Imp.	\$ 25,000			
\$ 325,000		Logan Ln	\$ 100,000	General	Capital Imp.	\$ 100,000			
\$ 375,000		Northridge	\$ 50,000	General	Capital Imp.	\$ 50,000			
\$ 350,000		Colton	\$ 25,000	General	Capital Imp.	\$ 25,000			
\$ 475,000		Wedgewood Way	\$ 100,000	General	Capital Imp.	\$ 100,000			
\$ 50,000		Brooke Way	\$ 50,000	General	Capital Imp.	\$ 50,000			
\$ 100,000		Carriage	\$ 50,000	General	Capital Imp.	\$ 50,000			
\$ 150,000		Melanie	\$ 50,000	General	Capital Imp.	\$ 50,000			
\$ 200,000		Ryan Ct	\$ 50,000	General	Capital Imp.	\$ 50,000			
\$ 100,000		Rumbaugh Circle	\$ 100,000	General	Capital Imp.	\$ 100,000			
\$ 200,000		Bloomington Drive	\$ 100,000	General	Capital Imp.	\$ 100,000			
\$ 100,000		Northwestern	\$ 100,000	General	Capital Imp.	\$ 100,000			

		CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS							
				</					

		CITY OF WOOSTER					
		10-YEAR INFRASTRUCTURE STRATEGIC PLAN					
		WATER					
					CURRENT		
				10-YEAR	YEAR		
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	AMOUNT	2020	2021	2022
Ongoing	ENGR.	Water Line Replacements		\$ 1,500,000	\$ 50,000	\$ 50,000	\$ 100,000
Ongoing	ENGR.	Replace 2" Waterlines Bechtel, Troyer, Spring, Diller, Curry, S. Buckeye	Construction	\$ 200,000	\$ 50,000	\$ 50,000	\$ 100,000
Ongoing	ENGR.	WTP Filter Media Replacement		\$ 800,000		\$ 200,000	\$ 200,000
In Progress	ENGR.	Lincoln (Nold to University)	Construction	\$ 600,000	\$ 600,000		
In Progress	ENGR.	Holmes/Caldwell W/L Replacement	Construction	\$ 400,000	\$ 400,000		
In Progress	ENGR.	WTP Clarifier Painting (Both) to Waterline	Construction	\$ 250,000	\$ 250,000		
In Design	ENGR.	Various W/L Replacements (Washington, McKinley, W. Henery (Grant to Columbus))	Construction	\$ 1,100,000		\$ 1,100,000	
	ENGR.	Giffin Drive W/L Replacement	Construction	\$ 150,000		\$ 150,000	
	ENGR.	IP Tank Painting	Construction	\$ 400,000		\$ 400,000	
	ENGR.	Keiffer W/L Replacement (Beall to Gasche)	Construction	\$ 250,000		\$ 250,000	
	ENGR.	Robinhood, Friar Tuck W/L Replacement	Construction	\$ 300,000		\$ 300,000	
	ENGR.	Long Road Booster Station Upgrade	Engineering	\$ 50,000		\$ 50,000	
			Land	\$ 50,000			\$ 50,000
			Construction	\$ 350,000			\$ 350,000
	ENGR.	Gasche, Thorne W/L Replacement	Construction	\$ 700,000			\$ 700,000
	ENGR.	Long Road Tank Painting	Construction	\$ 400,000			
	ENGR.	Robinhood, Friar Tuck W/L Replacement	Construction	\$ 300,000			
	ENGR.	West Wayne W/L (CC Culvert to Christmas Run)	Construction	\$ 350,000			
	ENGR.	Madison Booster Station Upgrades	Engineering Construction	\$ 50,000			
	ENGR.	Chemical Addition at S-1	Construction	\$ 100,000			
	ENGR.	Bloomington W/L	Construction	\$ 130,000			
	ENGR.	WTP Filter Addition	Engineering Construction	\$ 150,000 \$ 1,500,000			
	ENGR.	Palmer (Bowman to Wayne)	Construction	\$ 375,000			
	ENGR.	Back Orrville Road Water Line Looping	Construction	\$ 250,000			
	ENGR.	Grant Street - Park to Quinby	Construction	\$ 300,000			
	ENGR.	Stibbs Replacement Buckeye to Beall					
	ENGR.	Prairie Lane Water Line (WTP to Timken Road)	Engineering Permits Construction	\$ 30,000 \$ 6,000 \$ 290,000			
	ENGR.	750,000 Gallon WTP Clearwell Addition	Construction	\$ 1,500,000			
	ENGR.	West Wayne W/L (.Christmas Run to Quinby)		\$ 250,000			
	ENGR.	E. Highland Ave. W/L (Portage to curve)		\$ 200,000			
	ENGR.	Robinson/Biohio W/L loop		\$ 200,000			
		SHEET TOTAL		\$ 13,831,000	\$ 1,350,000	\$ 2,550,000	\$ 1,500,000
		TOTAL FROM STREETS		\$ 155,000	\$ -	\$ -	\$ 100,000
		SUBTOTAL		\$ 1,505,000	\$ 2,550,000	\$ 2,550,000	\$ 1,600,000
		GRANT FUNDS		\$ 300,000	\$ 800,000	\$ 800,000	\$ 800,000
		GRAND TOTAL WATER FUND		\$ 13,701,000	\$ 1,205,000	\$ 1,750,000	\$ 1,600,000

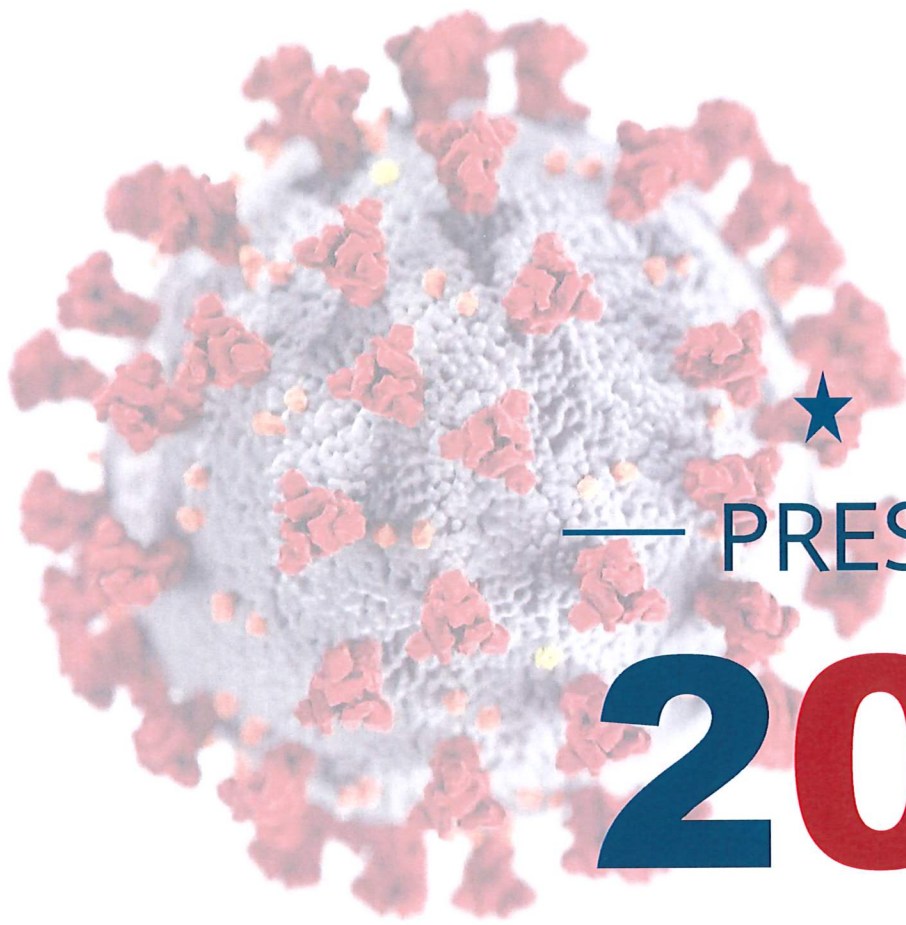
2023	2024	2025	2026	2027	2028	2029	COMMENTS
\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 300,000	
\$ 200,000	\$ 200,000						
							\$300,000 CDBG Critical Infrastructure
							\$400,000 OPWC
\$ 400,000							
\$ 300,000							
\$ 350,000							
\$ 50,000							
	\$ 350,000						
	\$ 100,000						
	\$ 130,000						
	\$ 150,000						
		\$ 1,500,000					
	\$ 375,000						
	\$ 250,000						
			\$ 300,000				
			\$ 30,000				
			\$ 6,000				
			\$ 290,000				
					\$ 1,500,000		
				\$ 250,000			
						\$ 200,000	
						\$ 200,000	
\$ 1,400,000	\$ 1,655,000	\$ 1,700,000	\$ 826,000	\$ 450,000	\$ 1,700,000	\$ 700,000	
\$ -	\$ -	\$ -	\$ 50,000	\$ 450,000	\$ -	\$ 215,000	
\$ 1,400,000	\$ 1,655,000	\$ 1,700,000	\$ 876,000	\$ 900,000	\$ 1,700,000	\$ 915,000	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 1,400,000	\$ 1,655,000	\$ 1,700,000	\$ 876,000	\$ 900,000	\$ 1,700,000	\$ 915,000	

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN SANITARY SEWER							
PRIORITY	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR 2020	2021	2022
ONGOING	ENGR	Sanitary Sewer Misc.		\$ 1,450,000	\$ 100,000	\$ 100,000	\$ 50,000
ONGOING	ENGR	Sanitary Sewer Lining Projects		\$ 1,950,000	\$ 200,000	\$ 300,000	\$ 50,000
ONGOING	ENGR	Sanitary Sewer Manhole Replacement		\$ 450,000		\$ 50,000	\$ 50,000
ONGOING	ENGR	CHP Engine Rebuild		\$ 1,450,000		\$ 250,000	\$ 150,000
ONGOING	ENGR & WRRF	CSO Abatement Projects		\$ 200,000	\$ -	\$ -	\$ 25,000
Complete	ENGR	W. Liberty St. Area		\$ 330,000	\$ 330,000		
Complete	ENGR	Prospect		\$ 75,000	\$ 75,000		
In Progress	ENGR	Sluge Tank Storage	Engineering	\$ 25,000	\$ 25,000		
			Construction	\$ 2,000,000	\$ 2,000,000		
	ENGR	UV System Upgrades	Construction	\$ 100,000		\$ 100,000	
	ENGR	W. Henry Sewer Improvements	Construction	\$ 75,000		\$ 75,000	
	ENGR	Generator Improvements (gas cleaning system)	Construction	\$ 150,000		\$ 150,000	
	ENGR	Melrose Lift Station Upgrades	Construction	\$ 50,000		\$ 50,000	
	ENGR	Plant Lift Station Upgrades	Engineering	\$ 25,000		\$ 25,000	
			Construction	\$ 250,000		\$ 250,000	
	ENGR	Cleveland North Lift Station Upgrades	Construction	\$ 50,000		\$ 50,000	
	ENGR	Seepage Receiving Upgrade	Engineering	\$ 40,000		\$ 40,000	
			Construction	\$ 300,000			\$ 300,000
	ENGR	Stibbs (west of Gasche)	Construction	\$ 100,000		\$ 100,000	
	ENGR	Palmer/Pittsburg Sewer Improvements	Construction	\$ 150,000		\$ 150,000	
	ENGR	Miller Blvd Sanitary Upgrades	Construction	\$ 75,000		\$ 75,000	
	ENGR	ADS Improvements (boiler system additions)	Construction	\$ 200,000		\$ 100,000	\$ 100,000
	ENGR	Gravity Thickening System	Engineering	\$ 50,000		\$ 50,000	
			Construction	\$ 300,000			\$ 300,000
	ENGR	W. Lincoln Way Sanitary Sewer	Construction	\$ 150,000			\$ 150,000
	ENGR	Membrane Replacement	Construction	\$ 150,000			\$ 50,000
	ENGR	Influent Chamber Improvements	Engineering	\$ 15,000			\$ 15,000
			Construction	\$ 100,000			\$ 100,000
	ENGR	Mechanicsburg Rd - Bell & Howell	Engineering	\$ 200,000			
	ENGR	Wal-Mart Gravity Sewer	Easements	\$ 50,000			\$ 50,000
			Construction	\$ 1,000,000			
	ENGR	Cleveland Road Lift Station Upgrades (Force main)	Engineering	\$ 25,000			
			Construction	\$ 400,000			
	ENGR	Press Building and Piping	Engineering	\$ 50,000			
			Construction	\$ 200,000			
	ENGR	SFD Roofing Cover	Engineering	\$ 20,000			
			Construction	\$ 200,000			
	ENGR	Feedstock Tank Heat Exchangers	Engineering	\$ 20,000			
			Construction	\$ 115,000			
	ENGR	Lab Electrical Upgrade		\$ 185,000			
	WRRF	CSO Regulators		\$ 150,000			

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		CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STORM SEWER			CURRENT YEAR		
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	2020	2021	2022
Ongoing	ENGR	NPDES Stormwater Permit Program (OEPA)		\$ 245,000	\$ 100,000	\$ 100,000	\$ 10,000
Ongoing	ENGR	Storm Sewer Replacements		\$ 3,800,000	\$ 200,000	\$ 200,000	\$ 200,000
Complete	ENGR	Holmes/Calwell Culvert Replacements	Construction	\$ 250,000	\$ 250,000		
In Progress	ENGR	Mel Lane/Mellon Circle Storm Sewer	Engineering	\$ 45,000	\$ 45,000		
			Construction	\$ 500,000	\$ 500,000		
Bidding	ENGR	Dix Culvert Relining, 48" CMP	Construction	\$ 100,000	\$ 100,000		
Complete	ENGR	Dix Culvert Misc. Repairs	Construction	\$ 100,000	\$ 100,000		
	ENGR	Friar Tuck Storm Sewer Replacements	Construction	\$ 250,000		\$ 250,000	
	ENGR	Dix Culvert Replacements	Construction	\$ 150,000			\$ 150,000
	ENGR	Gasche to Barbara Storm Replacement (Along Fence Line)	Construction	\$ 30,000			
	ENGR	Woodcrest Stream Stabilization	Construction	\$ 200,000			
		SHEET TOTAL		\$ 5,670,000	\$ 1,295,000	\$ 550,000	\$ 360,000
		TOTAL FROM STREETS			\$ 300,000	\$ -	\$ 1,000,000
		SUBTOTAL			\$ 1,595,000	\$ 550,000	\$ 1,360,000
		STATE -ODOT					\$ -
		GRAND TOTAL STORM SEWER FUND		\$ 7,520,000	\$ 1,595,000	\$ 550,000	\$ 1,360,000



— PRESIDENTIAL —

2020 ✓

— ELECTION —



2021 Budget Workshop
Wooster Community Hospital Health System
November 17, 2020

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WOOSTER COMMUNITY HOSPITAL
SERVICE DEMAND AND BUDGET ASSUMPTIONS
FOR BUDGET YEAR ENDING DECEMBER 31, 2021

	Actual '18	Actual '19	Projected '20	Budget '21
SERVICE DEMAND				
1 Acute Inpatient Admissions	6,011	5,575	5,073	5,625
2 Inpatient Rehab Admissions	170	151	164	171
3 Transitional Care Admissions	425	378	344	378
4 Total Admissions	6,606	6,104	5,581	6,174
5 % Occupancy (2019 135 Open Beds)	52.2%	50.3%	45.6%	50.7%
6 Acute Inpatient Patient Days	16,987	15,459	13,697	15,442
7 Inpatient Rehab Patient Days	2,306	2,267	2,378	2,480
8 Transitional Care Patient Days	7,018	7,071	6,433	7,071
9 Total Patient Days	26,311	24,797	22,508	24,993
10 Observation Days	2,477	2,554	1,981	2,497
11 Births	1,335	1,355	1,247	1,350
12 Acute Average Length Of Stay	2.83	2.77	2.70	2.75
13 Inpatient Rehab Average Length Of Stay	13.56	15.01	14.50	14.50
14 Transitional Care Average Length Of Stay	16.51	18.71	18.70	18.71
15 Total Average Length Of Stay	3.98	4.06	4.03	4.05
16 Average Daily Census	72	68	61	68
17 Surgical Cases:				
18 Inpatient - including c-sections	1,419	1,327	1,095	1,410
19 Outpatient	3,754	4,019	3,499	4,194
20 Total	5,173	5,346	4,594	5,604
21 Emergency Room Visits	33,809	33,510	27,713	30,850
22 Home Health Admissions	806	781	641	820
23 Total Outpatient Registrations	139,879	143,110	137,178	141,522
24 Adjusted Patient Days	71,598	74,451	66,793	75,353
ASSUMPTIONS				
25 FTEs (including HH & Contract)	844	864	803	857
26 Manhours Per Patient Day	66.73	72.47	74.53	71.32
27 FTEs/Occupied Bed	11.71	12.72	13.06	12.52
28 Manhours Per APD	24.52	24.14	25.11	23.66
29 FTEs/Adjusted Patient Day	4.30	4.24	4.40	4.15
30 Across Wage Grades	n/a	01/06/19	n/a	Tentative 04/01/21
31 Salary Increase	No Increase	All 2.0%	No Increase	All 2.0%
32 Est'd Budget Year Impact	\$0	\$1,046,912	\$0	\$825,329
33 Dates of Rate Increase	01-Jan-18	01-Jan-19	01-Jan-20	01-Jan-21
34 Rate Increase Percentage	5%	5%	5%	5%
35 Income from Operations	14,773,704	13,008,367	1,840,611	16,001,778
36 Non-Operating Income	1,165,407	2,283,466	1,179,486	839,190
37 Non-Operating Expenses	(11,540,000)	(11,390,000)	(11,940,000)	(13,250,000)
38 Net Income	4,399,111	3,901,833	(8,919,903)	3,590,968
39 EBIDA	14,151,088	13,816,258	1,110,449	13,719,810
40 Operating Cash Margin %	17.1%	15.2%	8.8%	16.4%
41 Operating Margin	10.3%	8.6%	1.4%	10.0%

NOTE: Dollars do not include Care Act Stimulus monies

WOOSTER COMMUNITY HOSPITAL
2021 BUDGET VOLUME ASSUMPTIONS

Inpatient

- Med/Surg - Peds - PCU	17.8% Increase	29.4
- ICU	5.9% Decrease	4.6
- Women's Pavilion	8.3% Increase	8.3
- Inpatient Rehab	4.3% Increase	6.8
- Transitional Care Unit	9.9% Increase	19.4
Total Adult & Pediatric Patient Days	11.0% Increase	68.5
- Nursery	8.3% Increase	6.8
Total Patient Days		75.3
* Inpatient Surgery Cases	28.7% Increase	1,410
Outpatient Surgery Cases	19.8% Increase	4,194
Emergency Visits	11.3% Increase	30,850

* Includes C-Sections

Outpatient	Increase/(Decrease) Activity
Wound Clinic	38%
Outreach Lab	33%
Cardiac Rehab	31%
Sleep Center	31%
Special Procedures	29%
Endoscopy	28%
Nutritional Services	22%
Ambulatory Care	20%
Nuclear Medicine	20%
Radiology-Main Campus	20%
Physical Therapy	17%
Occupational Therapy	15%
MRI	15%
Radiation Oncology	13%
Home Health	11%
Ultrasound	10%
Bone Densitometry	9%
Physician Phlebotomist	9%
Medical Outpatient	8%
Breast Imaging	8%
Radiology-Milltown	7%
Laboratory	6%
Speech Therapy	5%
CT Scan	5%
Behavioral Health	4%
Pulmonary/ Neurology	3%
Infusion Services	3%
Cardiovascular	2%
Milltown Lab	-11%
Radiology-Healthpoint	BMS

Remaining Activities - same level as 2020

PET	Constant
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WOOSTER COMMUNITY HOSPITAL
CURRENT YEAR COMPARED TO BUDGET

	BUDGET 2020	PROJECTED 2020	BUDGET 2021	INCREASE/ (DECREASE)
1 ROUTINE INPATIENT SERVICES	28,392,126	26,124,369	30,187,623	4,063,254
2 ANCILLARY INPATIENT SERVICES	82,823,454	72,955,353	85,549,651	12,594,298
3 TOTAL INPATIENT REVENUE	111,215,580	99,079,722	115,737,274	16,657,552
4 OUTPATIENT SERVICES	228,430,988	194,942,440	233,205,438	38,262,998
5 GROSS PATIENT REVENUE	339,646,568	294,022,162	348,942,712	54,920,550
REVENUE DEDUCTIONS				
6 CONTRACTUAL DEDUCTIONS	183,387,730	157,783,918	185,851,856	28,067,938
7 CHARITY DEDUCTIONS	1,040,391	798,044	979,482	181,438
8 OTHER DEDUCTIONS	287,478	177,112	210,195	33,083
9 BAD DEBT	7,571,286	7,045,460	8,653,779	1,608,319
10 TOTAL REVENUE DEDUCTIONS	192,286,885	165,804,534	195,695,312	29,890,778
11 NET PATIENT REVENUE	147,359,683	128,217,628	153,247,400	25,029,772
12 OTHER REVENUE	6,742,965	6,127,271	6,496,781	369,510
13 TOTAL NET REVENUE	154,102,648	134,344,899	159,744,181	25,399,282
OPERATING EXPENSES				
14 SALARIES AND WAGES	54,437,088	51,533,413	55,867,273	4,333,860
15 BENEFITS	18,589,401	18,328,856	19,110,903	782,047
16 FEES-PHYSICIANS & OTHER	15,539,701	15,307,420	15,271,494	(35,926)
17 SUPPLIES	31,414,514	27,772,505	32,895,291	5,122,786
18 UTILITIES	2,245,123	2,063,449	2,165,498	102,049
19 REPAIRS & MAINTENANCE	5,409,408	5,324,860	5,791,133	466,273
20 LEASES AND RENTALS	512,697	504,499	507,067	2,568
21 TAXES, INSURANCE & RISK MANAGEMENT	1,177,990	1,145,819	1,340,329	194,510
22 OTHER EXPENSE	769,239	493,115	664,573	171,458
23 TOTAL OPERATING EXPENSES	130,095,161	122,473,936	133,613,561	11,139,625
24 DEPRECIATION	10,092,424	10,030,352	10,128,842	98,490
25 TOTAL OPERATING COSTS	140,187,585	132,504,288	143,742,403	11,238,115
26 OPERATING INCOME	13,915,063	1,840,611	16,001,778	14,161,167
NON-OPERATING INCOME & EXPENSES				
27 INTEREST INCOME-OPERATING	206,769	361,387	228,554	(132,833)
28 INTEREST INCOME-PLANT	1,197,019	818,099	610,636	(207,463)
29 OTHER EXPENSE	(11,800,000)	(11,940,000)	(13,250,000)	1,310,000
30 TOTAL NON-OPERATING INCOME	(10,396,212)	(10,760,514)	(12,410,810)	(1,650,296)
31 NET INCOME	3,518,851	(8,919,903)	3,590,968	12,510,871

WOOSTER COMMUNITY HOSPITAL
CURRENT YEAR COMPARED TO BUDGET - STIMULUS

	BUDGET 2020	PROJECTED 2020	BUDGET 2021	INCREASE/ (DECREASE)
1 ROUTINE INPATIENT SERVICES	28,392,126	26,124,369	30,187,623	4,063,254
2 ANCILLARY INPATIENT SERVICES	82,823,454	72,955,353	85,549,651	12,594,298
3 TOTAL INPATIENT REVENUE	111,215,580	99,079,722	115,737,274	16,657,552
4 OUTPATIENT SERVICES	228,430,988	194,942,440	233,205,438	38,262,998
5 GROSS PATIENT REVENUE	339,646,568	294,022,162	348,942,712	54,920,550
REVENUE DEDUCTIONS				
6 CONTRACTUAL DEDUCTIONS	183,387,730	157,783,918	185,851,856	28,067,938
7 CHARITY DEDUCTIONS	1,040,391	798,044	979,482	181,438
8 OTHER DEDUCTIONS	287,478	177,112	210,195	33,083
9 BAD DEBT	7,571,286	7,045,460	8,653,779	1,608,319
10 TOTAL REVENUE DEDUCTIONS	192,286,885	165,804,534	195,695,312	29,890,778
11 NET PATIENT REVENUE	147,359,683	128,217,628	153,247,400	25,029,772
12 OTHER REVENUE	6,742,965	15,970,492	10,983,479	(4,987,013)
13 TOTAL NET REVENUE	154,102,648	144,188,120	164,230,879	20,042,759
OPERATING EXPENSES				
14 SALARIES AND WAGES	54,437,088	51,976,358	56,069,174	4,092,816
15 BENEFITS	18,589,401	18,328,856	19,110,903	782,047
16 FEES-PHYSICIANS & OTHER	15,539,701	15,307,420	15,271,494	(35,926)
17 SUPPLIES	31,414,514	27,772,505	32,895,291	5,122,786
18 UTILITIES	2,245,123	2,063,449	2,165,498	102,049
19 REPAIRS & MAINTENANCE	5,409,408	5,324,860	5,791,133	466,273
20 LEASES AND RENTALS	512,697	504,499	507,067	2,568
21 TAXES, INSURANCE & RISK MANAGEMENT	1,177,990	1,145,819	1,340,329	194,510
22 OTHER EXPENSE	769,239	493,115	664,573	171,458
23 TOTAL OPERATING EXPENSES	130,095,161	122,916,881	133,815,462	10,898,581
24 DEPRECIATION	10,092,424	10,030,352	10,128,842	98,490
25 TOTAL OPERATING COSTS	140,187,585	132,947,233	143,944,304	10,997,071
26 OPERATING INCOME	13,915,063	11,240,887	20,286,575	9,045,688
NON-OPERATING INCOME & EXPENSES				
27 INTEREST INCOME-OPERATING	206,769	361,387	228,554	(132,833)
28 INTEREST INCOME-PLANT	1,197,019	818,099	610,636	(207,463)
29 OTHER EXPENSE	(11,800,000)	(11,940,000)	(13,250,000)	1,310,000
30 TOTAL NON-OPERATING INCOME	(10,396,212)	(10,760,514)	(12,410,810)	(1,650,296)
31 NET INCOME	3,518,851	480,373	7,875,765	7,395,392

WOOSTER COMMUNITY HOSPITAL
EXPENSES BY CATEGORY

	2020 PROJECTED	2021 BUDGET
1 SALARIES & WAGES		
2 SALARIES & WAGES	51,021,541	55,007,192
3 GAIN SHARING EXPENSE	511,872	860,081
4 TOTAL SALARIES & WAGES	51,533,413	55,867,273
5 BENEFITS		
6 PERS	7,314,932	7,865,518
7 WORKER'S COMPENSATION	-	130,721
8 MEDICARE	751,329	813,088
9 QHR	153,084	155,920
10 UNEMPLOYMENT	187,836	7,500
11 HEALTH & DENTAL INSURANCE	9,498,152	9,693,441
12 LIFE INSURANCE	28,324	28,588
13 DISABILITY INSURANCE	265,348	268,127
14 EDUCATIONAL ASSISTANCE	69,012	77,000
15 EMPLOYEE HEALTH	973	1,000
16 EMPLOYEE RELATIONS	59,866	70,000
17 TOTAL BENEFITS	18,328,856	19,110,903
18 FEES-OTHER		
19 FEES- PHYSICIAN & OTHER	141,236	205,453
20 ADVERTISING	172,255	257,733
21 AUDITING	43,500	44,800
22 MANAGEMENT FEES-QUORUM	384,822	402,631
23 LEGAL FEES	151,079	116,761
24 PURCHASED SECURITY	332,973	441,198
25 OUTSIDE SERVICES	14,005,344	13,718,443
26 COMPLIANCE	76,211	84,475
27 TOTAL FEES-OTHER	15,307,420	15,271,494
28 SUPPLIES		
29 OFFICE SUPPLIES	61,528	70,257
30 COPIER SUPPLIES	8,716	10,032
31 CHARGEABLE SUPPLIES	10,260,758	11,740,702
32 DIRECT DEPT SUPPLIES	5,051,402	5,334,998
33 CONTRAST MEDIA	406,958	635,628
34 PRINTING FORMS	10,321	45,353
35 OXYGEN & OTHER SUPPLIES	22,318	24,091
36 DRUGS	2,071,261	2,165,738
37 CHEMOTHERAPY	5,257,980	7,523,274

WOOSTER COMMUNITY HOSPITAL
EXPENSES BY CATEGORY

	2020 PROJECTED	2021 BUDGET
38 SUPPLIES - CONTINUED		
39 RETAIL PHARMACY	2,874,726	3,199,728
40 FOOD	405,981	526,458
41 UNIFORM REPLACEMENT	5,195	7,447
42 MINOR EQUIPMENT	556,380	825,408
43 BLOOD PROCESSING	524,039	529,500
44 FREIGHT	254,942	256,677
45 TOTAL SUPPLIES	<u>27,772,505</u>	<u>32,895,291</u>
46 UTILITIES		
47 ELECTRICITY	1,266,009	1,308,998
48 FUEL	301,886	332,127
49 WATER	215,407	227,143
50 SEWER	179,300	188,861
51 TELEPHONE	100,847	108,369
52 TOTAL UTILITIES	<u>2,063,449</u>	<u>2,165,498</u>
53 REPAIRS AND MAINTENANCE		
54 REPAIR AND MAINTENANCE	466,934	478,642
55 MAINTENANCE CONTRACTS	4,840,610	5,294,841
56 VEHICLE	17,316	17,650
57 TOTAL REPAIRS & MAINTENANCE	<u>5,324,860</u>	<u>5,791,133</u>
58 LEASE/RENTAL	504,499	507,067
59 TAXES & INSURANCE		
60 PROPERTY & LIABILITY & RISK MNGT	772,635	952,191
61 REAL ESTATE & FRANCHISE BED TAXES	373,184	388,138
62 TOTAL TAXES & INSURANCE	<u>1,145,819</u>	<u>1,340,329</u>
63 OTHER EXPENSES		
64 EDUCATION & TRAVEL	169,175	324,620
65 DUES AND SUBSCRIPTIONS	263,166	267,706
66 POSTAGE	38,774	48,247
67 SCHOLARSHIPS	22,000	24,000
68 TOTAL OTHER EXPENSE	<u>493,115</u>	<u>664,573</u>
69 SUBTOTAL OPERATING EXPENSES W/O DEPR.	<u>122,473,936</u>	<u>133,613,561</u>
70 DEPRECIATION	<u>10,030,352</u>	<u>10,128,842</u>
71 TOTAL OPERATING EXPENSE	<u>132,504,288</u>	<u>143,742,403</u>
72 NON-OPERATING OTHER EXPENSE	11,940,000	13,250,000
73 TOTAL EXPENSES	<u>144,444,288</u>	<u>156,992,403</u>

EXPLANATION OF INCREASES/DECREASES 2021 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Patient Revenue</u>	
<u>Routine Inpatient Services:</u> In addition to the proposed 5% price increase, we are predicting an 11% increase in inpatient volume.	4,063,254
<u>Ancillary Inpatient Services:</u> In addition to the proposed 5% price increase, acute ancillary inpatient service volumes are also projected to increase 11%. Pharmaceutical and Medical Surgical charges directly correlate to their respective costs.	12,594,298
<u>Total Inpatient Revenue</u>	16,657,552
<u>Outpatient Revenue:</u> In addition to the proposed 5% rate increase, this increase is attributable to fluctuations in activity levels. Please refer to page 2 for key volume assumptions.	38,262,998
<u>Total Patient Revenue:</u>	54,920,550
<u>Revenue Deductions:</u>	
<u>Contractual allowances:</u> The increase in contractual allowances is due to the increase in patient revenue. Contractual assumptions also reflect the Federal Fiscal Year 2021 Final Rules and a shift in payer mix.	28,067,938
<u>Charity Deductions:</u> Increase corresponds to changes in patient revenue due to price and volume increases.	181,438
<u>Other Deductions:</u> Increase corresponds to changes in patient revenue due to price and volume increases.	33,083
<u>Bad Debt</u> Increase corresponds to changes in patient revenue due to price and volume increases.	1,608,319
<u>Total Revenue Deductions:</u>	29,890,778
<u>Net Patient Revenue:</u>	25,029,772
<u>Other Revenue:</u> Increase is due to a projected volume increases in Retail Pharmacy & Health & Wellness.	369,510
<u>Total Net Revenue:</u>	25,399,282

EXPLANATION OF INCREASES/DECREASES 2021 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Operating Expenses:</u>	
<u>Salaries & Wages:</u> Increase is due to anticipated wage and step level increases in 2021. Gainsharing is budgeted at 4.5% of the projected operating margin.	4,333,860
<u>Benefits:</u> Increase is primarily due to OPERS, Medicare, Worker's Compensation and Health Insurance Expenses which are partially offset by a reduction in Unemployment expenses. Worker's Compensation, OPERS and Medicare expenses increase proportionately to the increase in salaries and wages for 2021. The hospital received a Worker's Compensation rebate in 2020.	782,047
<u>Fees Physician & Other:</u> Decrease is primarily due to the termination of the Pharmacy management contract which is partially offset by increased Marketing Advertising, Security and Imaging Consulting Services.	(35,926)
<u>Supplies:</u> Increase in supplies is due to anticipated increases in inpatient and outpatient volumes and inflation assumptions.	5,122,786
<u>Utilities:</u> Increase in cost is primarily due to inflation.	102,049
<u>Repairs & Maintenance:</u> Increase is primarily due to equipment maintenance for Pharmacy, Imaging Services and Special Procedures as well as changes to the GE Biomedical maintenance contract.	466,273
<u>Leases & Rentals:</u> Increase in estimated expense.	2,568
<u>Taxes & Insurance:</u> Increase is due to Property & Liability Insurance premiums and projected Risk Management expenses.	194,510
<u>Other Expenses:</u> Increase is mainly due to Education & Travel. Education & Travel was much lower than usual in 2020 due to Covid 19.	171,458
<u>Depreciation:</u> The increase is due to construction projects and new capital items purchased in 2020 that will have a full year of depreciation in 2021 and new 2021 capital purchases which is partially offset by items that will be fully depreciated in 2020.	98,490
<u>Total Operating Costs:</u>	11,238,115
<u>Operating Income:</u>	14,161,167

EXPLANATION OF INCREASES/DECREASES
2021 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Non-Operating Income Expenses:</u>	
<u>Interest Income - Operating Fund</u> Decrease is due to an anticipated decrease in the rate of return and a decrease in the operating cash balances in 2021.	(132,833)
<u>Interest Income - Plant Fund</u> Decrease is due to an anticipated decrease in the rate of return for 2021.	(207,463)
<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.	1,310,000
<u>Net Income:</u>	12,510,871

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2021

NET PATIENT SERVICE REVENUE:	\$153,247,400
DIRECT PATIENT CARE EXPENSE:	
IV THERAPY	162,202
INFUSION SERVICES	923,735
MEDICAL OUTPATIENTS	-
WOUND CENTER	2,389,518
FLOAT	489,315
PCU	4,086,883
MED/SURG-2	-
MED/SURG-2&3	4,173,526
ICU	2,334,489
WOMEN'S PAVILION	6,142,458
SCN- AKRON CHILDRENS COLLABORATION	14,384
INPATIENT REHAB	1,202,071
SURGERY	11,861,547
AMBULATORY CARE / P.A.C.U.	1,681,954
ANESTHESIA	688,721
ENDOSCOPY	601,346
MEDICAL SUPPLIES EXPENSE	232
EMERGENCY DEPARTMENT	4,396,144
SANE NURSE PROGRAM	45,837
LABORATORY	6,284,722
MILLTOWN LABORATORY	77,754
PHYSICIAN PHLEBOTOMY SERVICES	351,287
LABORATORY OUTREACH	166,945
WOMENS HEALTH BONE DENSITOMETRY	53,621
RADIOLOGY	1,951,540
MILLTOWN RADIOLOGY	102,904
HEALTHPOINT RADIOLOGY	115,565
ULTRASOUND	592,193
NUCLEAR MEDICINE	872,495
CAT SCAN	1,235,214
WOMENS BREAST HEALTH CENTER	532,007
MRI	544,015
PET/CT	187,860
RADIATION ONCOLOGY	1,499,055
PHARMACY	5,170,870
PHARMACY ONCOLOGY	7,929,576
SLEEP LAB	495,584
PULMONARY/NEUROLOGY	2,566,582
PHYSICAL THERAPY OUTPATIENT	2,181,758
PHYSICAL THERAPY ACUTE	268,235
PHYSICAL THERAPY REHAB	204,996
PHYSICAL THERAPY TCU	301,837

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2021

DIRECT PATIENT CARE EXPENSE - CONTINUED:

SPEECH THERAPY OUTPATIENT	297,728
SPEECH THERAPY ACUTE	62,994
SPEECH THERAPY REHAB	77,862
SPEECH THERAPY TCU	156,354
OCCUPATIONAL THERAPY OUTPATIENT	475,068
OCCUPATIONAL THERAPY ACUTE	309,037
OCCUPATIONAL THERAPY REHAB	175,747
OCCUPATIONAL THERAPY TCU	333,449
CARDIAC REHAB	236,158
CARDIOVASCULAR	1,246,703
SPECIAL PROCEDURES	4,849,228
INTENSIVE OUTPATIENT PSYCHIATRIC THERAPY	485,403
NUTRITIONAL SERVICES	590,234
HOME HEALTH	1,886,807
TRANSITIONAL CARE UNIT	2,384,242
SOCIAL SERVICES	732,363
CARE COORDINATION	649,163
QUALITY MANAGEMENT	1,413,661
	<hr/> 91,243,178

DIRECT PATIENT CARE CONTRIBUTION MARGIN	<hr/> 62,004,222
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CLINICAL SERVICES	<hr/> 1,775,140
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OTHER OPERATING REVENUE:	6,496,781
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OTHER OPERATING SUPPORTING DEPARTMENT EXPENSES:

ED-EMS	75,752
AMERICAN HEART CLASSES	105,678
RETAIL PHARMACY	3,520,083
HEALTHPOINT HEALTH & WELLNESS	911,898
PRIVATE DUTY	59,819
MILLTOWN PROFESSIONAL BUILDING	418,725
ON CAMPUS MEDICAL OFFICE BUILDING	195,128
EAGLE PASS BUILDING	73,086
HEALTHPOINT BUILDING	723,200
	<hr/> 6,083,369

OTHER OPERATIONS CONTRIBUTION MARGIN	<hr/> 413,412
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OVERHEAD & SUPPORT SERVICE EXPENSES:

NURSING ADMINISTRATION	1,754,332
ADVANCED PRACTICE NURSING	684,698
STERILE PROCESSING	852,603

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2021

OVERHEAD & SUPPORT SERVICE EXPENSES - CONTINUED:

HEALTH INFORMATION MANAGEMENT	1,477,007
FOOD SERVICE	2,331,744
PLANT OPERATIONS	8,498,841
SECURITY	585,752
MAINTENANCE	643,352
ENVIRONMENTAL SERVICES	3,388,550
ACCOUNTING	723,764
CREDIT AND COLLECTION	1,345,327
REGISTRATION	1,977,780
ED REGISTRATION	373,994
PATIENT FINANCIAL SERVICES	1,449,375
COMMUNICATIONS	319,427
TELEHEALTH	204,808
TELECOMMUNICATIONS	358,836
INFORMATION SYSTEMS	6,059,790
COMMUNITY CARE NETWORK/ACO	329,851
EMPLOYEE HEALTH	107,947
ADMINISTRATION	5,835,223
HUMAN RESOURCES	1,179,181
MEDICAL STAFF SERVICES	144,449
MATERIALS MANAGEMENT	745,797
MARKETING/TRANSPORTATION	988,669
PHYSICIAN PRACTICE MANAGEMENT	(409,214)
DEVELOPMENT	356,271
VOLUNTEER SERVICES	103,061
INSURANCE	882,341
GAIN SHARING	860,081
LEGAL & TREASURY ALLOCATION	72,000
BEALL PROFESSIONAL CENTER	376,380
PROPERTY 708 WINTER STREET	10,162
PROPERTY 720 WINTER STREET	9,043
FRIENDSVILLE ROAD PROPERTY	9,128
1734 GASCHE STREET	4,268
1710 GASCHE STREET	6,098
	<hr/> 44,640,716
OPERATING MARGIN:	<hr/> 16,001,778
INVESTMENT INCOME	839,190
WCH FOUNDATION	(13,250,000)
	<hr/> (12,410,810)
NET INCOME	<hr/> <hr/> 3,590,968

2021 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2019				2020 THRU 10/31/20				2021 BUDGETED FTEs					
	PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	
NURSING SERVICES - SHELLY HUFF														
NURSING ADMINISTRATION	8.33	7.73	8.94	0.00	8.94	8.94	0.00	0.00	8.94	8.83	10.21	0.00	10.21	10.21
ADVANCE PRACTICE RN	3.89	3.36	3.82	0.00	3.82	3.82	0.00	0.00	3.82	3.37	3.83	0.00	3.83	3.83
INFUSION SERVICES	7.89	6.15	7.11	0.85	7.96	7.96	0.85	0.00	7.96	6.40	7.40	0.85	8.25	8.25
MEDICAL OUTPATIENTS	0.89	0.50	0.64	0.00	0.64	0.64	0.00	0.00	0.64	0.00	0.00	0.00	0.00	0.00
FLOAT NURSE	7.03	4.26	5.90	0.00	5.90	5.90	0.00	0.00	5.90	3.90	5.40	0.00	5.40	5.40
PCU	48.73	34.80	40.55	0.00	40.55	40.55	0.00	0.00	40.55	37.11	43.24	0.00	43.24	43.24
MED/SURG - 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MED/SURG - 3	47.57	30.31	37.32	0.00	37.32	37.32	0.00	0.00	37.32	35.60	43.84	0.00	43.84	43.84
ICU	20.18	19.15	21.94	0.00	21.94	21.94	0.00	0.00	21.94	17.57	20.13	0.00	20.13	20.13
WOMEN'S PAVILION	52.36	43.63	48.98	0.00	48.98	48.98	0.00	0.00	48.98	46.79	52.53	0.00	52.53	52.53
INPATIENT REHAB	12.91	11.36	12.80	0.00	12.80	12.80	0.00	0.00	12.80	11.41	12.86	0.00	12.86	12.86
SURGERY	34.50	24.35	28.49	0.00	28.49	28.49	0.00	0.00	28.49	26.58	31.10	0.00	31.10	31.10
AMBULATORY CARE/PACU	17.32	12.89	14.96	0.00	14.96	14.96	0.00	0.00	14.96	12.32	14.30	0.00	14.30	14.30
ENDOSCOPY	5.11	2.40	2.76	0.00	2.76	2.76	0.00	0.00	2.76	2.41	2.77	0.00	2.77	2.77
STERILE PROCESSING	8.44	6.66	7.39	0.00	7.39	7.39	0.00	0.00	7.39	6.85	7.60	0.00	7.60	7.60
AMERICAN HEART	0.76	0.60	0.63	0.00	0.63	0.63	0.00	0.00	0.63	0.76	0.80	0.00	0.80	0.80
EMERGENCY DEPARTMENT	41.48	34.61	38.96	0.00	38.96	38.96	0.00	0.00	38.96	38.51	43.35	0.00	43.35	43.35
SANE NURSE	0.23	0.16	0.16	0.00	0.16	0.16	0.00	0.00	0.16	0.18	0.18	0.00	0.18	0.18
EMERGENCY - EMS	0.61	0.40	0.46	0.00	0.46	0.46	0.00	0.00	0.46	0.39	0.45	0.00	0.45	0.45
PHARMACY	19.36	16.94	18.96	0.00	18.96	18.96	0.00	0.00	18.96	16.93	18.95	0.00	18.95	18.95
ONCOLOGY PHARMACY	2.15	1.79	1.95	0.00	1.95	1.95	0.00	0.00	1.95	2.02	2.20	0.00	2.20	2.20
RETAIL PHARMACY	4.45	4.00	4.27	0.00	4.27	4.27	0.00	0.00	4.27	4.16	4.45	0.00	4.45	4.45
CARDIAC REHAB	2.48	1.77	1.84	0.00	1.84	1.84	0.00	0.00	1.84	2.28	2.37	0.00	2.37	2.37
CARDIOVASCULAR	10.21	7.94	9.03	0.00	9.03	9.03	0.00	0.00	9.03	9.25	10.52	0.00	10.52	10.52
SPECIAL PROCEDURES	9.55	6.69	7.98	0.00	7.98	7.98	0.00	0.00	7.98	8.27	9.86	0.00	9.86	9.86
HOME HEALTH	19.03	13.52	15.48	0.00	15.48	15.48	0.00	0.00	15.48	15.41	17.65	0.00	17.65	17.65
TRANSITIONAL CARE UNIT	27.66	23.65	25.65	0.00	25.65	25.65	0.00	0.00	25.65	24.30	26.35	0.00	26.35	26.35
COMMUNITY CARE NETWORK/ACO	3.13	3.20	3.61	0.21	3.82	3.82	0.00	0.00	3.82	3.55	4.00	0.05	4.05	4.05
NURSING SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.09	10.00	0.00	10.00	10.00
TOTAL NURSING SERVICES FTEs					322.82	370.58	1.06	371.64	371.64	351.26	406.34	0.90	407.24	407.24

2021 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2019				2020 THRU 10/31/20				2021 BUDGETED FTEs			
	PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL		WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL		
					PAID FTEs	CONTRACT FTEs				PAID FTEs	CONTRACT FTEs	
CLINICAL SERVICES - SHELLY HUFF												
WOUND CARE	9.44	2.55	2.78	5.16	7.94	2.13	2.32	6.00	8.32			
LABORATORY	35.21	30.46	33.58	0.00	33.58	31.21	34.40	0.00	34.40			
MILLTOWN LABORATORY	0.52	1.23	1.33	0.00	1.33	1.25	1.35	0.00	1.35			
PHYSICIAN PHLEBOTOMIST	5.89	4.42	5.07	0.00	5.07	5.32	6.10	0.00	6.10			
OUTREACH LAB	2.47	1.51	1.60	0.00	1.60	2.32	2.45	0.00	2.45			
WSC BONE DENSITOMETRY	0.54	0.43	0.53	0.00	0.53	0.45	0.55	0.00	0.55			
RADIOLOGY	18.06	15.94	18.07	0.00	18.07	14.38	16.30	0.00	16.30			
MILLTOWN RADIOLOGY	1.07	0.97	1.01	0.00	1.01	0.95	0.99	0.00	0.99			
HEALTHPOINT RADIOLOGY	1.06	0.92	0.95	0.00	0.95	1.16	1.20	0.00	1.20			
ULTRASOUND	4.67	4.16	4.54	0.00	4.54	4.21	4.60	0.00	4.60			
NUCLEAR MEDICINE	2.49	1.56	2.02	0.00	2.02	1.78	2.30	0.00	2.30			
CAT SCAN	9.19	8.03	9.29	0.00	9.29	8.15	9.43	0.00	9.43			
WSC BREAST IMAGING	2.76	2.30	2.53	0.00	2.53	2.73	3.00	0.00	3.00			
MRI	3.12	2.79	3.01	0.00	3.01	2.88	3.10	0.00	3.10			
RADIATION ONCOLOGY	3.47	2.53	3.04	0.00	3.04	2.74	3.30	0.00	3.30			
SLEEP LAB	4.75	3.44	3.73	0.00	3.73	3.69	4.01	0.00	4.01			
PULMONARY/NEUROLOGY	24.66	20.44	23.45	0.00	23.45	20.93	24.01	0.00	24.01			
NUTRITIONAL SERVICES	6.14	4.60	5.24	0.00	5.24	5.61	6.39	0.00	6.39			
FOOD SERVICES	26.05	21.72	24.51	1.92	26.43	21.42	24.18	2.00	26.18			
ENVIRONMENTAL SERVICES	39.25	34.90	38.46	0.49	38.95	37.43	41.25	0.00	41.25			
MILLTOWN ENVIRONMENTAL SERVICES	1.93	1.83	2.00	0.00	2.00	1.83	2.00	0.00	2.00			
HEALTHPOINT ENVIRONMENTAL SERVICES	2.91	2.42	2.78	0.00	2.78	3.05	3.50	0.00	3.50			
TOTAL CLINICAL SERVICES FTEs					169.14	189.52	7.57	196.73	8.00	204.73		
					205.65		175.60			204.73		

**2021 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS**

	2019				2020 THRU 10/31/20				2021 BUDGETED FTEs			
	PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL		WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL		
					PAID FTEs	CONTRACT FTEs				PAID FTEs	CONTRACT FTEs	
CLINICAL SERVICES - WILLIAM SHERON												
HEALTHPOINT PHYSICAL THERAPY	18.16	13.97	15.77	0.00	15.77	15.77	16.04	18.10	0.00	18.10	0.00	18.10
PHYSICAL THERAPY INPATIENT ACUTE	2.38	2.27	2.49	0.00	2.49	2.49	2.05	2.25	0.00	2.25	0.00	2.25
PT INPT REHAB	1.75	1.51	1.68	0.00	1.68	1.68	1.49	1.66	0.00	1.66	0.00	1.66
PT TCU	3.12	2.36	2.54	0.00	2.54	2.54	2.72	2.93	0.00	2.93	0.00	2.93
HEALTHPOINT SPEECH THERAPY	2.10	1.72	1.87	0.00	1.87	1.87	2.29	2.49	0.00	2.49	0.00	2.49
SPEECH THERAPY INPATIENT ACUTE	0.56	0.49	0.50	0.00	0.50	0.50	0.47	0.48	0.00	0.48	0.00	0.48
SPEECH IP REHAB	0.47	0.62	0.68	0.00	0.68	0.68	0.61	0.67	0.00	0.67	0.00	0.67
SPEECH TCU	1.12	1.06	1.22	0.00	1.22	1.22	1.15	1.33	0.00	1.33	0.00	1.33
HEALTHPOINT OCCUPATIONAL THERAPY	4.11	3.41	3.77	0.00	3.77	3.77	3.82	4.22	0.00	4.22	0.00	4.22
OCCUPATIONAL THERAPY INPATIENT ACUTE	2.43	1.93	2.78	0.00	2.78	2.78	1.94	2.80	0.00	2.80	0.00	2.80
OT INPT REHAB	1.78	1.27	1.46	0.00	1.46	1.46	1.36	1.56	0.00	1.56	0.00	1.56
OT TCU	3.43	2.55	2.77	0.00	2.77	2.77	2.84	3.08	0.00	3.08	0.00	3.08
HEALTHPOINT HEALTH & WELLNESS	14.77	8.34	9.60	0.13	9.73	9.73	10.26	11.82	0.13	11.82	0.13	11.95
CLINICAL SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	6.16	7.00	0.00	7.00	0.00	7.00
TOTAL CLINICAL SERVICES FTEs	56.18	41.51	47.13	0.13	47.26	47.26	53.21	60.39	0.13	60.52	0.13	60.52
FISCAL SERVICES - SCOTT BOYES												
HEALTH INFORMATION MANAGEMENT	14.98	11.37	12.76	0.22	12.98	12.98	11.06	12.41	0.00	12.41	0.00	12.41
PLANT OPERATIONS	9.87	6.32	7.18	0.86	8.04	8.04	6.61	7.51	0.77	7.51	0.77	8.28
SECURITY	3.91	0.15	0.19	4.26	4.45	4.45	0.79	1.00	5.26	1.00	5.26	6.26
MAINTENANCE	8.50	6.90	8.10	0.00	8.10	8.10	6.97	8.18	0.00	8.18	0.00	8.18
GENERAL ACCOUNTING	8.35	7.42	8.48	0.00	8.48	8.48	7.13	8.15	0.00	8.15	0.00	8.15
REGISTRATION	24.72	23.61	27.13	0.00	27.13	27.13	29.36	33.73	0.00	33.73	0.00	33.73
ED REGISTRATION	7.17	6.31	7.02	0.00	7.02	7.02	6.47	7.20	0.00	7.20	0.00	7.20
PATIENT FINANCIAL SERVICES	20.10	12.78	14.60	0.00	14.60	14.60	12.86	14.70	0.00	14.70	0.00	14.70
COLLECTION	2.85	2.15	2.34	0.00	2.34	2.34	4.61	5.00	0.00	5.00	0.00	5.00
COMMUNICATIONS	5.17	4.52	4.96	0.00	4.96	4.96	4.47	4.90	0.00	4.90	0.00	4.90
MATERIALS MANAGEMENT	5.62	4.68	5.27	0.00	5.27	5.27	4.70	5.29	0.00	5.29	0.00	5.29
TOTAL FISCAL SERVICES FTEs	111.24	86.22	98.03	5.34	103.37	103.37	95.02	108.07	6.03	114.10	6.03	114.10

**2021 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS**

	2019			2020 THRU 10/31/20				2021 BUDGETED FTEs			
	PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	TOTAL CONTRACT FTEs	TOTAL FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
ADMINISTRATIVE SERVICES - WILLIAM SHERON							5.12				
ADMINISTRATION	7.45	4.33	5.10	1.00	6.10			4.25	5.00	1.00	6.00
DEVELOPMENT	1.00	0.91	1.00	0.00	1.00			0.91	1.00	0.00	1.00
MARKETING	6.94	5.58	6.05	0.00	6.05			6.73	7.30	0.00	7.30
PHYSICIAN PRACTICE	1.00	0.87	0.97	0.00	0.97			0.90	1.00	0.00	1.00
PRIVATE DUTY	6.96	0.58	0.63	0.00	0.63			0.55	0.60	0.00	0.60
DISASTER	0.00	12.95	12.94	0.00	12.94			0.00	0.00	0.00	0.00
TOTAL ADMINISTRATIVE SERVICES	23.35	25.22	26.69	1.00	27.69			13.34	14.90	1.00	15.90
QUALITY MANAGEMENT - KATHY SIFFERLIN											
SOCIAL SERVICES	7.93	6.67	7.39	0.00	7.39			7.27	8.06	0.00	8.06
OUTPATIENT PSYCHIATRIC THERAPY	4.76	4.15	4.54	0.00	4.54			4.48	4.90	0.00	4.90
QUALITY MANAGEMENT	13.06	7.00	7.97	0.00	7.97			7.46	8.50	0.00	8.50
CARE COORDINATION/CDI	0.00	3.94	4.45	0.00	4.45			5.06	5.72	0.00	5.72
MEDICAL STAFF	1.00	0.85	1.02	0.00	1.02			0.84	1.00	0.00	1.00
TOTAL QUALITY MANAGEMENT FTE'S	26.75	22.61	25.37	0.00	25.37			25.11	28.18	0.00	28.18
INFORMATION TECHNOLOGY -											
TELECOMMUNICATIONS	0.48	0.63	0.70	0.00	0.70			0.73	0.80	0.00	0.80
INFORMATION SERVICES	18.16	16.48	18.62	0.00	18.62			17.63	19.92	0.00	19.92
TOTAL INFORMATION TECHNOLOGY FTE'S	18.64	17.11	19.32	0.00	19.32			18.35	20.72	0.00	20.72

2021 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2019			2020 THRU 10/31/20			2021 BUDGETED FTEs		
	PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	PAID FTEs	CONTRACT FTEs	WORKED FTEs	PAID FTEs	TOTAL PAID FTEs
HUMAN RESOURCES - MARLON TAYLOR									
EMPLOYEE HEALTH	0.66	0.60	0.67	0.00	0.67	0.00	0.54	0.60	0.60
HUMAN RESOURCES	4.02	3.47	3.97	0.00	3.97	0.00	3.50	4.00	4.00
RETURN TO WORK	0.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VOLUNTEER SERVICES	1.02	0.88	1.02	0.00	1.02	0.00	0.86	1.00	1.00
TOTAL HUMAN RESOURCES FTEs	6.01	4.96	5.66	0.00	5.66	0.00	4.90	5.60	5.60
TOTAL NURSING SERVICES FTEs									
TOTAL NURSING SERVICES FTEs	416.25	322.82	370.58	1.06	371.64	0.90	351.26	406.34	407.24
TOTAL CLINICAL SERVICES FTEs	261.83	210.65	236.65	7.70	244.35	8.13	228.81	257.12	265.25
TOTAL FISCAL SERVICES FTEs	111.24	86.22	98.03	5.34	103.37	6.03	95.02	108.07	114.10
TOTAL ADMINISTRATIVE FTEs	23.35	25.22	26.69	1.00	27.69	1.00	13.34	14.90	15.90
TOTAL QUALITY MANAGEMENT FTEs	26.75	22.61	25.37	0.00	25.37	0.00	25.11	28.18	28.18
TOTAL INFORMATION TECHNOLOGY FTEs	18.64	17.11	19.32	0.00	19.32	0.00	18.35	20.72	20.72
TOTAL HUMAN RESOURCES FTEs	6.01	4.96	5.66	0.00	5.66	0.00	4.90	5.60	5.60
TOTAL HOSPITAL FTEs	864.07	689.58	782.30	15.10	797.40	16.06	736.80	840.93	856.99

WOOSTER COMMUNITY HOSPITAL

2021 - 2025 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 17TH

2021

2022

2023

2020 CARRYOVER CAPITAL ITEMS

CARDIOVASCULAR

Stress Machines \$4,000

EMERGENCY DEPARTMENT

Cardiac/Vital Sign Monitor Project \$8,000

IMAGING SERVICES

Mammography Unit \$374,500

Bone Density Unit \$54,000

INFORMATION SYSTEMS

Mobile App Development \$100,000

Meditech Expanse \$40,000

MARKETING

Digital Sign \$37,000

MED/SURG UNIT

Cardiac/Vital Sign Monitor Project \$158,500

PROGRESSIVE CARE UNIT

Cardiac/Vital Sign Monitor Project \$62,500

PHARMACY

Drug Dispensing Cabinet System \$596,000

PLANT OPERATIONS

Cafeteria Renovation \$512,500

Milltown Professional Building Suite Renovation \$503,000

OP Pavilion Shell Buildout \$500,000

HealthPoint Concrete Sidewalk Replacement \$36,000

Security Lockdown System \$35,000

Milltown Prof. Building Carport Enhancement \$16,000

REHAB (PT, OT, SP) & HEALTH & WELLNESS

Fiberoptic Endoscopic Evaluation of Swallowing Unit \$85,000

SURGERY

Instrument Sterilizer \$187,000

Electrocautery System \$157,500

WOMENS PAVILION

Labor Beds \$37,500

Bassinets \$37,500

Bilicocoon \$14,000

Bilicheck \$5,000

TOTAL 2020 CARRYOVER

\$3,560,500

WOOSTER COMMUNITY HOSPITAL

2021 - 2025 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 17TH

2021

2022

2023

2021- 2023 Capital Budget Itemized Request/Projections - REGULAR CAPITAL

ANESTHESIA

EMR (Interface / System)	\$15,000	\$261,500	
Glidescopes (3)	\$12,500	\$12,500	

CARDIAC REHAB

CR Facelift		\$23,000	
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CARDIOVASCULAR

Echo Machine		\$190,000	
Diagnostic Guidance			\$75,000

DIETARY

Griddle and Oven	\$9,500		
Food Warmer	\$4,500		

EMERGENCY DEPARTMENT

Cardiac/Vital Sign Monitor Project	\$58,000		
Medical Computer Carts	\$11,000	\$8,000	

ENVIRONMENTAL SERVICES

Dryer Room Renovation	\$50,000		
Floor Scrubber - Milltown	\$12,000		
UV Light System		\$35,000	
Bio Hazard Security Update		\$20,000	
Commercial Washing Machine			\$20,000

HEALTH INFORMATION MANAGEMENT

Encoder System	\$325,000		
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IMAGING SERVICES

3D Post Processing Replacement	\$290,000		
Digital Radiography Panel Replacement	\$78,500		
Mammography Unit - Estimate Adjustment	\$57,000		
CT Dose Reduction Software	\$31,500		
MRI Power Injectors	\$26,500	\$26,500	
TIMS Unit	\$17,000		
MRI Unit		\$1,450,000	
Rad Flouro Room		\$650,000	
Ultrasound Unit		\$160,000	
CT Scanner			\$700,000
Rad Flouro Room			\$650,000
Mammography Unit			\$425,000
X-Ray System			\$220,000
Stereotactic Body Radiation Therapy (SBRT) Tools			\$30,000

INFORMATION SYSTEMS

Data Center Server - Move on Premises	\$1,800,000		
Wireless Access Point Refresh	\$302,500		
Security Camera System	\$100,000		
Unified Communications Manager Appliances	\$56,000		
Network Equipment	\$50,000	\$50,000	\$50,000
Windows Server - Data Center	\$42,000		
Lab Outreach Software Interfaces	\$27,000		
VMWare Host Virtual Servers	\$24,000		\$24,000

WOOSTER COMMUNITY HOSPITAL

2021 - 2025 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 17TH

	<u>2021</u>	<u>2022</u>	<u>2023</u>
INFORMATION SYSTEMS - CONTINUED			
UPS Power Equipment	\$21,000	\$21,000	\$21,000
VMWare NSXT	\$15,000		
Teleworker Gateway Appliance (Merekii Z3)	\$14,000		
Active Directory Audit Manager	\$12,000		
VMWare NSX Network Insight	\$6,000		
Intermediate Distribution Frame (IDF) Switch Update		\$871,000	
Patient Self Service - Online and Kiosk		\$125,000	
Network Access Control		\$105,000	
INPATIENT REHAB			
Computer Workstation Carts	\$16,000		
Cardiac/Vital Sign Monitor Project	\$3,000		
INTENSIVE CARE UNIT			
Cardiac/Vital Sign Monitor Project	\$509,000		
Temperature Management System	\$72,500		
LABORATORY			
Histology Slide Stainer	\$20,000		
Immunochemistry Analyzer		\$110,000	
Infectious Pathogen Multiplex Analyzer		\$64,000	
Cryostat Tissue Specimen System		\$24,500	\$24,500
Tissue Embedding System		\$15,500	
Centrifuge Device			\$5,500
MATERIALS MANAGEMENT			
Courier Vehicle		\$25,000	
MEDICAL/SURGICAL PATIENT UNITS			
Cardiac/Vital Sign Monitor Project	\$90,500		
IV Pumps (Whole House)		\$265,500	
PATIENT ACCESS			
Computer Carts	\$11,000		
PROGRESSIVE CARE UNIT			
Cardiac/Vital Sign Monitor Project	\$51,000		
Bladder Scanner	\$10,000		
PHARMACY			
Drug Dispensing Cabinet System - Adjustment	\$60,000		
PLANT OPERATIONS			
Beall Professional Center Buildout	\$850,000		
Center Building Elevator Upgrade (Car 5)	\$400,000		
Window Replacement - 4th Floor Center Building	\$160,000		
Surgery Backup Chiller	\$160,000		
Fire Pump Replacement	\$150,000		
Behavioral Health Office Expansion	\$100,000		
West Building Exterior Restoration	\$100,000		
Parking Lot Resurfacing - Lot D Main Campus	\$70,000		
One-Line Electrical Update	\$52,000		
Annex Building Updates	\$20,000		
Sprinkler System - Ground Floor Mechanical Room	\$20,000		
1710 Gasche - Demolish	\$18,000		
Door Security System at HealthPoint	\$18,000		

WOOSTER COMMUNITY HOSPITAL

2021 - 2025 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 17TH

	<u>2021</u>	<u>2022</u>	<u>2023</u>
PLANT OPERATIONS - CONTINUED			
Molecular Room/Storage Renovation - Phase 2	\$15,000		
1734 Gasche Roof/Gutters	\$15,000		
Maintenance Lift	\$12,500		
Generator Site Deck	\$10,000		
Eagle Pass Patio Replacement (Demo 5-6K)	\$7,500		
Water Management Equipment	\$7,000		
HealthPoint Tenant Suite Floor Replacement	\$6,000		
Histology Department Modification	\$5,000		
HealthPoint Concrete Sidewalk Replacement	\$4,000		
Trailer	\$4,000		
Sanitary Pipe Relining (Main Hospital)		\$90,000	
Upgrade MARCS Radio Coverage		\$60,000	
North Campus Parking Lot Repairs		\$60,000	
MOB Boiler Upgrade		\$55,000	
HealthPoint Pool Dehumidifier		\$50,000	
MOB Window Pane Repairs - Ground Floor		\$25,000	
Parking Lot Resurfacing - Lot A Main Campus			\$200,000
Milltown Elevator Upgrades (2 Cars)			\$200,000
Surgery Elevator #6 Upgrade			\$85,000
Maintenance Garage Replacement			\$50,000
Auditorium Updates & New Folding Wall			\$30,000
Miscellaneous Projects	\$300,000	\$300,000	\$300,000
PULMONARY NEUROLOGY			
Ventilator	\$44,000	\$44,000	
Bipap Machine	\$40,000	\$40,000	\$40,000
Nerve Conduction Device	\$29,000		
Pulmonary Rehab Total Body Exerciser	\$13,000		
Cough Assist Device	\$4,000		
EKG Machine		\$54,000	\$36,000
Misc. Pulmonary Rehab Equipment		\$24,000	\$17,000
Pulmonary Function Testing Equipment			\$120,000
EEG Machine			\$60,000
RADIATION ONCOLOGY			
ARIA-Meditech Interface	\$21,500		
REHAB (PT,OT,SP) & HEALTH & WELLNESS			
Extracorporeal Shockwave Treatment - OP PT	\$25,000		
Resurface Pool/Locker Room Flooring	\$10,000	\$125,000	
Musculoskeletal Ultrasound Imaging System - OP PT		\$30,000	
HealthPoint - Renovation for Spa Services			\$100,000
RETAIL PHARMACY			
Pouch Packager System		\$217,500	
SANE PROGRAM			
Colposcope & Camera	\$11,500		
SLEEP CENTER			
Bed Replacement (3)	\$36,000		
Home Sleep Study Monitors		\$10,500	
Sleep System			\$120,000

WOOSTER COMMUNITY HOSPITAL

2021 - 2025 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 17TH

	<u>2021</u>	<u>2022</u>	<u>2023</u>
SPECIAL PROCEDURES LAB			
Electrophysiology Lab Equipment/Renovation	\$100,000		\$2,500,000
Ultrasound Endovascular System (EKOS)	\$46,000		
Heart Pump (Impella)		\$150,000	
STERILE PROCESSING			
Sterilizer	\$206,000		
Instrumentation Hard Containers	\$42,000		
SURGICAL DAY CARE			
Cardiac/Vital Sign Monitor Project	\$49,500		
SURGICAL SERVICES			
Procedure Rooms & Recovery Lounge	\$800,000		
OR Lights	\$101,500		
Substerile Doors	\$32,000		
Surgical Robotic System		\$1,800,000	
Insufflator System		\$30,500	
TRANSITIONAL CARE UNIT			
Computer Workstation Carts	\$21,500		
Relocate IP Rehab/Expand TCU			\$1,000,000
WOMEN'S PAVILION			
Nurse Call System Upgrade	\$155,500		
Ultrasound	\$34,500		
Locker Room Floor Replacement	\$12,500		
Fetal Monitoring System	\$5,000		
Fetal Telemetry Monitor	\$4,500		
Newborn Physiologic Monitor		\$210,000	
Patient Beds		\$26,500	\$26,500
Computer Workstation Carts		\$25,000	
Room Furniture		\$21,000	
Overhead Bililights		\$5,000	\$5,000
WOUND CENTER			
HBO Chamber		\$200,000	
CONTINGENCY EQUIPMENT	\$300,000	\$300,000	\$300,000
2021 - 2023 ITEMIZED REGULAR CAPITAL BUDGET	<u>\$8,959,000</u>	<u>\$8,466,000</u>	<u>\$7,434,500</u>
2021 - 2023 Capital Budget - STRATEGIC & FACILITY PLAN ITEMS			
House Purchase	\$300,000		
Patient Access & Emergency Center		\$15,000,000	
Surgical Services Expansion			\$4,000,000
2021 - 2023 STRATEGIC & FACILITY PLAN ITEMS	<u>\$300,000</u>	<u>\$15,000,000</u>	<u>\$4,000,000</u>
GRAND TOTALS 2021 - 2023	\$12,819,500	\$23,466,000	\$11,434,500
Year 2024	\$10,000,000		
Year 2025	\$10,000,000		

**2021 CASH FLOW PROJECTIONS
OPERATING FUND**

<u>Cash Balance December 31, 2020</u>	29,979,778
<u>Cash provided by Operations</u>	
Operating Income	16,001,778
Depreciation	10,128,842
Interest Income	839,190
<u>Net Cash Increase from Operating Activities</u>	26,969,810
<u>Other</u>	
Transfer to Plant Fund - Funded Depreciation	(10,128,842)
Interest Income	(839,190)
Additional Transfer to Plant Fund	(6,000,000)
Payments to WCH Foundation	(13,250,000)
Repayment Of Advance Medicare Funding	(7,425,000)
<u>Cash Balance December 31, 2021</u>	19,306,556

WOOSTER COMMUNITY HOSPITAL
2021 CASH FLOW PROJECTIONS
PLANT FUND

<u>Cash Balance December 31, 2020</u>	76,165,379
<u>Transfer from Operating Fund</u>	
Funded Depreciation	10,128,842
Interest Income	839,190
Transfer from Operations	6,000,000
<u>Funds Available</u>	93,133,411
Less:	
2020 Carry forward & 2021 Capital *	(12,819,500)
<u>Cash Balance December 31, 2021</u>	80,313,911

* Represents anticipated cash outflow associated with the items included in the 2021 Capital Budget.

WOOSTER COMMUNITY HOSPITAL

2021 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 2021, the following cash payments and transfers are anticipated:

Operating Fund

2021 Operating Budget	\$143,944,304
Plus: Transfer to WCH Foundation	13,250,000
Operating Transfer to Plant Fund	\$6,000,000
Hospital Franchise Fee Assessment	\$2,855,653
Patient/Insurance Refunds	3,344,035
Care Assurance Assessment	\$682,639
Repayment Of Medicare Advance Funding	\$7,425,000

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

2021 Capital Budget	\$12,819,500
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Restricted Funds

Endowment Fund Balance as of 9/30/20	\$874,435
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Beaverson Fund Balance as of 9/30/20 Plus Anticipated Donation In 2021	\$284,279
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