

CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2020-2024



CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2020 - 2024

TABLE OF CONTENTS

Assumptions & Definitions.....	1
Council Priorities	3
<i>Major Fund Summaries:</i>	
General Fund.....	6
Street & Sidewalk Construction.....	9
Street Maintenance & Repair Fund.....	12
Storm Water Fund.....	14

City of Hudson, Ohio
FIVE YEAR PLAN 2020-2024 - ASSUMPTIONS & DEFINITIONS

CATEGORY

REVENUES

Municipal Income Taxes	Income tax rate is 2%. We projected a 5% increase for 2019 and assumed a 2.0% annual increase for 2020-2024 based on conservative growth in business payroll. The voter approved minimum percentage allocation is Parks (15%), Fire/EMS (24%) and Community Learning Centers (13.5%) of the additional 1% income tax collections. The remaining balance is included in the General Fund. The General Fund supports the Stormwater Fund through an annual transfer.
Property Taxes	Maintenance of current millages within the General, Cemeteries, and Police Pension Funds. We projected a 2.3% increase in property tax revenue for 2019 and a 2% increase in 2022 based on triennial county appraisal.

EXPENDITURES

Personnel	Salary and fringe benefits costs assuming 2020 projected departmental staffing levels. Includes an increase of 3.0% for all years. Includes an adjustment in employee health insurance cost of coverage (5% increase for 2020). Includes estimated contribution for length of service award program (LOSAP) within Fire and EMS funds.
Operating	2020 department budget estimates for Professional Development, Contractual Services and Materials and Supplies. We assumed 1% growth for 2021-2024.
Capital Improvements	Major capital expenditures including construction and equipment costs.
Debt Service	Both principal and interest payments required on debt issued by the City prior to 2020.
New Debt Service	Both principal and interest payments required on debt projected to be issued by the City from 2020-2024.

City of Hudson, Ohio
FIVE YEAR PLAN 2020-2024 - ASSUMPTIONS & DEFINITIONS

CATEGORY

PARKS

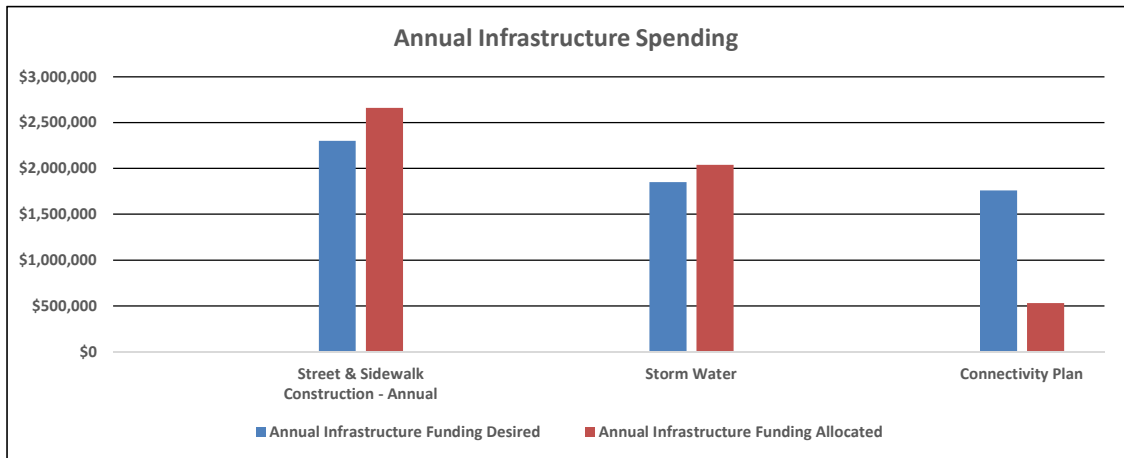
Golf Income Tax Revenue	Beginning in 2018 Parks will no longer have a portion of its income tax revenue distributed to the Golf Fund (505).
Golf Capital	All Golf Course capital will be charged to the Parks Fund (205) beginning in 2018.
Golf Debt Service	Golf Course Renovation and Expansion Debt Service will be charged to the Parks Fund (205) beginning in 2018.
Connectivity	All connectivity is included as part of Parks Capital.

OTHER

Run Rate	Defined as current year revenues less current year disbursements.
Ending Balance	Total available resources (January 1 beginning balance, current revenues) minus total disbursements. General Fund Carryover desired minimum is 30%
Major City Operating Funds	<p>The City of Hudson has 69 funds. This document reviews the major operating funds (as listed below) and capital projects funds. These funds comprise between 80 - 90% of the City expenditures on an annual basis.</p> <p>General Fund (101), primary sources: 2% municipal income taxes, real estate property taxes. Street Maintenance and Repair Fund (201), primary sources: license fees, gasoline tax and income tax transfers. Municipal Cemeteries (203), source: real estate property taxes and sales. Parks Fund (205), primary source: income taxes. HCTV Fund (206), primary source: cable franchise fees. Fire District (221), primary source: income taxes Emergency Medical Services (224), primary sources: income taxes, ambulance billing Street & Sidewalk Construction (430), primary source: income tax transfers. Water Fund (501), primary source: customer sales. Electric Fund (503), primary source: customer sales. Stormwater Fund (504), primary source: income taxes transfers Ellsworth Meadows Golf Course (505), primary sources: greens fees, cart rental, snack bar and pro shop sales Velocity Broadband Fund (510), primary source: customer sales. Fleet Maintenance (601) primary source: inter-departmental charges.</p>
Compensated Absences	This plan does not include the value of the City's obligation for compensated absences (accrued vacation, sick and personal leave). As of December 31, 2018 the total obligation of all funds was \$3,464,209 .

City of Hudson, Ohio
FIVE YEAR PLAN 2020-2024 - COUNCIL PRIORITIES

Annual Infrastructure			
Description	Funding Desired	Funding Allocated	Funding Gap
Street & Sidewalk Construction - Annual	\$2,300,000	\$2,660,000	\$360,000
Storm Water	\$1,850,000	\$2,040,000	\$190,000
Connectivity Plan	\$1,760,000	\$532,000	(\$1,228,000)



City Facilities, Infrastructure, and Development Projects/Bonds - New Debt Included in Five Year Plan				
Description	Estimated Cost	Opening	Annual Debt Service	Debt Period
City Hall	\$3,000,000	2019	\$205,000	2020 - 2039
Downtown Phase II	Unknown	Unknown	Unknown	20 Years
Velocity Broadband	\$3,800,000	2016	\$280,000	2021 - 2040
Major Road Resurfacing	\$5,000,000	2020	\$575,000	2021 - 2030

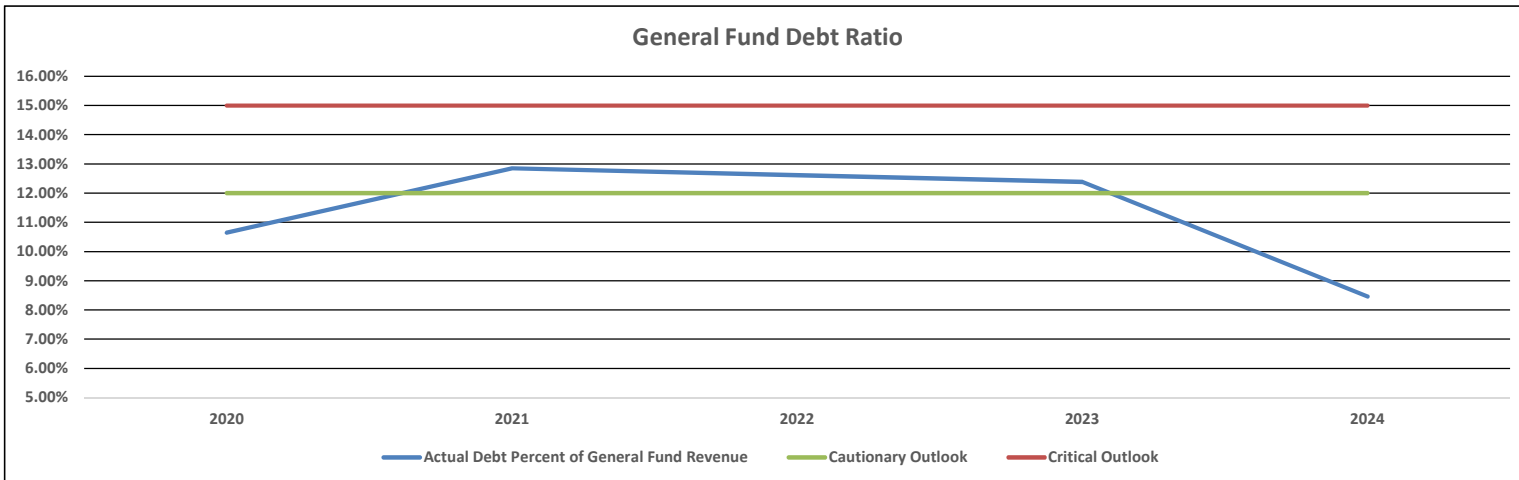
City of Hudson, Ohio
FIVE YEAR PLAN 2020-2024 - COUNCIL PRIORITIES

General Fund Debt Ratio					
	2020	2021	2022	2023	2024
Existing Debt Service	\$2,343,349	\$2,344,613	\$2,343,555	\$2,334,966	\$1,382,074
New Debt	\$205,000	\$780,000	\$780,000	\$780,000	\$780,000
Total Debt	\$2,548,349	\$3,124,613	\$3,123,555	\$3,114,966	\$2,162,074
General Fund Revenue	\$23,941,290	\$24,317,175	\$24,763,839	\$25,154,881	\$25,553,731
Debt Percent of General Fund Revenue	10.64%	12.85%	12.61%	12.38%	8.46%

Explanation: This indicator is used by The State Auditor's Office as one of the Financial Health Indicators. They are published as guidelines by the Auditors Office and are not requirements. This indicator is total debt service expenditures divided by total General Fund Revenues. This indicator identifies the percentage of the budget used/needed for repayment of debt. Higher debt service expenditures to total revenues is unfavorable since the entity spends more of its current budget on debt repayment. An increasing trend of debt service expenditures to total revenues may mean the percentage of budget dedicated to debt payments is increasing; and therefore, less revenue will be available for capital asset repair/replacement or meeting current operating demands.

Critical Outlook: Ratio greater than 15%

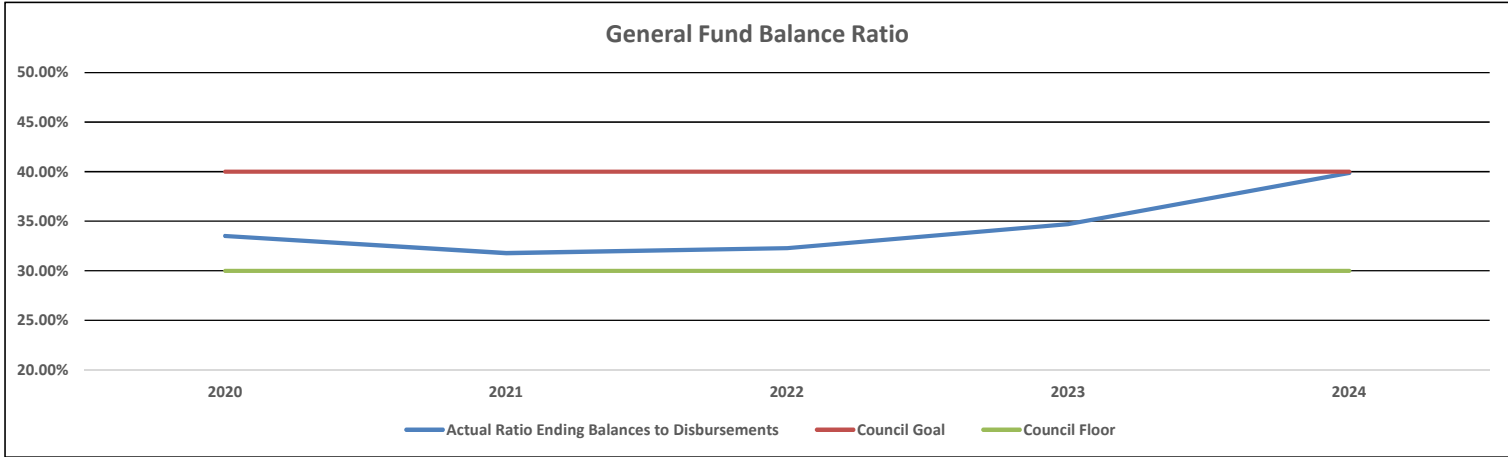
Cautionary Outlook: Ratio between 12% - 15%



City of Hudson, Ohio
FIVE YEAR PLAN 2020-2024 - COUNCIL PRIORITIES

General Fund Balance Floor - 30%					
	2020	2021	2022	2023	2024
Ratio Ending Balances to Disbursements	33.52%	31.78%	32.29%	34.72%	39.86%
Amount Over (Under) 40%	(\$1,560,760)	(\$2,019,688)	(\$1,898,953)	(\$1,298,719)	(\$34,410)
Amount Over (Under) Floor	\$846,685	\$437,875	\$563,430	\$1,158,722	\$2,402,675

Note: The projected December 31, 2018 General Fund balance was \$7,893,581 or 34.76% of disbursements. The actual December 31, 2018 General Fund was \$8,392,287 or 37.81% of disbursements. The actual December 31, 2018 balance was \$498,706 higher than projected.



**CITY OF HUDSON
FIVE YEAR PLAN**

<u>GENERAL FUND (101)</u>	2014 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$11,382,094	\$7,690,136	\$8,982,675	\$8,982,675	\$8,202,191	\$8,069,023	\$7,810,565	\$7,950,578	\$8,531,046
<u>Revenue:</u>									
Income Taxes	\$13,918,994	\$17,484,509	\$17,440,989	\$18,358,734	\$18,725,909	\$19,100,427	\$19,482,436	\$19,872,085	\$20,269,526
Property Taxes	\$2,611,572	\$3,092,653	\$3,093,662	\$3,163,750	\$3,163,750	\$3,163,750	\$3,227,025	\$3,227,025	\$3,227,025
Estate Tax	\$326,606	\$0	\$0	\$491	\$0	\$0	\$0	\$0	\$0
Local Government	\$414,401	\$400,694	\$390,000	\$406,624	\$390,000	\$390,000	\$390,000	\$390,000	\$390,000
KWH Tax	\$712,966	\$733,314	\$730,000	\$679,658	\$730,000	\$730,000	\$730,000	\$730,000	\$730,000
Zoning & Building Permits, Inspections	\$97,654	\$201,943	\$150,000	\$149,520	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Fines & Forfeitures	\$72,804	\$114,174	\$85,000	\$151,024	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Interest on Investments	\$244,939	\$530,372	\$473,302	\$516,630	\$464,967	\$464,967	\$464,967	\$464,967	\$464,967
State Permits	\$31,511	\$28,165	\$30,000	\$12,160	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
County Permits, Royalties & Misc	\$520,357	\$222,827	\$65,000	\$79,595	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Broadband Service Revenue	\$0	\$504,714	\$706,193	\$0	\$0	\$0	\$0	\$0	\$0
Admin Charges/Advances	\$317,166	\$174,971	\$135,311	\$135,311	\$136,664	\$138,030	\$139,411	\$140,805	\$142,213
Total Revenue	\$19,268,970	\$23,488,336	\$23,299,457	\$23,653,498	\$23,941,290	\$24,317,175	\$24,763,839	\$25,154,881	\$25,553,731

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont)	2014 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Disbursements:									
Personnel - Pg. 8	\$7,127,871	\$8,415,410	\$9,201,982	\$8,972,289	\$9,185,674	\$9,399,347	\$9,681,328	\$9,971,768	\$10,270,921
Operating - Pg. 9	\$3,721,273	\$4,128,652	\$4,254,495	\$4,290,121	\$3,914,458	\$3,935,466	\$3,982,737	\$4,030,679	\$4,079,303
Carryover Encumbrances	\$584,396	\$590,388	\$590,388	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$11,433,540	\$13,134,450	\$14,046,865	\$13,262,410	\$13,100,132	\$13,334,813	\$13,664,065	\$14,002,447	\$14,350,224
Capital Improvements/Purchases - Pg. 10	\$343,808	\$279,821	\$775,595	\$981,016	\$785,977	\$241,206	\$321,206	\$142,000	\$143,550
Subtotal	\$11,777,348	\$13,414,272	\$14,822,460	\$14,243,427	\$13,886,109	\$13,576,019	\$13,985,271	\$14,144,447	\$14,493,774
Transfers/Advances Out:									
Street Maint & Repair - 201	\$2,582,500	\$2,525,000	\$2,500,000	\$2,700,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Existing Debt Service - 301 - Pg. 55	\$1,511,589	\$1,765,835	\$2,415,055	\$2,415,055	\$2,343,349	\$2,344,613	\$2,343,555	\$2,334,966	\$1,382,074
New Debt Service (City Hall)	\$0	\$0	\$0	\$0	\$205,000	\$205,000	\$205,000	\$205,000	\$205,000
New Debt Service (Major Rd Resurfacing)	\$0	\$0	\$0	\$0	\$0	\$575,000	\$575,000	\$575,000	\$575,000
Broadband Debt Service	\$0	\$0	\$17,000	\$0	\$0	\$0	\$0	\$0	\$0
Str & Sidewalk Const. - 430	\$1,369,000	\$2,650,000	\$3,275,500	\$3,575,500	\$3,340,000	\$3,175,000	\$3,115,000	\$2,915,000	\$3,315,000
Wastewater Fund - 502	\$1,500,000	\$606,078	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater Fund - 504	\$1,300,000	\$1,400,000	\$1,500,000	\$1,500,000	\$1,900,000	\$2,300,000	\$2,000,000	\$2,000,000	\$2,000,000
Economic Development Fund - 225	\$119,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Downtown TIF Fund - 321	\$533,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ellsworth Meadows Transfer - 505	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
YDC Fund - 490	\$515,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Station Acquisition - 456	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EMS Fund - 224	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advance to Downtown Phase II - 441	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Transfers/Advances Out	\$9,600,089	\$9,371,913	\$9,707,555	\$10,190,555	\$10,188,349	\$10,999,613	\$10,638,555	\$10,429,966	\$9,877,074
Total Disbursements	\$21,377,437	\$22,786,185	\$24,530,015	\$24,433,982	\$24,074,458	\$24,575,632	\$24,623,826	\$24,574,413	\$24,370,848
Run Rate (Revenue less Expenditures)	(\$2,108,467)	\$702,151	(\$1,230,558)	(\$780,484)	(\$133,168)	(\$258,458)	\$140,012	\$580,469	\$1,182,883
ENDING BALANCE, DECEMBER 31	\$9,273,627	\$8,392,287	\$7,752,117	\$8,202,191	\$8,069,023	\$7,810,565	\$7,950,578	\$8,531,046	\$9,713,929
Ratio Ending Balances to Disbursements	44.60%	37.81%	32.38%	33.57%	33.52%	31.78%	32.29%	34.72%	39.86%

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	Project Code	2020	2021	2022	2023	2024	Unfunded	Total	
Police Department									
1	New cruiser upfit/equipment and graphics	2	\$15,000	\$16,350	\$16,350	\$11,800	\$16,350	\$75,850	
2	Police Station Camera Upgrade Including Interview Room	1	\$36,688					\$36,688	
3	Axon Tasers	3	\$7,656	\$7,656	\$7,656			\$22,968	
4	Body Worn Cameras (10)	3	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$36,000	
5	APX 6000 Portable Radio programming upgrade	2	\$14,000					\$14,000	
6	Priority Dispatch (EMD)	2	\$39,732					\$39,732	
7	Vesta 911 System	2	\$266,357					\$266,357	
8	Microwave System	2	\$85,344					\$85,344	
9	Voice Recorder Integration	2	\$6,000					\$6,000	
10	Surface Pros for Detectives	2	\$6,000					\$6,000	
11	New PC's for CAD and RMS	2	\$3,000					\$3,000	
Total Police Department			\$486,977	\$31,206	\$31,206	\$19,000	\$23,550	\$0	\$591,939
Information Services									
1	Computer Replacements	2	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	
2	New City website	3	\$30,000					\$30,000	
3	New HR software	3	\$30,000					\$30,000	
4	Exchange Upgrade	2	\$20,000					\$20,000	
5	New SAN	2			\$50,000			\$50,000	
Total Information Services			\$100,000	\$20,000	\$70,000	\$20,000	\$20,000	\$0	\$230,000
Engineering Department									
1	Plotter - Map Printer	3	\$9,000					\$9,000	
TOTAL			\$9,000	\$0	\$0	\$0	\$0	\$0	\$9,000
Public Properties									
1	Police Alarm Update	2	\$13,000					\$13,000	
2	Parking terrace repairs	2	\$110,000		\$110,000		\$100,000	\$320,000	
3	Update Police Exterior Lighting to LED	3	\$20,000					\$20,000	
4	Tridium HVAC Control System	2	\$12,000					\$12,000	
5	Painting at HPD	3	\$10,000					\$10,000	
6	Additional carpet at HPD	3	\$25,000					\$25,000	
7	Barlow CC Roof Top Unit	2		\$15,000				\$15,000	
8	First & Main Parking Lots (Per agreement, City responsible starting 2021)	2		\$75,000				\$75,000	
9	Replacement of Pedestrian Bridge Coatings Barlow SE Green	2		\$75,000				\$75,000	
10	Gazebo & Pergola Maintenance	2		\$25,000				\$25,000	
11	Clock Tower Masonry	2			\$10,000			\$10,000	
12	Police HVAC component replacements	2			\$100,000			\$100,000	
13	Parking Deck Sealant	2				\$35,000		\$35,000	
14	Tuck Point Repairs at Police	2				\$8,000		\$8,000	
15	Town Hall Roof Replacement	2				\$25,000		\$25,000	
16	Clock Tower repairs to timing belt and bushings	3				\$35,000		\$35,000	
Total Public Properties			\$190,000	\$190,000	\$220,000	\$103,000	\$100,000	\$0	\$803,000
TOTAL GENERAL FUND			\$785,977	\$241,206	\$321,206	\$142,000	\$143,550	\$0	\$1,403,939

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN**

STREET & SIDEWALK CONST. (430)	2014 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	1,747,188	1,788,065	1,654,449	1,654,449	\$163,863	\$163,863	\$163,863	\$163,863	\$163,863
<u>Revenues:</u>									
General Fund Transfer	\$1,369,000	\$2,650,000	\$3,275,500	\$3,575,500	\$3,340,000	\$3,175,000	\$3,115,000	\$2,915,000	\$3,315,000
Grants	\$1,163,166	\$34,089	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$842,174	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$9,760	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$2,541,926	\$3,526,263	\$3,275,500	\$3,575,500	\$3,340,000	\$3,175,000	\$3,115,000	\$2,915,000	\$3,315,000
Total Available	\$4,289,113	\$5,314,329	\$4,929,949	\$5,229,949	\$3,503,863	\$3,338,863	\$3,278,863	\$3,078,863	\$3,478,863
<u>Disbursements:</u>									
<u>Expenditures:</u>									
Carryover Encumbrances	\$912,501	\$1,094,588	\$1,094,588	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$860,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements, Pg. 15	\$2,725,774	\$2,799,829	\$3,275,500	\$5,066,087	\$3,340,000	\$3,175,000	\$3,115,000	\$2,915,000	\$3,315,000
Total Expenditures	\$3,638,274	\$4,754,467	\$4,370,088	\$5,066,087	\$3,340,000	\$3,175,000	\$3,115,000	\$2,915,000	\$3,315,000
Total Disbursements	\$3,638,274	\$4,754,467	\$4,370,088	\$5,066,087	\$3,340,000	\$3,175,000	\$3,115,000	\$2,915,000	\$3,315,000
Run Rate (Revenue Less Expenditures)	(\$1,096,348)	(\$1,228,204)	(\$1,094,588)	(\$1,490,587)	\$0	\$0	\$0	\$0	\$0
<u>ENDING BALANCE, DECEMBER 31</u>	\$650,839	\$559,861	\$559,861	\$163,863	\$163,863	\$163,863	\$163,863	\$163,863	\$163,863
Ratio Ending Balance to Disbursements	17.89%	11.78%	12.81%	3.23%	4.91%	5.16%	5.26%	5.62%	4.94%
Ratio Ending Balance to Revenues	47.54%	21.13%	17.09%	4.58%	4.91%	5.16%	5.26%	5.62%	4.94%

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	Project Code	2020	2021	2022	2023	2024	Unfunded	Total
<u>Street & Sidewalk Construction Fund</u>								
1	Annual Reconstruction/Resurfacing Program	2	\$1,875,000	\$1,870,000	\$2,365,000	\$2,465,000	\$2,865,000	\$11,440,000
2	Annual Debt Payment on Major Road Resurfacing Bond	3	\$0	(\$575,000)	(\$575,000)	(\$575,000)	(\$575,000)	(\$2,300,000)
3	Annual Asphalt Patching Program	2	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
4	Annual Concrete Road Overlay	2	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000
5	Annual Concrete Program	2	\$225,000	\$225,000	\$220,000	\$220,000	\$215,000	\$1,105,000
6	Annual Striping Program	2	\$180,000	\$185,000	\$185,000	\$185,000	\$185,000	\$920,000
7	Annual Crack Sealing	2	\$95,000	\$95,000	\$105,000	\$105,000	\$110,000	\$510,000
	Total Annual Street & Sidewalk Construction Program		\$2,700,000	\$2,125,000	\$2,625,000	\$2,725,000	\$3,125,000	\$0
<u>Street & Sidewalk Individual Projects - Financed</u>								
1	Major Road Resurfacing	3	\$5,000,000					\$5,000,000
	Total Street & Sidewalk Individual Projects - Financed		\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000
<u>Street Improvement Projects - Pay as you go</u>								
1	S. Main St. (Barlow to Veterans Way) Project (Final Design) (1)	4	\$75,000					\$75,000
2	S. Main St. (Barlow to Veterans Way) Project (Construction) (1)	4			\$600,000			\$600,000
3	Adaptive Signals for Downtown (Design)	2	\$200,000					\$200,000
4	Adaptive Signals for Downtown (Construction)	2		\$1,000,000				\$1,000,000
5	Adaptive Signals for Remaining System (Design)	3					\$450,000	\$450,000
6	Adaptive Signals for Remaining (Construction/Mngt)	3					\$2,500,000	\$2,500,000
7	Hines Hill Road RxR Grade Separation Project (Design)	3					\$2,000,000	\$2,000,000
8	College Street & Hudson Street Crosswalk Enhancements	3	\$90,000					\$90,000
9	SR 91 Turn Lanes (Construction Management)	3	\$450,000					\$450,000
10	Park Ln @ 91 Crosswalk Enhancement	2	\$30,000					\$30,000
11	Ingleside Drive Bridge (ODOT Project, RW Services) (2)	4	\$30,000					\$30,000
12	Blackberry Bridge Wingwall Repair	2	\$75,000					\$75,000
13	Ingleside Drive Bridge (ODOT Project, Construction/Mngt) (2)	4		\$300,000				\$300,000
14	Barlow Road/Young Road Intersection Design	3		\$60,000				\$60,000
15	Barlow Road/Young Road Intersection Construction	3					\$850,000	\$850,000
16	Owen Brown St. Partial Recon. & Traffic Calming w Brick Accents (Curb & Storm Imp - See storm acct 504)	3			\$200,000			\$200,000
17	S. Main Street Sidewalk Improvement @ ODOT Bridge	4				\$225,000		\$225,000
18	SR 303 West Downtown Corridor Imp.(SR 91 to Boston Mills) - Lane Reconfigure. Design	3				\$150,000		\$150,000
19	Citywide Guardrail Replacement Program	2				\$125,000		\$125,000
20	Future Projects Placeholder	3					\$500,000	\$500,000
	Total Street Improvement Projects - Pay as you go		\$950,000	\$1,360,000	\$800,000	\$500,000	\$5,800,000	\$9,910,000
	TOTAL STREET & SIDEWALK PROJECTS		\$8,650,000	\$3,485,000	\$3,425,000	\$3,225,000	\$5,800,000	\$28,210,000

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

Project Code	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Unfunded</u>	<u>Total</u>
Other Sources of Funding							
1 State Highway Improvement Fund (202)	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000		\$325,000
2 Permissive Auto Capital (401)	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000		\$1,225,000
3 Debt Proceeds	\$5,000,000	\$0	\$0	\$0	\$0		\$5,000,000
Total Other Sources of Funding	\$5,310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$0	\$6,550,000
TOTAL STREET & SIDEWALK FUND CHARGE	\$3,340,000	\$3,175,000	\$3,115,000	\$2,915,000	\$3,315,000	\$5,800,000	\$21,660,000

(1) Project split with Safety Funds (\$1.5 mil @ 90/10) + CMAQ Funds (\$2.5 mil @ 80/20) + Local funding

(2) Project Construction estimate = \$1.2 mil to be split with ODOT Muni Bridge Grant of \$977,400

Note: The City issued \$5,000,000 in 10 year bonds in 2013 to accelerate the replacement of poorly constructed neighborhood roads.
The repayment of these bonds ends in 2023 and the annual payment is \$563,809.

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN**

**STREET MAINTENANCE
AND REPAIR FUND (201)**

	2014 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
BEGINNING BALANCE, JANUARY 1	174,618	509,097	509,097	509,097	\$370,094	\$367,332	\$464,802	\$529,818	\$508,216
Revenues:									
Gasoline Tax	\$730,921	\$737,781	\$735,000	\$890,049	\$1,197,500	\$1,209,475	\$1,221,570	\$1,233,785	\$1,246,123
License Fees	\$131,679	\$141,572	\$135,000	\$174,068	\$135,000	\$136,350	\$137,714	\$139,091	\$140,482
Miscellaneous	\$32,485	\$30,254	\$0	\$5,129	\$0	\$0	\$0	\$0	\$0
Subtotal	\$895,085	\$909,606	\$870,000	\$1,069,246	\$1,332,500	\$1,345,825	\$1,359,283	\$1,372,876	\$1,386,605
Transfers In - General Fund	\$2,582,500	\$2,525,000	\$2,500,000	\$2,700,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Total Available	\$3,652,203	\$3,943,703	\$3,879,097	\$4,278,343	\$4,102,594	\$4,113,157	\$4,224,085	\$4,302,694	\$4,294,821
Disbursements:									
Street Maint. & Repair									
Personnel	\$975,684	\$1,223,370	\$1,311,013	\$1,311,013	\$1,241,838	\$1,266,675	\$1,292,008	\$1,317,848	\$1,344,205
Professional Development	\$3,566	\$4,968	\$7,019	\$7,288	\$7,019	\$7,089	\$7,160	\$7,232	\$7,304
Contractual Services	\$1,381,237	\$1,290,095	\$1,348,241	\$1,367,451	\$1,302,620	\$1,315,646	\$1,328,803	\$1,342,091	\$1,355,512
Materials & Supplies	\$800,248	\$568,582	\$448,238	\$811,019	\$554,188	\$559,730	\$565,327	\$570,980	\$576,690
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases - Pg. 17	\$39,335	\$101,999	\$101,050	\$102,188	\$268,023	\$132,975	\$129,975	\$213,975	\$190,975
Carryover Encumbrances	\$44,162	\$71,695	\$71,695	\$0	\$0	\$0	\$0	\$0	\$0
Total Street Maint. & Repair	\$3,244,232	\$3,260,708	\$3,287,256	\$3,598,958	\$3,373,688	\$3,282,115	\$3,323,273	\$3,452,126	\$3,474,686
Leaf Collection									
Personnel	\$185,927	\$190,889	\$170,633	\$170,633	\$205,538	\$209,649	\$213,842	\$218,119	\$222,481
Professional Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$18,056	\$24,825	\$25,250	\$26,108	\$25,250	\$25,503	\$25,758	\$26,015	\$26,275
Materials & Supplies	\$16,797	\$28,712	\$30,300	\$30,300	\$30,300	\$30,603	\$30,909	\$31,218	\$31,530
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases - Pg. 17	\$0	\$35,000	\$65,000	\$82,250	\$100,486	\$100,486	\$100,486	\$67,000	\$75,000
Carryover Encumbrances	\$17,756	\$995	\$995	\$0	\$0	\$0	\$0	\$0	\$0
Total Leaf Collection	\$238,536	\$280,421	\$292,178	\$309,291	\$361,574	\$366,240	\$370,994	\$342,352	\$355,286
Total Disbursements	\$3,482,767	\$3,541,129	\$3,579,434	\$3,908,249	\$3,735,262	\$3,648,355	\$3,694,267	\$3,794,478	\$3,829,973
Run Rate (Revenue Less Expenditures)	(\$5,183)	(\$106,523)	(\$209,434)	(\$139,003)	(\$2,762)	\$97,470	\$65,016	(\$21,602)	(\$43,368)
ENDING BALANCE, DECEMBER 31	\$169,435	\$402,574	\$299,663	\$370,094	\$367,332	\$464,802	\$529,818	\$508,216	\$464,848
Ratio Ending Balance to Disbursements	4.86%	11.37%	8.37%	9.47%	9.83%	12.74%	14.34%	13.39%	12.14%
Ratio Ending Balance to Revenues	4.87%	11.72%	8.89%	9.82%	9.84%	12.41%	14.09%	13.47%	12.28%

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	Project Code	2020	2021	2022	2023	2024	Unfunded	Total	
<u>Street Maintenance & Repair</u>									
1	Replace skid steer trailer	3	\$5,648					\$5,648	
2	Lease backhoe loader	3	\$26,050	\$26,050	\$26,050	\$26,050	\$26,050	\$130,250	
3	Replace hot patch trailer	3	\$30,000					\$30,000	
4	Replace New Holland Tractor	3	\$95,000					\$95,000	
5	Lease Case loader	3	\$41,325	\$41,325	\$41,325	\$41,325	\$41,325	\$206,625	
6	Building improvements at Georgetown-carpet and paint	3	\$50,000					\$50,000	
7	Replace 2 mobile sign boards (1 per year)	3	\$20,000	\$20,000				\$40,000	
8	Replace small leaf vac	3		\$15,000				\$15,000	
9	Replace fork lift	3		\$30,600				\$30,600	
10	Replace attenuator	3			\$32,000			\$32,000	
11	Lease boom mower	3			\$30,600	\$30,600	\$30,600	\$91,800	
12	Replace sewer jet	3				\$60,000		\$60,000	
13	Replace 2003 skid steer	3				\$56,000		\$56,000	
14	Replace 2008 Durapatch trailer	3				\$93,000		\$93,000	
Total Street Maintenance & Repair			\$268,023	\$132,975	\$129,975	\$213,975	\$190,975	\$0	\$935,923
<u>Leaf Collection</u>									
1	Replace 7 Old Dominion Brush leaf vacuum trailers	3	\$100,486	\$100,486	\$100,486	\$67,000	\$75,000	\$443,458	
Total Leaf Collection			\$100,486	\$100,486	\$100,486	\$67,000	\$75,000	\$0	\$443,458
TOTAL STREET MAINTENANCE & REPAIR FUND			\$368,509	\$233,461	\$230,461	\$280,975	\$265,975	\$0	\$1,379,381

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN**

STORM WATER FUND (504)	2014 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
BEGINNING BALANCE, JANUARY 1	733,715	634,966	485,735	485,735	\$528,299	\$473,402	\$411,531	\$441,459	\$374,147
Revenues:									
Income Tax Transfer	\$1,300,000	\$1,400,000	\$1,500,000	\$1,500,000	\$1,900,000	\$2,300,000	\$2,000,000	\$2,000,000	\$2,000,000
NEORS D Fee (City's Share)	\$227	\$60,240	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$19,688	\$14,415	\$7,500	\$65,159	\$7,500	\$7,650	\$7,803	\$7,959	\$8,118
Total Revenue	\$1,319,915	\$1,474,655	\$1,507,500	\$1,565,159	\$1,907,500	\$2,307,650	\$2,007,803	\$2,007,959	\$2,008,118
Total Available	\$2,053,630	\$2,109,621	\$1,993,235	\$2,050,894	\$2,435,799	\$2,781,052	\$2,419,334	\$2,449,418	\$2,382,266
Disbursements:									
Storm Water Collection									
Personnel	\$715,097	\$790,306	\$848,777	\$848,777	\$916,394	\$934,722	\$953,416	\$972,485	\$991,934
Professional Development	\$2,005	\$2,187	\$7,423	\$7,956	\$7,423	\$7,497	\$7,572	\$7,648	\$7,724
Contractual Services	\$142,275	\$129,035	\$185,833	\$218,999	\$195,833	\$197,791	\$199,769	\$201,767	\$203,785
Materials & Supplies	\$75,251	\$80,759	\$64,438	\$85,445	\$64,438	\$65,082	\$65,733	\$66,391	\$67,054
Refunds	\$0	\$0	\$0	\$156	\$0	\$0	\$0	\$0	\$0
Capital Purchases, P. 33	\$126,613	\$406,366	\$208,100	\$144,228	\$567,100	\$950,000	\$535,000	\$605,000	\$690,000
Debt Service	\$220,154	\$215,234	\$217,034	\$217,034	\$211,209	\$214,429	\$216,384	\$221,981	\$142,966
Carryover Encumbrances	\$64,583	\$110,171	\$110,171	\$0	\$0	\$0	\$0	\$0	\$0
Total Storm Water Collection	\$1,345,977	\$1,734,057	\$1,641,776	\$1,522,595	\$1,962,397	\$2,369,521	\$1,977,874	\$2,075,271	\$2,103,464
Total Disbursements	\$1,345,977	\$1,734,057	\$1,641,776	\$1,522,595	\$1,962,397	\$2,369,521	\$1,977,874	\$2,075,271	\$2,103,464
Run Rate (Revenue Less Expenditures)	(\$26,062)	(\$259,402)	(\$134,276)	\$42,564	(\$54,897)	(\$61,871)	\$29,929	(\$67,312)	(\$95,346)
ENDING BALANCE, DECEMBER 31	\$707,652	\$375,564	\$351,459	\$528,299	\$473,402	\$411,531	\$441,459	\$374,147	\$278,802
Ratio Ending Balance to Disbursements	52.58%	21.66%	21.41%	34.70%	24.12%	17.37%	22.32%	18.03%	13.25%
Ratio Ending Balance to Revenues	53.61%	25.47%	23.31%	33.75%	24.82%	17.83%	21.99%	18.63%	13.88%
STORM SEWER IMPROVEMENT (431)									
Beginning Balance	\$468,641	\$613,046	\$331,810	\$331,810	\$179,933	\$64,933	\$59,933	\$59,933	\$59,933
Plus: Transfer From General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Capital Improvements	(\$11,134)	(\$281,236)	(\$105,000)	(\$151,876)	(\$115,000)	(\$5,000)	\$0	\$0	\$0
Less: Carryover Encumbrances	(\$10,908)	(\$46,876)	(\$46,876)	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$446,599	\$284,933	\$179,933	\$179,933	\$64,933	\$59,933	\$59,933	\$59,933	\$59,933

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	Project Code	2020	2021	2022	2023	2024	Unfunded	Total
Storm Water Collection								
1	Excavator Capital Lease Payment	2	\$21,100					\$21,100
2	Trailer Replacement	3	\$14,000					\$14,000
3	Miscellaneous Catch Basin Repairs/Replacements	3	\$120,000	\$30,000	\$30,000	\$30,000		\$240,000
4	Middleton Road/Middleton Extension Ditch Elimination	3	\$22,000					\$22,000
5	Valley View @ Turnpike Storm Pond (OTC grant) Design/ROW/Const	4	\$165,000					\$165,000
6	Holland Drive Ditch Reconstruction (Complete w Barlow Rd Trail Project)	3	\$80,000					\$80,000
7	Norfolk Southern RR Culvert along Morse Rd (Re-Design)	3	\$100,000					\$100,000
8	Tinkers Creek Watershed Study	2					\$150,000	\$150,000
9	Darrow Park Ditch Clearing	2	\$45,000					\$45,000
10	College Street Storm Sewer Improvement	3		\$25,000				\$25,000
11	Sullivan Rd Culvert Replace - Design (SR 8 reconstruction)	2		\$35,000				\$35,000
12	Clairhaven/Colony Storm Sewer (Collector Line) Project	3		\$100,000				\$100,000
13	Storm Sewer Pipe Lining Constr (Phases 1 and 2)	2		\$120,000	\$125,000	\$125,000		\$370,000
14	Norfolk Southern RR Culvert along Morse Rd (Construction)	3		\$640,000				\$640,000
15	Sullivan Road Culvert Replacement - Constr (Same as above)	2		\$150,000				\$150,000
16	Golf Course Study/Nicholson Outfall Design	3		\$30,000				\$30,000
17	S. Main Street Storm Sewer Re-Direction from RR Underpass (Design)	2		\$100,000				\$100,000
18	Owen Brown Street Storm Sewer Improvement (New inlets and sewer, See 430 Account)	3		\$100,000				\$100,000
19	S. Main Street Storm Sewer Re-Direction from RR Underpass (Construction)	2			\$400,000			\$400,000
20	Owen Brown @ Morse Floodplain Storage (Design, NEORS to Pay \$50,000 of \$100,000?)	2			\$50,000			\$50,000
21	Division Street (E. Main - College St.) Storm Sewer Improvement	3				\$200,000		\$200,000
22	Owen Brown @ Morse Floodplain Storage (Construction, NEORS to Pay \$400,000 of \$800,000?)	2				\$400,000		\$400,000
23	Post Lane Culvert Replacement	3				\$60,000		
24	Division Street Park (Old School Green) Underground Storm Water Detention	2					\$600,000	\$600,000
25	Middleton Road Storm Sewer Improvements	2					\$160,000	\$160,000
26	Willows Pond Project Constr (Metro may permit embankment)	2					\$1,450,000	\$1,450,000
Total Storm Water Collection			\$567,100	\$950,000	\$535,000	\$605,000	\$690,000	\$2,360,000
TOTAL STORM WATER FUND			\$567,100	\$950,000	\$535,000	\$605,000	\$690,000	\$5,707,100

Drainage Control								
1	Storm Sewer Pipe Lining Constr (Phases 1 and 2)	2	\$115,000	\$5,000				\$120,000
Total Drainage Control			\$115,000	\$5,000	\$0	\$0	\$0	\$120,000
TOTAL STORM SEWER IMPROVEMENT FUND			\$115,000	\$5,000	\$0	\$0	\$0	\$120,000