

CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2024-2028



CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2024 - 2028

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City of Hudson, Ohio
FIVE YEAR PLAN 2024-2028 - ASSUMPTIONS & DEFINITIONS

CATEGORY

REVENUES

Municipal Income Taxes	Income tax rate is 2%. For 2023 we assumed a 2% increase over 2022 Actual Income Tax Revenue. Through July 2023 Income Tax Revenue is up 2.6% over 2022. For 2024-2028 we assumed a 2.5% annual increase over 2023 projected revenue.
Property Taxes	<p>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.</p> <p>Maintenance of current millages within the General, Cemeteries, and Police Pension Funds. We projected a 1.2% increase in property tax revenue for 2023 and a 20% increase in 2024 based on triennial county appraisal.</p>

EXPENDITURES

Personnel	<p>Salary and fringe benefits costs assuming 2024 projected departmental staffing levels and a 3% cola increase.</p> <p>Includes an adjustment in employee health insurance cost of coverage (8% increase for 2024).</p> <p>Includes an increase of 3.0% for 2025-2028.</p> <p>Includes estimated contribution for length of service award program (LOSAP) within Fire and EMS funds.</p>
Operating	2024 department budget estimates for Professional Development, Contractual Services and Materials and Supplies. We assumed 1% growth for 2025-2028.
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 2024.
New Debt Service	Both principal and interest payments required on debt projected to be issued by the City from 2024-2028.

City of Hudson, Ohio
FIVE YEAR PLAN 2024-2028 - ASSUMPTIONS & DEFINITIONS

CATEGORY

PARKS

Golf Debt Service Golf Course Renovation and Expansion Debt Service is charged to the Parks Fund (205). The final debt service payment is in 2023.

Connectivity The trails portion of the Connectivity Plan are 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 The City of Hudson has 58 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.

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.

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, 2022 the total obligation of all funds was \$3,543,820.

City of Hudson, Ohio
FIVE YEAR PLAN 2024-2028 - CITY COUNCIL PRIORITY DIRECTIVES

1. Infrastructure

Maintain outstanding quality city services that are sustainable and contribute to a high quality of life for Hudson residents; continue implementation of capital reinvestment in aging infrastructure and provide more city utilities to our residents.

2. Economic Development

Oversee strong economic development and business retention programs throughout the city and continue redevelopment and revitalization of key business areas within the city.

3. Sidewalks/Trails

Assist Council in review and revision of the sidewalk/trail plan including funding and implementation methodology. Continue with the 5 year Connectivity Plan.

4. Communications

Increase engagement and citizen involvement using communication systems to develop relationships and trust both internally and externally. Develop strong working relationships in the community, City Council and the Mayor.

5. Roads

Continue the implementation of the accelerated road program and alternative methods for roadway repair. Seek State & Federal funding of major road improvements.

6. Technology

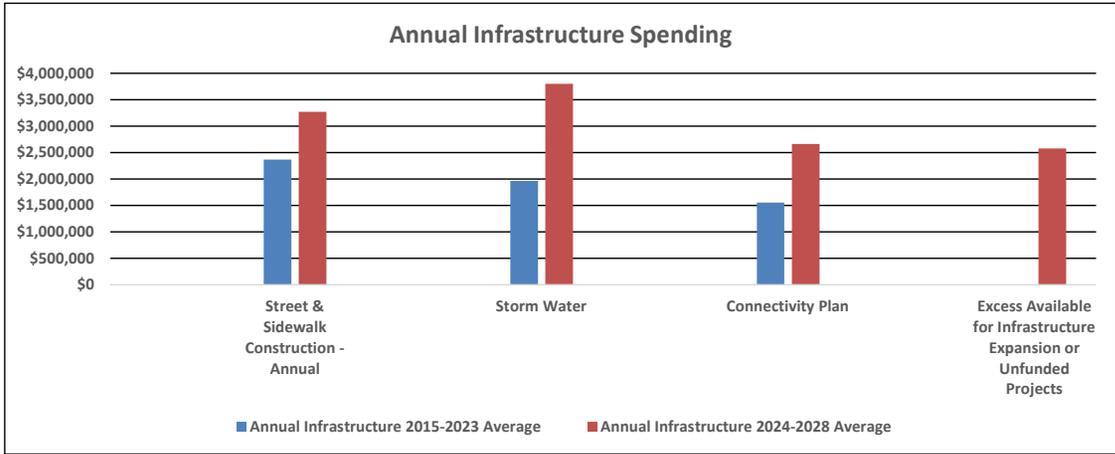
Maintain and enhance outstanding technology using emerging technology for enhanced services to the public and driving efficiencies within the organization. Provide fiber to residents, maintain a high level of cyber security.

7. Review Codes

Support the mandated reviews of the City Charter and Comprehensive Plan as well as review and revisions to the Codified Ordinances, including the zoning code.

City of Hudson, Ohio
FIVE YEAR PLAN 2024-2028 - COUNCIL PRIORITIES

Annual Infrastructure			
	2015-2023	2024-2028	Funding
Description	Average	Average	Increase
Street & Sidewalk Construction - Annual	\$2,363,862	\$3,270,800	\$906,938
Storm Water	\$1,965,287	\$3,800,000	\$1,834,713
Connectivity Plan	\$1,556,215	\$2,659,400	\$1,103,185
Excess Available for Infrastructure Expansion or Unfunded Projects	\$0	\$2,580,000	\$2,580,000



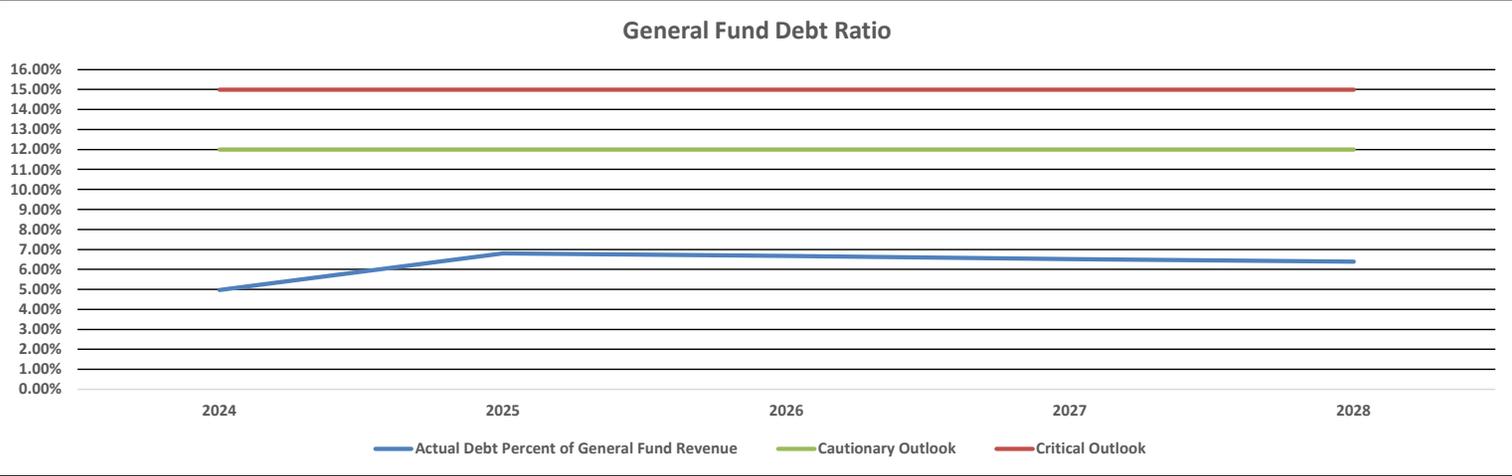
City of Hudson, Ohio
FIVE YEAR PLAN 2024-2028 - COUNCIL PRIORITIES

General Fund Debt Ratio					
	2024	2025	2026	2027	2028
Existing Debt Service	\$1,614,799	\$1,304,044	\$1,306,002	\$1,302,102	\$1,301,776
New Debt	\$0	\$945,000	\$945,000	\$945,000	\$945,000
Total Debt	\$1,614,799	\$2,249,044	\$2,251,002	\$2,247,102	\$2,246,776
General Fund Revenue	\$32,446,221	\$33,082,231	\$33,734,120	\$34,490,495	\$35,175,342
Debt Percent of General Fund Revenue	4.98%	6.80%	6.67%	6.52%	6.39%

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%

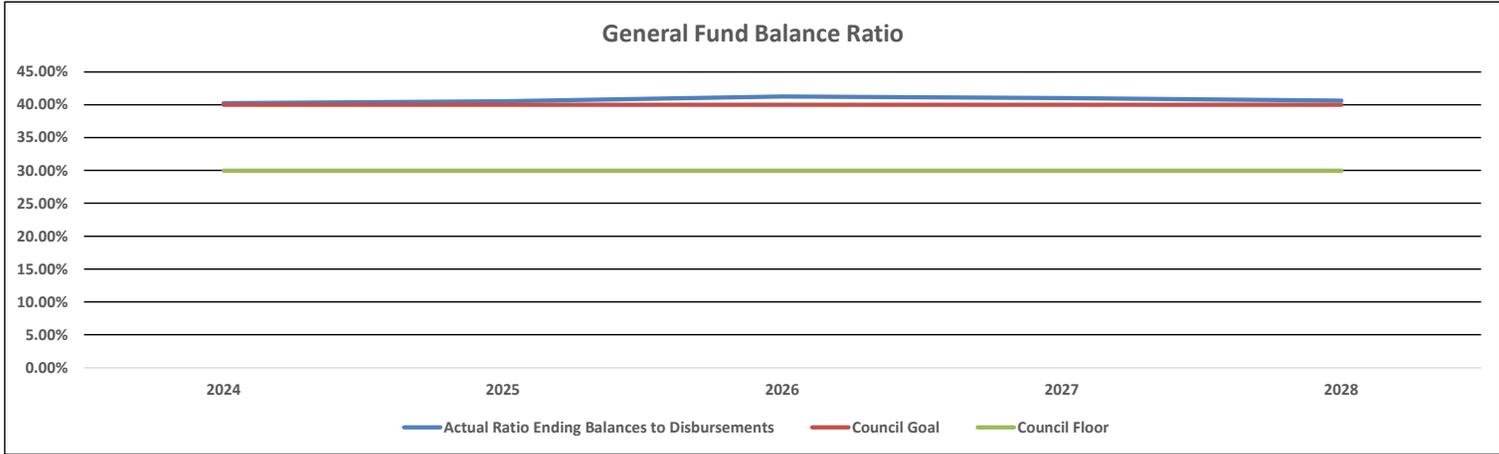
Cautionary Outlook: Ratio between 12% - 15%



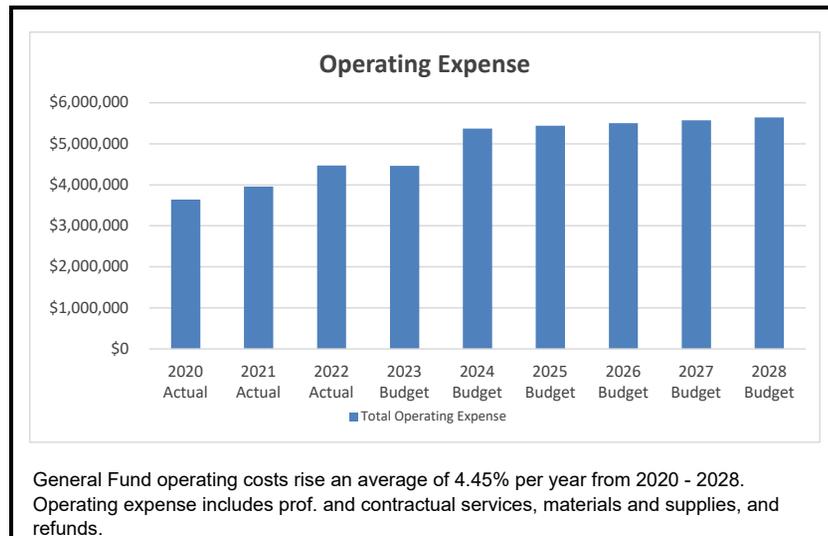
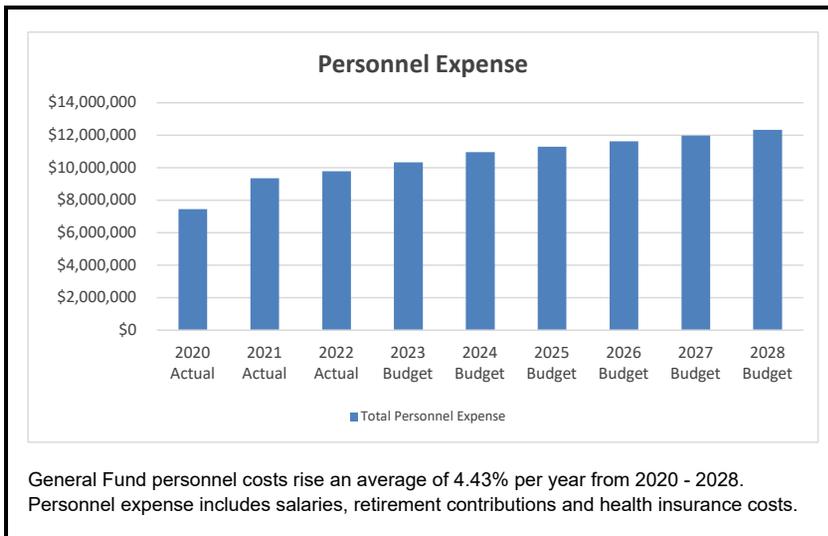
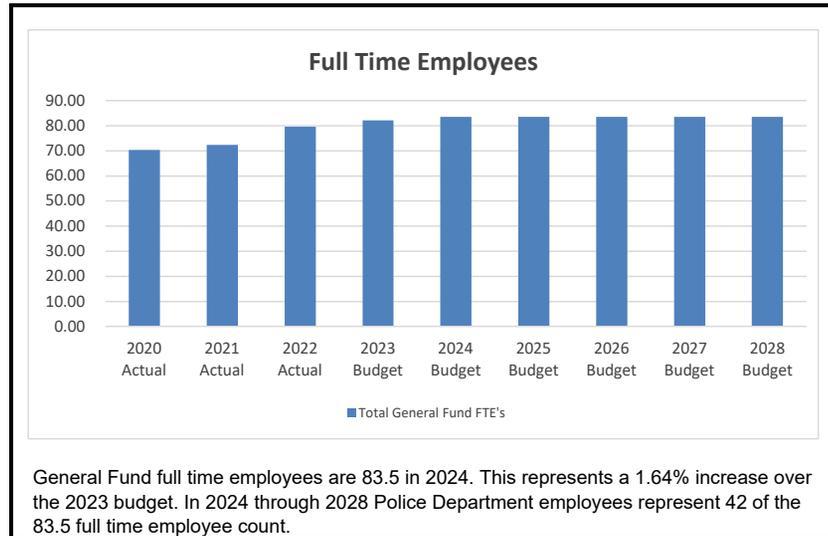
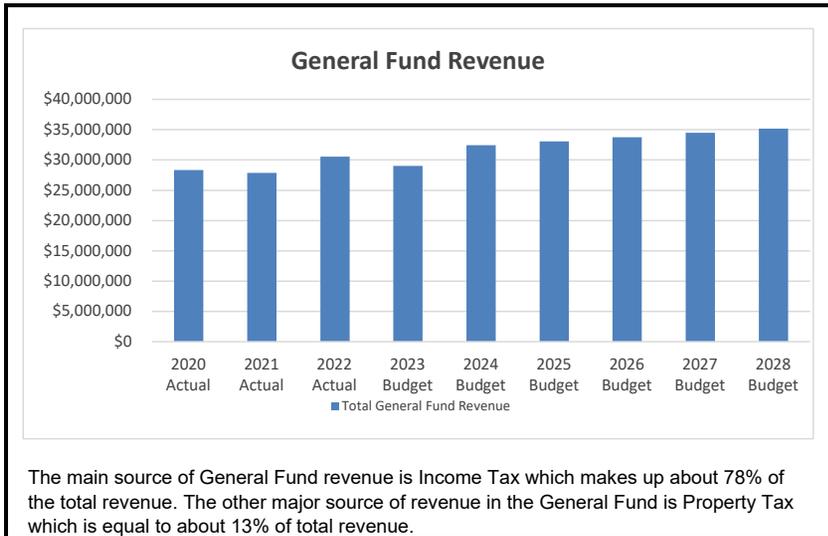
City of Hudson, Ohio
FIVE YEAR PLAN 2024-2028 - COUNCIL PRIORITIES

General Fund Balance Floor - 30%					
	2024	2025	2026	2027	2028
Ratio Ending Balances to Disbursements	40.26%	40.53%	41.26%	40.99%	40.59%
Amount Over (Under) 40%	\$93,730	\$178,979	\$423,688	\$338,377	\$207,868
Amount Over (Under) Floor	\$3,672,215	\$3,558,330	\$3,781,318	\$3,767,400	\$3,709,436

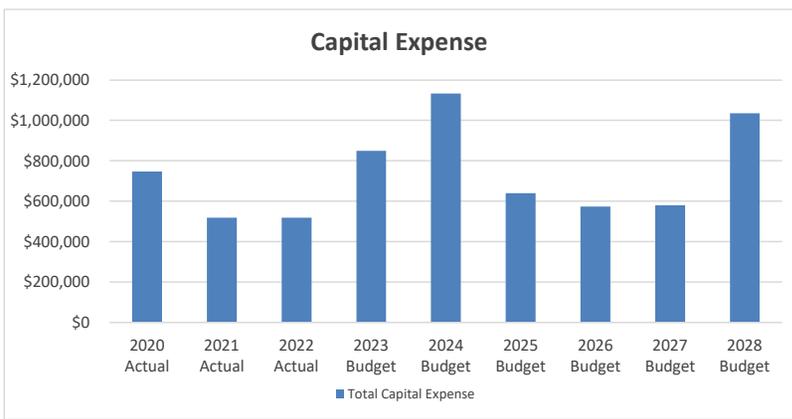
Note: The projected December 31, 2022 General Fund balance was \$14,076,450 or 50.46% of disbursements. The actual December 31, 2022 General Fund was \$17,591,036 or 68.95% of disbursements. The actual December 31, 2022 balance was \$3,514,586 higher than projected.



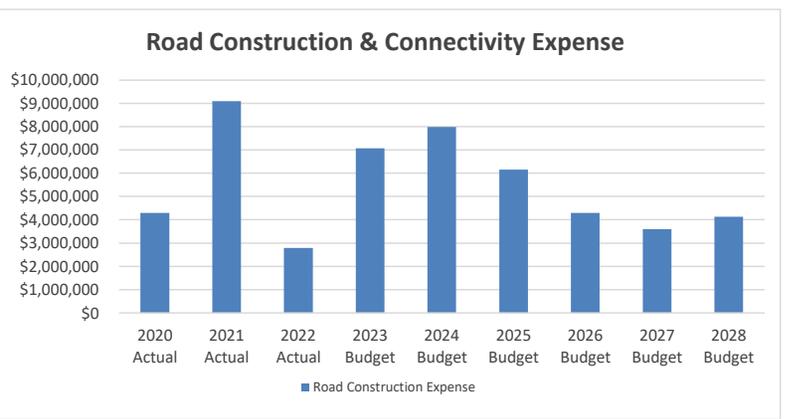
CITY OF HUDSON FIVE YEAR PLAN GENERAL FUND TRENDS



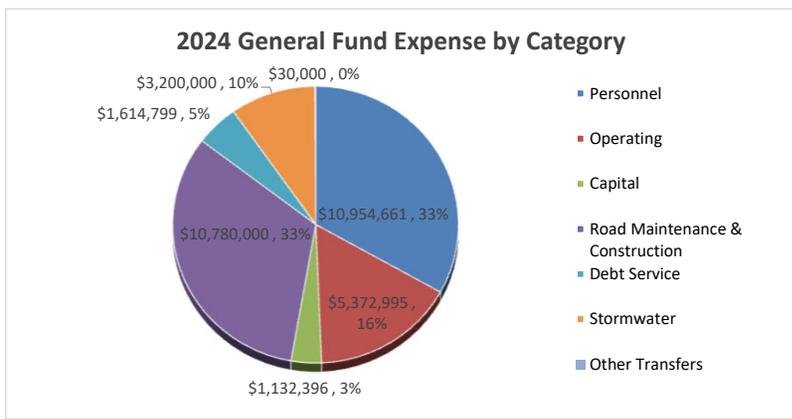
CITY OF HUDSON FIVE YEAR PLAN GENERAL FUND TRENDS



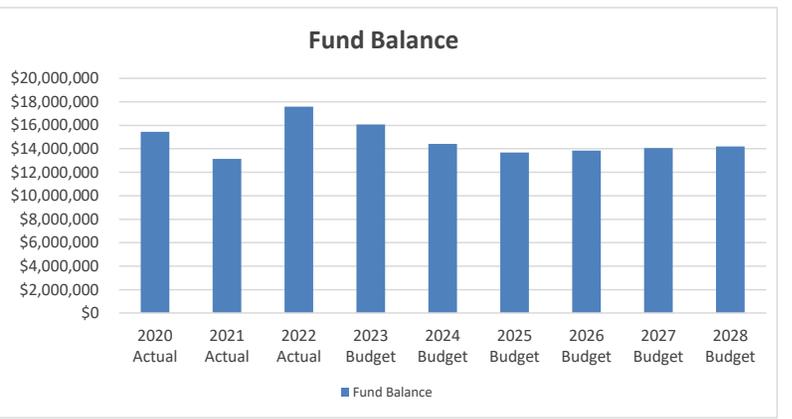
General Fund capital expenses are composed mostly of police vehicles and equipment and upkeep of City owned buildings.



On an annual basis the General Fund transfers money to the 430 Fund to cover road reconstruction, repaving, and connectivity. The average from 2023 - 2027 is \$5,078,200 or 16% of the General Fund Budget.



In addition to accounting for personnel, operating and capital expenditures the General Fund also transfer money to other funds on an annual basis to pay for Stormwater, Roads and Debt Service.



City Council has set a goal to maintain a General Fund Balance equivalent to 40% of expenditures on an annual basis and set the General Fund floor at 30%.

**CITY OF HUDSON
FIVE YEAR PLAN**

<u>GENERAL FUND (101)</u>	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$13,584,169	\$17,591,036	\$18,593,306	\$17,746,300	\$14,407,670	\$13,696,385	\$13,854,207	\$14,054,470
<u>Revenue:</u>								
Income Taxes	\$24,278,839	\$23,171,495	\$24,764,416	\$25,383,526	\$26,018,114	\$26,668,567	\$27,335,281	\$28,018,663
Property Taxes	\$3,631,467	\$3,601,161	\$3,675,402	\$4,410,482	\$4,410,482	\$4,410,482	\$4,498,692	\$4,498,692
Estate Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local Government	\$623,022	\$500,000	\$645,354	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
KWH Tax	\$767,122	\$730,000	\$726,081	\$730,000	\$730,000	\$730,000	\$730,000	\$730,000
Zoning & Building Permits, Inspections	\$218,669	\$150,000	\$159,756	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Fines & Forfeitures	\$44,808	\$40,000	\$52,726	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Interest on Investments	\$612,660	\$425,000	\$1,072,111	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
State Permits	\$15,249	\$25,000	\$77,404	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
County Permits, Royalties & Misc. (1)	\$191,727	\$215,000	\$296,141	\$215,000	\$215,000	\$215,000	\$215,000	\$215,000
Admin Charges/Advances	\$139,410	\$140,805	\$140,808	\$142,213	\$143,635	\$145,071	\$146,522	\$147,987
Total Revenue	\$30,522,972	\$28,998,461	\$31,610,198	\$32,446,221	\$33,082,231	\$33,734,120	\$34,490,495	\$35,175,342

(1) Includes reimbursement from Schools for new School Resource Officer.

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>Disbursements:</u>								
Personnel	\$9,786,113	\$10,319,431	\$10,319,431	\$10,954,661	\$11,283,301	\$11,621,800	\$11,970,454	\$12,329,567
Operating	\$4,468,363	\$4,459,908	\$6,040,322	\$5,372,995	\$5,438,275	\$5,504,496	\$5,571,676	\$5,639,831
Carryover Encumbrances	\$1,002,270	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$15,256,746	\$14,779,339	\$16,359,753	\$16,327,656	\$16,721,576	\$17,126,296	\$17,542,130	\$17,969,398
Capital Improvements/Purchases	\$519,054	\$848,552	\$1,204,895	\$1,132,396	\$638,896	\$574,000	\$579,000	\$1,034,500
Subtotal	\$15,775,800	\$15,627,891	\$17,564,648	\$17,460,052	\$17,360,472	\$17,700,296	\$18,121,130	\$19,003,898
Transfers/Advances Out:								
Street Maint & Repair - 201	\$2,500,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
Existing Debt Service - 301	\$2,398,805	\$2,478,616	\$2,478,616	\$1,614,799	\$1,304,044	\$1,306,002	\$1,302,102	\$1,301,776
New Debt Service (PW Facility)	\$0	\$0	\$0	\$0	\$1,220,000	\$1,220,000	\$1,220,000	\$1,220,000
Georgetown Rent Saved	\$0	\$0	\$0	\$0	(\$275,000)	(\$275,000)	(\$275,000)	(\$275,000)
Str & Sidewalk Const. - 430	\$2,791,500	\$7,063,940	\$7,063,940	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000
Stormwater Fund - 504	\$3,000,000	\$2,500,000	\$2,500,000	\$3,200,000	\$3,200,000	\$3,000,000	\$5,800,000	\$3,800,000
HCTV Fund - 206	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Cemetary Fund - 203	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0
Total Transfers/Advances Out	\$10,740,305	\$14,892,556	\$14,892,556	\$15,624,799	\$14,433,044	\$12,376,002	\$14,469,102	\$13,011,776
Total Disbursements	\$26,516,105	\$30,520,447	\$32,457,204	\$33,084,851	\$31,793,516	\$30,076,298	\$32,590,232	\$32,015,674
Excess Available for Infrastructure Expansion or Unfunded Projects	\$0	\$0	\$0	\$2,700,000	\$2,000,000	\$3,500,000	\$1,700,000	\$3,000,000
Run Rate (Revenue less Expenditures)	\$4,006,867	(\$1,521,986)	(\$847,006)	(\$3,338,630)	(\$711,285)	\$157,822	\$200,263	\$159,668
<u>ENDING BALANCE, DECEMBER 31</u>	\$17,591,036	\$16,069,050	\$17,746,300	\$14,407,670	\$13,696,385	\$13,854,207	\$14,054,470	\$14,214,138
Ratio Ending Balances to Disbursements	68.95%	52.65%	54.68%	40.26%	40.53%	41.26%	40.99%	40.59%

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

Personnel Expenditures

	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Police Department	\$4,452,963	\$4,858,778	\$4,858,778	\$5,160,392	\$5,315,204	\$5,474,660	\$5,638,900	\$5,808,067
Community Development	\$682,457	\$907,810	\$907,810	\$917,677	\$945,207	\$973,564	\$1,002,770	\$1,032,854
Economic Development	\$179,581	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Street Trees & ROW	\$32,498	\$36,953	\$36,953	\$131,329	\$135,269	\$139,327	\$143,507	\$147,812
City Council & Clerk	\$222,768	\$152,681	\$152,681	\$159,121	\$163,895	\$168,811	\$173,876	\$179,092
City Solicitor	\$175,588	\$302,580	\$302,580	\$416,041	\$428,522	\$441,378	\$454,619	\$468,258
Administration	\$1,056,314	\$834,168	\$834,168	\$855,447	\$881,110	\$907,544	\$934,770	\$962,813
Finance	\$949,921	\$1,076,371	\$1,076,371	\$1,133,152	\$1,167,147	\$1,202,161	\$1,238,226	\$1,275,373
Information Services	\$271,783	\$283,147	\$283,147	\$297,828	\$306,763	\$315,966	\$325,445	\$335,208
Engineering Department	\$1,142,718	\$1,167,614	\$1,167,614	\$1,172,138	\$1,207,302	\$1,243,521	\$1,280,827	\$1,319,252
Public Properties	\$315,174	\$357,259	\$357,259	\$342,764	\$353,047	\$363,638	\$374,547	\$385,784
Public Works - Admin. Support	\$304,347	\$342,070	\$342,070	\$368,772	\$379,835	\$391,230	\$402,967	\$415,056
Total Personnel Expenditures	\$9,786,113	\$10,319,431	\$10,319,431	\$10,954,661	\$11,283,301	\$11,621,800	\$11,970,454	\$12,329,567

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

Operating Expenditures

	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Police Department	\$632,991	\$680,217	\$723,666	\$719,445	\$726,639	\$733,906	\$741,245	\$748,657
Health District	\$328,357	\$330,075	\$330,075	\$331,656	\$334,973	\$338,322	\$341,706	\$345,123
Community Development	\$46,368	\$82,224	\$208,559	\$84,724	\$85,571	\$86,427	\$87,291	\$88,164
Economic Development	\$21,833	\$0	\$6,720	\$0	\$0	\$0	\$0	\$0
Street Trees & ROW	\$265,126	\$322,407	\$335,210	\$431,707	\$436,024	\$440,384	\$444,788	\$449,236
RITA	\$709,317	\$750,000	\$750,000	\$770,000	\$789,250	\$808,981	\$829,206	\$849,936
City Council & Clerk	\$30,996	\$38,950	\$117,037	\$38,700	\$39,087	\$39,478	\$39,873	\$40,271
City Solicitor	\$259,716	\$74,850	\$183,691	\$82,200	\$83,022	\$83,852	\$84,691	\$85,538
Administration	\$351,505	\$350,166	\$1,174,170	\$1,120,166	\$1,131,368	\$1,142,681	\$1,154,108	\$1,165,649
Finance	\$340,150	\$408,250	\$428,563	\$438,140	\$442,521	\$446,947	\$451,416	\$455,930
Information Services	\$360,237	\$372,072	\$456,017	\$420,560	\$424,766	\$429,013	\$433,303	\$437,636
Engineering Department	\$236,956	\$239,592	\$360,745	\$237,042	\$239,412	\$241,807	\$244,225	\$246,667
Public Properties	\$796,560	\$701,490	\$848,366	\$588,390	\$594,274	\$600,217	\$606,219	\$612,281
Public Works - Administrative Support	\$88,252	\$109,615	\$117,502	\$110,265	\$111,368	\$112,481	\$113,606	\$114,742
Total Operating Expenditures	\$4,468,363	\$4,459,908	\$6,040,322	\$5,372,995	\$5,438,275	\$5,504,496	\$5,571,676	\$5,639,831

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Police Department</u>							
1 New cruiser upfit/equipment and graphics (4 vehicles)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$250,000
2 Cruiser Light Bars and Siren Controllers	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000		\$125,000
3 Body Worn Cameras (Lease 10 Units, Lease Ends in 2025)	\$39,396	\$39,396	\$60,000	\$60,000	\$60,000		\$258,792
4 Axon Tasers (Ongoing Lease, Lease Ends in 2023)	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000		\$165,000
5 Motorola APX 800mhz Radios (current radios at end of life)	\$270,000						\$270,000
6 Dispatch Work Station	\$90,000						\$90,000
7 Intoximeter (Intox DMT)	\$15,000						\$15,000
8 SRO Tablets (4)	\$4,000						\$4,000
9 Office Chairs	\$1,000						\$1,000
10 PD Building Security/Access Control (Current System End of Life)			\$100,000				\$100,000
11 Tyler CAD System						\$100,000	\$100,000
Total Police Department	\$527,396	\$147,396	\$268,000	\$168,000	\$168,000	\$100,000	\$1,378,792
<u>Community Development</u>							
1 Land Development Code Updates	\$100,000						\$100,000
2 Placemaking Plan	\$40,000						\$40,000
Total Community Development	\$140,000	\$0	\$0	\$0	\$0	\$0	\$140,000
<u>Information Services</u>							
1 PC Replacements - 5 Year Replacement Cycle	\$30,500	\$29,500	\$26,000	\$30,000	\$33,500		\$149,500
2 UPS Replacements (CH and other DC locations)	\$15,000	\$15,000	\$15,000	\$75,000			\$120,000
3 Citywide Printer Lease (5-year)	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000		\$65,000
4 Licensing (Server CALs)	\$5,000	\$5,000	\$5,000	\$13,000			\$28,000
5 HR Payroll Software	\$80,000	\$50,000	\$50,000	\$50,000	\$50,000		\$280,000
6 DMARC Enforcement	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		\$25,000
7 Intrusion Detection Service (IDS)	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000		\$75,000
8 AV Equipment (TH) - replace existing equipment	\$10,000						\$10,000
9 Wireless AP Replacement (50 units, all buildings)	\$20,000						\$20,000
10 VXRail and Licensing		\$25,000					\$25,000
11 VoIP System (phones)			\$40,000				\$40,000
12 Department Switch Upgrades				\$30,000			\$30,000
13 Camera Replacements (CH)				\$5,000			\$5,000
Total Information Services	\$193,500	\$157,500	\$169,000	\$236,000	\$116,500	\$0	\$872,500

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Public Properties							
1 Painting at Town Hall Exterior	\$7,500						\$7,500
2 City Hall Entrance Sandstone Replacement	\$18,000						\$18,000
3 Parking Deck Waterproof Coating	\$74,000						\$74,000
4 Hudson Police-Repair and paint kitchen area	\$20,000						\$20,000
5 Town Hall Building Access System	\$15,000						\$15,000
6 Police Masonary and Column Repairs	\$10,000						\$10,000
7 Town Hall Rubber Roof Replacement		\$25,000					\$25,000
8 Clock Tower Masonry		\$10,000					\$10,000
9 City Hall Stairwell Tread replacment		\$12,000					\$12,000
10 Barlow Community Center Carpet Replacement		\$37,000					\$37,000
11 Barlow Community Center parking lot repairs			\$20,000				\$20,000
12 Parking Deck UPS Battery Replacement			\$7,000				\$7,000
13 Police HVAC component replacement			\$110,000				\$110,000
14 Replace Pedestrian Bridges at Barlow (Lower 2024, Upper 2025)	\$127,000	\$250,000					\$377,000
15 Barlow Community Center Roof top replacement of two units				\$50,000			\$50,000
16 Police Dispatch Split system replacement				\$10,000			\$10,000
17 Gazebo/Pergola wood repairs and paint				\$15,000			\$15,000
18 Downtown Park Bench Replacements				\$100,000			\$100,000
19 Citywide HVAC Improvements					\$750,000		\$750,000
20 Downtown Firepit Plaza						\$50,000	\$50,000
21 Downtown Public Restrooms						\$100,000	\$100,000
Total Public Properties	\$271,500	\$334,000	\$137,000	\$175,000	\$750,000	\$150,000	\$1,817,500
TOTAL GENERAL FUND	\$1,132,396	\$638,896	\$574,000	\$579,000	\$1,034,500	\$250,000	\$4,208,792

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures By Department								
Police Department								
Personnel	\$4,452,963	\$4,858,778	\$4,858,778	\$5,160,392	\$5,315,204	\$5,474,660	\$5,638,900	\$5,808,067
Professional Development	\$47,467	\$41,150	\$46,555	\$52,150	\$52,672	\$53,198	\$53,730	\$54,267
Contractual Services	\$505,153	\$539,067	\$572,728	\$562,295	\$567,918	\$573,597	\$579,333	\$585,126
Materials & Supplies	\$80,272	\$100,000	\$104,383	\$105,000	\$106,050	\$107,111	\$108,182	\$109,263
Capital	\$88,087	\$284,052	\$442,581	\$527,396	\$147,396	\$268,000	\$168,000	\$168,000
Refunds	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Police Department	\$5,174,041	\$5,823,047	\$6,025,025	\$6,407,233	\$6,189,239	\$6,476,566	\$6,548,145	\$6,724,724
Health District								
Contractual Services	\$328,357	\$330,075	\$330,075	\$331,656	\$334,973	\$338,322	\$341,706	\$345,123
Total Health District	\$328,357	\$330,075	\$330,075	\$331,656	\$334,973	\$338,322	\$341,706	\$345,123
Community Development								
Personnel	\$682,457	\$907,810	\$907,810	\$917,677	\$945,207	\$973,564	\$1,002,770	\$1,032,854
Professional Development	\$9,133	\$21,320	\$20,470	\$23,820	\$24,058	\$24,299	\$24,542	\$24,787
Contractual Services	\$32,423	\$54,404	\$182,289	\$54,404	\$54,948	\$55,498	\$56,052	\$56,613
Materials & Supplies	\$3,271	\$5,000	\$4,300	\$5,000	\$5,050	\$5,101	\$5,152	\$5,203
Capital	\$0	\$0	\$0	\$140,000	\$0	\$0	\$0	\$0
Refunds	\$1,540	\$1,500	\$1,500	\$1,500	\$1,515	\$1,530	\$1,545	\$1,561
Total Community Development	\$728,825	\$990,034	\$1,116,369	\$1,142,401	\$1,030,779	\$1,059,990	\$1,090,062	\$1,121,018
Economic Development								
Personnel	\$179,581	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development	\$9,035	\$0	\$1,615	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$10,749	\$0	\$5,105	\$0	\$0	\$0	\$0	\$0
Materials & Supplies	\$2,049	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Economic Development	\$201,414	\$0	\$6,720	\$0	\$0	\$0	\$0	\$0
Street Trees & ROW								
Personnel	\$32,498	\$36,953	\$36,953	\$131,329	\$135,269	\$139,327	\$143,507	\$147,812
Professional Development	\$448	\$2,550	\$2,772	\$2,300	\$2,323	\$2,346	\$2,370	\$2,393
Contractual Services	\$264,044	\$302,607	\$315,211	\$412,157	\$416,279	\$420,441	\$424,646	\$428,892
Materials & Supplies	\$635	\$17,250	\$17,227	\$17,250	\$17,423	\$17,597	\$17,773	\$17,950
Total Street Trees & ROW	\$297,625	\$359,360	\$372,163	\$563,036	\$571,293	\$579,711	\$588,295	\$597,048
RITA								
Contractual Services	\$709,317	\$750,000	\$750,000	\$770,000	\$789,250	\$808,981	\$829,206	\$849,936
Total RITA	\$709,317	\$750,000	\$750,000	\$770,000	\$789,250	\$808,981	\$829,206	\$849,936

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures By Department								
City Council & Clerk								
Personnel	\$222,768	\$152,681	\$152,681	\$159,121	\$163,895	\$168,811	\$173,876	\$179,092
Professional Development	\$10,398	\$10,100	\$10,100	\$11,850	\$11,969	\$12,088	\$12,209	\$12,331
Contractual Services	\$17,329	\$26,350	\$103,986	\$24,350	\$24,594	\$24,839	\$25,088	\$25,339
Materials & Supplies	\$3,268	\$2,500	\$2,950	\$2,500	\$2,525	\$2,550	\$2,576	\$2,602
Total City Council & Clerk	\$255,063	\$191,631	\$290,818	\$197,821	\$202,982	\$208,289	\$213,748	\$219,363
City Solicitor								
Personnel	\$175,588	\$302,580	\$302,580	\$416,041	\$428,522	\$441,378	\$454,619	\$468,258
Professional Development	\$0	\$5,750	\$5,750	\$12,500	\$12,625	\$12,751	\$12,879	\$13,008
Contractual Services	\$258,424	\$68,600	\$177,441	\$69,200	\$69,892	\$70,591	\$71,297	\$72,010
Materials & Supplies	\$1,292	\$500	\$500	\$500	\$505	\$510	\$515	\$520
Total City Solicitor	\$435,304	\$377,430	\$486,271	\$498,241	\$511,544	\$525,230	\$539,310	\$553,795
Administration								
Personnel	\$1,056,314	\$834,168	\$834,168	\$855,447	\$881,110	\$907,544	\$934,770	\$962,813
Professional Development	\$27,805	\$17,650	\$17,650	\$20,650	\$20,857	\$21,065	\$21,276	\$21,488
Contractual Services	\$184,974	\$170,516	\$223,813	\$187,516	\$189,391	\$191,285	\$193,198	\$195,130
Materials & Supplies	\$17,719	\$12,000	\$15,707	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487
Capital	\$0	\$0	\$12,042	\$0	\$0	\$0	\$0	\$0
Refunds	\$121,007	\$150,000	\$917,000	\$900,000	\$909,000	\$918,090	\$927,271	\$936,544
Total Administration	\$1,407,819	\$1,184,334	\$2,020,380	\$1,975,613	\$2,012,478	\$2,050,225	\$2,088,878	\$2,128,462
Finance								
Personnel	\$949,921	\$1,076,371	\$1,076,371	\$1,133,152	\$1,167,147	\$1,202,161	\$1,238,226	\$1,275,373
Professional Development	\$10,243	\$18,300	\$18,385	\$18,300	\$18,483	\$18,668	\$18,855	\$19,043
Contractual Services	\$326,340	\$383,450	\$403,473	\$413,340	\$417,473	\$421,648	\$425,865	\$430,123
Materials & Supplies	\$3,567	\$5,500	\$5,706	\$5,500	\$5,555	\$5,611	\$5,667	\$5,723
Capital	\$4,797	\$0	\$15,342	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$1,000	\$1,000	\$1,000	\$1,010	\$1,020	\$1,030	\$1,041
Total Finance	\$1,294,868	\$1,484,621	\$1,520,276	\$1,571,292	\$1,609,668	\$1,649,108	\$1,689,642	\$1,731,303
Information Services								
Personnel	\$271,783	\$283,147	\$283,147	\$297,828	\$306,763	\$315,966	\$325,445	\$335,208
Professional Development	\$530	\$9,500	\$9,500	\$9,500	\$9,595	\$9,691	\$9,788	\$9,886
Contractual Services	\$354,000	\$354,572	\$437,634	\$403,060	\$407,091	\$411,162	\$415,273	\$419,426
Materials & Supplies	\$5,707	\$8,000	\$8,883	\$8,000	\$8,080	\$8,161	\$8,242	\$8,325
Capital	\$142,861	\$189,500	\$189,553	\$193,500	\$157,500	\$169,000	\$236,000	\$116,500
Total Information Services	\$774,881	\$844,719	\$928,717	\$911,888	\$889,028	\$913,979	\$994,748	\$889,344

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures By Department								
Engineering Department								
Personnel	\$1,142,718	\$1,167,614	\$1,167,614	\$1,172,138	\$1,207,302	\$1,243,521	\$1,280,827	\$1,319,252
Professional Development	\$9,249	\$13,800	\$14,200	\$13,800	\$13,938	\$14,077	\$14,218	\$14,360
Contractual Services	\$223,482	\$217,742	\$338,447	\$217,242	\$219,414	\$221,609	\$223,825	\$226,063
Materials & Supplies	\$4,225	\$8,050	\$8,098	\$6,000	\$6,060	\$6,121	\$6,182	\$6,244
Capital	\$46,904	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Engineering Department	\$1,426,579	\$1,407,206	\$1,528,359	\$1,409,180	\$1,446,715	\$1,485,328	\$1,525,051	\$1,565,919
Public Properties								
Personnel	\$315,174	\$357,259	\$357,259	\$342,764	\$353,047	\$363,638	\$374,547	\$385,784
Professional Development	\$13	\$1,000	\$250	\$500	\$505	\$510	\$515	\$520
Contractual Services	\$751,321	\$670,890	\$812,869	\$532,890	\$538,219	\$543,601	\$549,037	\$554,527
Materials & Supplies	\$29,527	\$29,600	\$34,772	\$40,000	\$40,400	\$40,804	\$41,212	\$41,624
Capital	\$235,105	\$375,000	\$524,278	\$271,500	\$334,000	\$137,000	\$175,000	\$750,000
Refunds	\$15,700	\$0	\$475	\$15,000	\$15,150	\$15,302	\$15,455	\$15,609
Total Public Properties	\$1,346,840	\$1,433,749	\$1,729,903	\$1,202,654	\$1,281,321	\$1,100,855	\$1,155,766	\$1,748,065
Public Works - Admin. Support								
Personnel	\$304,347	\$342,070	\$342,070	\$368,772	\$379,835	\$391,230	\$402,967	\$415,056
Professional Development	\$1,246	\$4,250	\$4,250	\$3,350	\$3,384	\$3,417	\$3,452	\$3,486
Contractual Services	\$83,651	\$99,365	\$107,298	\$101,915	\$102,934	\$103,963	\$105,003	\$106,053
Materials & Supplies	\$3,336	\$6,000	\$5,954	\$5,000	\$5,050	\$5,101	\$5,152	\$5,203
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Public Works - Admin. Support	\$392,600	\$451,685	\$459,572	\$479,037	\$491,203	\$503,712	\$516,573	\$529,798
Transfers/Advances Out								
Street Maint & Repair - 201	\$2,500,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
Debt Service - 301	\$2,398,805	\$2,478,616	\$2,478,616	\$1,614,799	\$2,249,044	\$2,251,002	\$2,247,102	\$2,246,776
Str & Sidewalk Const. - 430	\$2,791,500	\$7,063,940	\$7,063,940	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000
Cemetery Fund - 203	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0
Stormwater Fund - 504	\$3,000,000	\$2,500,000	\$2,500,000	\$3,200,000	\$3,200,000	\$3,000,000	\$5,800,000	\$3,800,000
HCTV Fund - 206	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Advance Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Transfers/Advances Out	\$10,740,305	\$14,892,556	\$14,892,556	\$15,624,799	\$14,433,044	\$12,376,002	\$14,469,102	\$13,011,776
Total Departmental Expenditures	\$25,513,835	\$30,520,447	\$32,457,204	\$33,084,851	\$31,793,516	\$30,076,298	\$32,590,232	\$32,015,674

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

STREET & SIDEWALK CONST. (430)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$6,003,492	\$2,513,060	\$6,003,492	\$458,236	\$458,236	\$458,236	\$458,236	\$458,236
<u>Revenues:</u>								
General Fund Transfer	\$2,791,520	\$7,063,940	\$7,063,940	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$2,369,992	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$1,529,703	\$0	\$5,188	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$6,691,215	\$7,063,940	\$7,069,128	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000
Total Available	\$12,694,707	\$9,577,000	\$13,072,620	\$8,438,236	\$6,612,236	\$4,753,236	\$4,050,236	\$4,593,236
<u>Disbursements:</u>								
<u>Expenditures:</u>								
Carryover Encumbrances	\$4,009,999	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements	\$6,411,827	\$8,156,240	\$12,614,383	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000
Total Expenditures	\$10,421,826	\$8,156,240	\$12,614,383	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000
Total Disbursements	\$10,421,826	\$8,156,240	\$12,614,383	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000
Run Rate (Revenue Less Expenditures)	(\$3,730,612)	(\$1,092,300)	(\$5,545,255)	\$0	\$0	\$0	\$0	\$0
<u>ENDING BALANCE, DECEMBER 31</u>	\$2,272,880	\$1,420,760	\$458,236	\$458,236	\$458,236	\$458,236	\$458,236	\$458,236
Ratio Ending Balance to Disbursements	21.81%	17.42%	3.63%	5.74%	7.45%	10.67%	12.76%	11.08%
Ratio Ending Balance to Revenues	81.42%	20.11%	6.49%	5.74%	7.45%	10.67%	12.76%	11.08%

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

Note: D = Design and C = Construction on the Connectivity Program below.

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Street Construction Annual Program</u>							
1 Annual Reconstruction/Resurfacing Program (2)	\$2,560,000	\$2,450,000	\$2,550,000	\$2,600,000	\$2,700,000		\$12,860,000
2 Annual Asphalt Patching Program	\$125,000	\$130,000	\$135,000	\$135,000	\$140,000		\$665,000
3 Annual Concrete Program	\$170,000	\$175,000	\$185,000	\$195,000	\$205,000		\$930,000
4 Annual Striping Program	\$210,000	\$215,000	\$220,000	\$225,000	\$230,000		\$1,100,000
5 Annual Crack Sealing	\$150,000	\$154,000	\$160,000	\$165,000	\$170,000		\$799,000
Total Street Construction Annual Program	\$3,215,000	\$3,124,000	\$3,250,000	\$3,320,000	\$3,445,000	\$0	\$16,354,000
<u>Connectivity Program</u>							
2020 Connectivity Master Plan							
1 Hines Hill Road From Valley View to Glastonbury Dr. Construction	\$1,100,000						\$1,100,000
2 Valley View Road From Hines Hill Rd. to Hunting Hollow Dr. Construction	\$700,000						\$700,000
3 SR 303 from exist. sidewalk to Hudson Crossing Pkwy. Construction	\$1,200,000						\$1,200,000
4 Stow Road from 303 to Ravenna Street. 2024 D, 2025 C	\$200,000	\$1,000,000					\$1,200,000
5 Ravenna Street from South Hayden Pkwy. to Stow Rd. 2024 D, 2025 C	\$160,000	\$900,000					\$1,060,000
6 Stow Road Sidewalk from Chamberline Blvd to I-480 (Construction)			\$175,000				\$175,000
Total 2020 Connectivity Master Plan	\$3,360,000	\$1,900,000	\$175,000	\$0	\$0	\$0	\$5,435,000
Other Connectivity							
1 Franklin Street from Aurora to School, Construction (1) (Carryover from 2023)	\$80,000						\$80,000
2 Lake Forest Drive from Boston Mills to Essex Rd (Construction)	\$350,000						\$350,000
3 Boston Mills Road from Stratford to Lake Forest Dr 2027 D, 2028 C				\$132,000	\$1,000,000		\$1,132,000
Total Other Connectivity	\$430,000	\$0	\$0	\$132,000	\$1,000,000	\$0	\$1,562,000
Total Connectivity Program	\$3,790,000	\$1,900,000	\$175,000	\$132,000	\$1,000,000	\$0	\$6,997,000

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

Note: D = Design and C = Construction on the Connectivity Program below.

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Street Improvement Projects - Pay as you go							
1 Owen Brown St. (Rt. 91 to Morse Rd.) Partial Reconstruction (Curb & Storm Imp - See 504) (Carry Over from 2023)		\$500,000					\$500,000
2 Adaptive Signals for Downtown - 16 Total, ODOT Funding \$2,316,939 (Const and Const Mgmt.)	\$580,000						\$580,000
3 Dillman Drive Bridge Rehabilitation (D 2024, C 2025) (ODOT Fund 90% Construction)	\$100,000	\$100,000					\$200,000
4 Valley View Road Resurfacing (ODOT Project Funding \$930,167, NCL to SR 91 Construction)	\$150,000						\$150,000
5 Veterans Rails to Trails (ODOT Project Funding \$700,000, D&C Barlow to Seasons Road)	\$200,000		\$1,060,000				\$1,260,000
6 Downtown Pedestrian Safety Improvements - Phase 2(ODOT Funding \$727,722)	\$25,000	\$250,000					\$275,000
7 Veterans Way at Milford Road Retaining Wall Replacement	\$230,000						\$230,000
8 Ravenna Road Resurfacing with Summit Co Engineer (Partial ODOT Funding)		\$165,000					\$165,000
9 Terex/SR 91 Intersection Improvement (ODOT Project Funding \$400,142, D 2024, C 2025)		\$275,000					\$275,000
10 Heinen's Parking Exit Relocation		\$150,000					\$150,000
11 E. Barlow Road Resurfacing (ODOT Project Funding \$439,744, RxR Tracks to Stow Rd Construction)			\$50,000				\$50,000
12 Ravenna Street at Stow Road Traffic Signal Improvement (Potential ODOT Project) (D, C)			\$70,000	\$450,000			\$520,000
13 Terex Rd at Hudson Industrial Pkwy and Barlow Rd Intersection Imp. (Potential ODOT Project) (D, C)						\$3,511,000	\$3,511,000
14 Adaptive Signals for Outside Downtown (Potential ODOT Project) (D, C)						\$4,400,000	\$4,400,000
15 Barlow Road/Young Road Intersection (D,C) (Potential ODOT Project)						\$1,410,000	\$1,410,000
16 Hines Hill Road RxR Grade Separation Project (Design)						\$2,000,000	\$2,000,000
17 Hines Hill Road RxR Grade Separation Project (Construction)						\$10,000,000	\$10,000,000
18 SR 91 Roadway Reconstruction, Various Locations, SCL to NCL (Potential ODOT Project)(D,C)						\$9,000,000	\$9,000,000
19 Barlow Road (West) at Terex Road Turn Lanes (Potential ODOT Project)(D, C)						\$1,760,000	\$1,760,000
20 Norton Road Widening, Hudson Dr to Bike Trail (Potential ODOT Project w Stow) (D, C)						\$7,700,000	\$7,700,000
Total Street Improvement Projects - Pay as you go	\$1,285,000	\$1,440,000	\$1,180,000	\$450,000	\$0	\$39,781,000	\$44,136,000
TOTAL STREET & SIDEWALK PROJECTS	\$8,290,000	\$6,464,000	\$4,605,000	\$3,902,000	\$4,445,000	\$39,781,000	\$67,487,000

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

Note: D = Design and C = Construction on the Connectivity Program below.

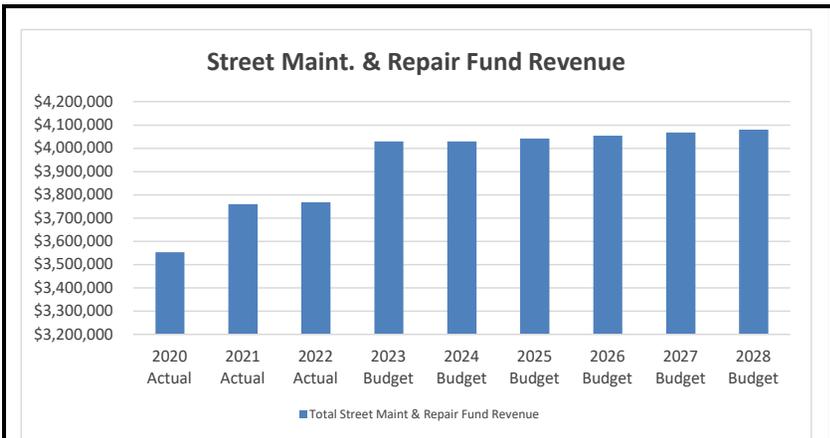
	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Other Sources of Funding							
1 State Highway Improvement Fund (202)	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000		\$325,000
2 Permissive Auto Capital (401)	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000		\$1,225,000
Total Other Sources of Funding	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$0	\$1,550,000
TOTAL STREET & SIDEWALK FUND CHARGE	\$7,980,000	\$6,154,000	\$4,295,000	\$3,592,000	\$4,135,000	\$39,781,000	\$65,937,000

(1) Design In-House with \$14,000 of construction cost being paid by Schools.

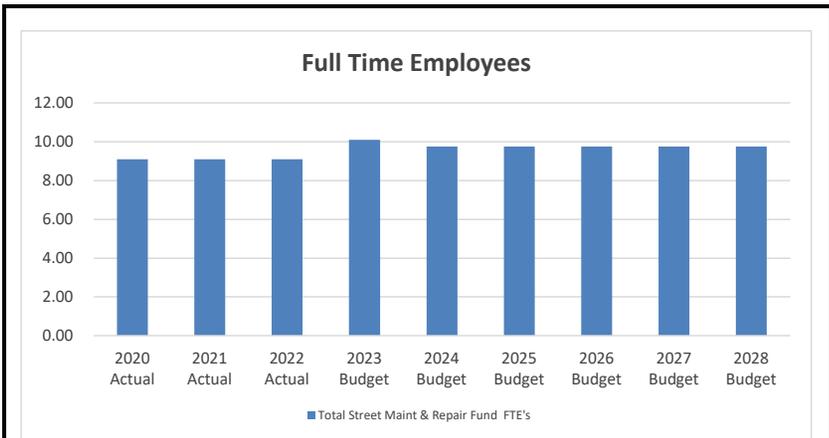
(2) Asphalt Program includes \$160,000 for W Streetsboro @ Heather Turn Lane in 2024.

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.

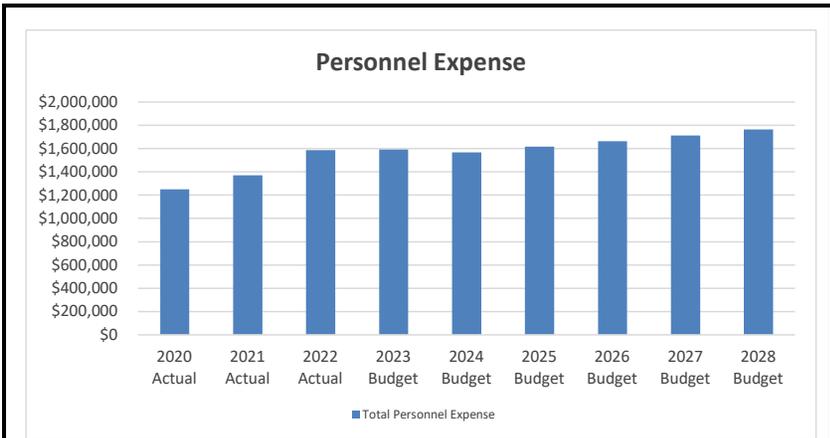
CITY OF HUDSON FIVE YEAR PLAN STREET MAINT. & REPAIR FUND TRENDS



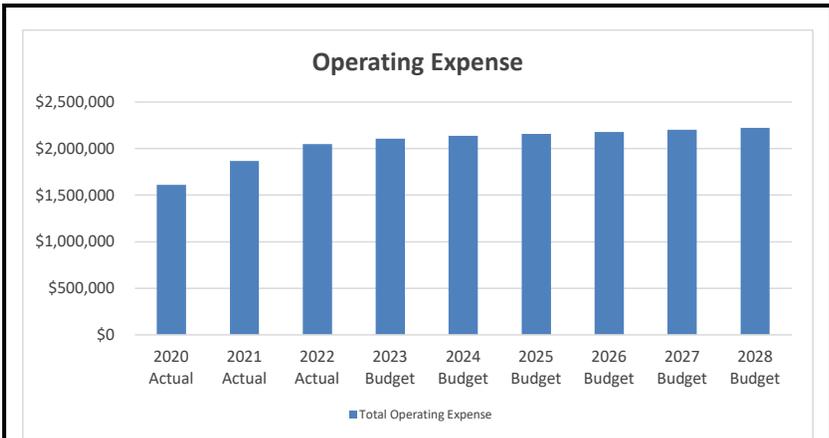
The main source of Street Maint. & Repair Fund revenue is a transfer from the General Fund which makes up about 70% of the total revenue. The other major sources of revenue are gas tax and license fees.



Street Maint. & Repair Fund full time employees decreased to 9.75 in 2024. This total is not anticipated to change through 2028.

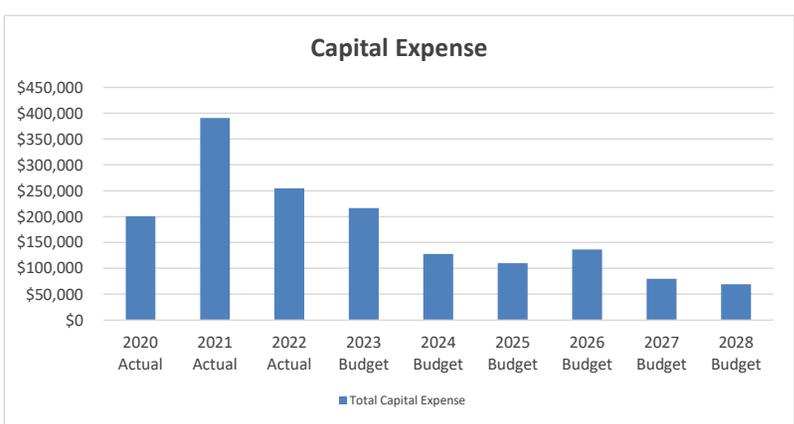


Street Maint & Repair Fund personnel costs rise an average of 3.65% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

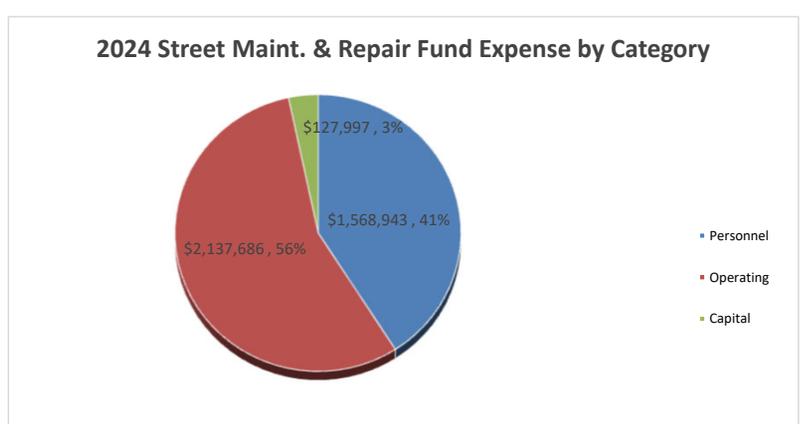


Street Maint & Repair Fund operating costs rise an average of 0.10% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

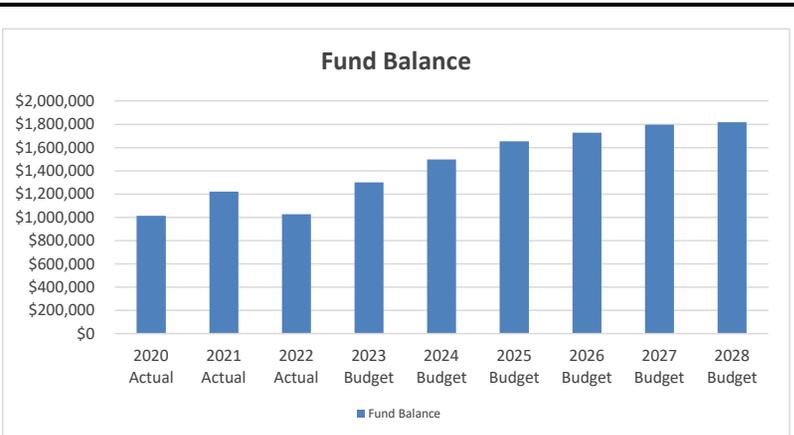
CITY OF HUDSON FIVE YEAR PLAN STREET MAINT. & REPAIR FUND TRENDS



Street Maint & Repair Fund capital expenses are composed mostly of street repair and leaf equipment.



The Street Maint. & Repair Fund accounts for both street maintenance, including snow removal and leaf pickup.



City Council has set a goal to maintain a only a small fund balance in the Street Maint. & Repair Fund since the fund is supported by the General Fund.

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

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

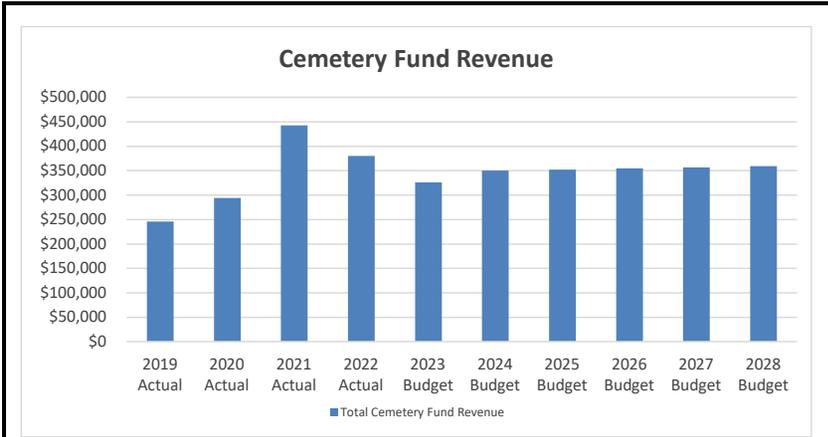
	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
BEGINNING BALANCE, JANUARY 1	1,327,599	\$1,026,838	\$1,204,568	\$1,301,364	\$1,496,738	\$1,654,121	\$1,727,181	\$1,797,565
Revenues:								
Gasoline Tax	\$1,119,482	\$1,100,000	\$1,124,520	\$1,100,000	\$1,111,000	\$1,122,110	\$1,133,331	\$1,144,664
License Fees	\$126,250	\$130,000	\$151,524	\$130,000	\$131,300	\$132,613	\$133,939	\$135,279
Miscellaneous	\$22,867	\$0	\$10,387	\$0	\$0	\$0	\$0	\$0
Subtotal	\$1,268,600	\$1,230,000	\$1,286,431	\$1,230,000	\$1,242,300	\$1,254,723	\$1,267,270	\$1,279,943
Transfers In - General Fund	\$2,500,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
Total Available	\$5,096,199	\$5,056,838	\$5,290,998	\$5,331,364	\$5,539,038	\$5,708,844	\$5,794,451	\$5,877,508
Disbursements:								
Street Maint. & Repair								
Personnel	\$1,348,138	\$1,363,705	\$1,363,705	\$1,328,171	\$1,368,016	\$1,409,057	\$1,451,328	\$1,494,868
Professional Development	\$6,665	\$2,150	\$2,150	\$2,150	\$2,172	\$2,193	\$2,215	\$2,237
Contractual Services	\$1,415,696	\$1,422,006	\$1,474,759	\$1,422,006	\$1,436,226	\$1,450,588	\$1,465,094	\$1,479,745
Materials & Supplies	\$599,622	\$651,530	\$665,362	\$653,530	\$660,065	\$666,666	\$673,333	\$680,066
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$161,042	\$122,375	\$130,023	\$67,375	\$88,325	\$115,000	\$80,000	\$69,000
Carryover Encumbrances	\$174,630	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Street Maint. & Repair	\$3,705,793	\$3,561,766	\$3,635,999	\$3,473,232	\$3,554,804	\$3,643,504	\$3,671,970	\$3,725,917
Leaf Collection								
Personnel	\$238,176	\$229,028	\$229,028	\$240,772	\$247,995	\$255,435	\$263,098	\$270,991
Professional Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$26,115	\$0	\$1,100	\$0	\$0	\$0	\$0	\$0
Materials & Supplies	\$2,535	\$30,000	\$29,400	\$60,000	\$60,600	\$61,206	\$61,818	\$62,436
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$93,642	\$94,107	\$94,107	\$60,622	\$21,518	\$21,518	\$0	\$0
Carryover Encumbrances	\$3,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Leaf Collection	\$363,568	\$353,135	\$353,635	\$361,394	\$330,113	\$338,159	\$324,916	\$333,427
Total Disbursements	\$4,069,361	\$3,914,901	\$3,989,634	\$3,834,626	\$3,884,917	\$3,981,663	\$3,996,886	\$4,059,344
Run Rate (Revenue Less Expenditures)	(\$300,761)	\$115,099	\$96,797	\$195,374	\$157,383	\$73,060	\$70,384	\$20,599
ENDING BALANCE, DECEMBER 31	\$1,026,838	\$1,141,937	\$1,301,364	\$1,496,738	\$1,654,121	\$1,727,181	\$1,797,565	\$1,818,164
Ratio Ending Balance to Disbursements	25.23%	29.17%	32.62%	39.03%	42.58%	43.38%	44.97%	44.79%
Ratio Ending Balance to Revenues	27.25%	28.34%	31.85%	37.14%	40.92%	42.60%	44.20%	44.56%

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

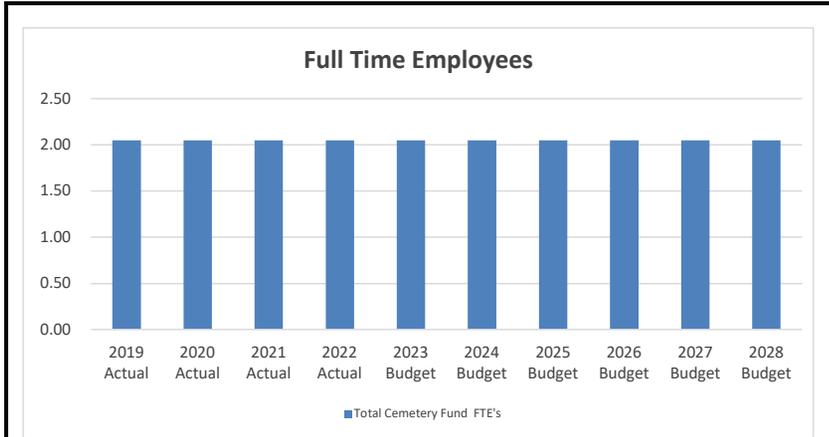
		<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Street Maintenance & Repair</u>								
1	Lease Backhoe	\$26,050						\$26,050
2	Lease Case Wheel Loader	\$41,325	\$41,325					\$82,650
3	Replace two 1998 Arrow Boards		\$21,000					\$21,000
4	Replace 2010 large Message Board		\$26,000					\$26,000
5	Replace 2010 small Message Board			\$22,000				\$22,000
6	Replace 2004 Hot Patch Trailer			\$93,000				\$93,000
7	Replace 1998 Roadside Mower (New Lease)				\$33,000	\$33,000		\$66,000
8	Replace Tow Motor				\$47,000			\$47,000
9	Replace smaller Leaf Vac					\$36,000		\$36,000
10	Purchase of new Street Sweeper						\$400,000	\$400,000
11	Replace Railings on 303 Under Bridges (1)						\$150,000	\$150,000
Total Street Maintenance & Repair		\$67,375	\$88,325	\$115,000	\$80,000	\$69,000	\$550,000	\$969,700
<u>Leaf Collection</u>								
1	7 Old Dominion Brush Leaf Vacuum Trailers (Ongoing Lease)	\$60,622	\$21,518	\$21,518				\$103,658
Total Leaf Collection		\$60,622	\$21,518	\$21,518	\$0	\$0	\$0	\$103,658
TOTAL STREET MAINTENANCE & REPAIR FUND		\$127,997	\$109,843	\$136,518	\$80,000	\$69,000	\$550,000	\$1,073,358

(1) The City will apply for Safety Grant Funds to cover the cost of this project.

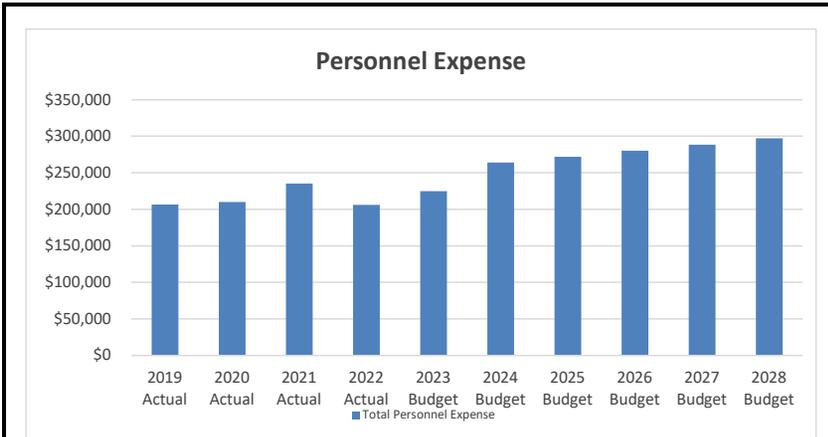
CITY OF HUDSON FIVE YEAR PLAN CEMETERY FUND TRENDS



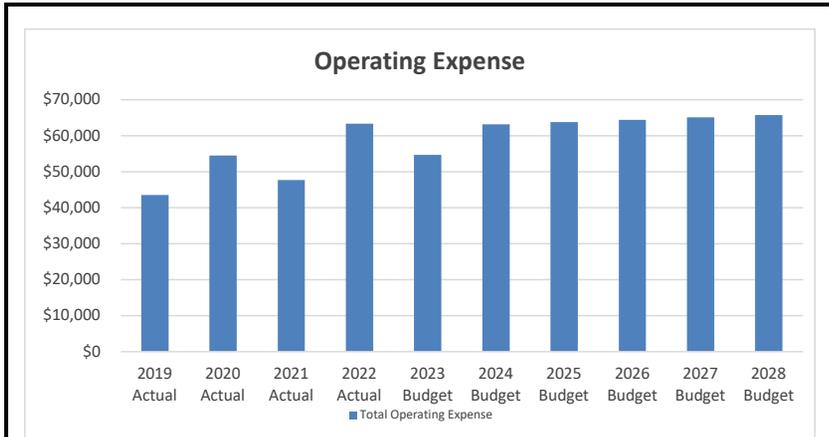
The main source of Cemetery Fund revenue is Property Taxes which makes up about 60% of the total revenue. The other major sources of revenue are charges for services.



Cemetery Fund full time employees have remained at 2.05 since 2019. This total is not anticipated to change through 2028.

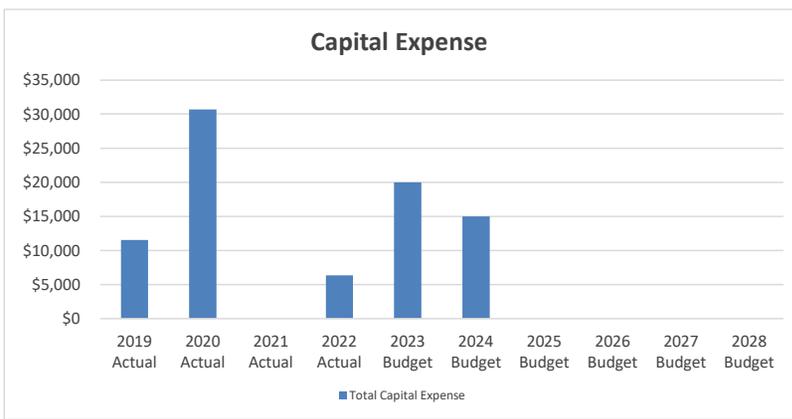


Cemetery Fund personnel costs rise an average of 2.91% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

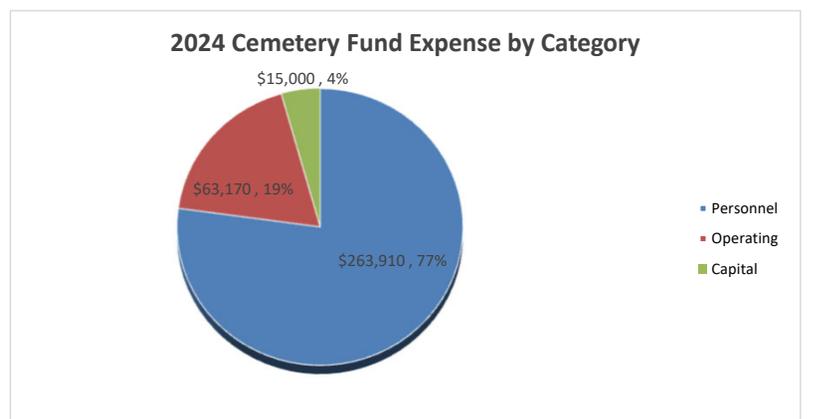


Cemetery Fund operating costs rise an average of 8.87% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

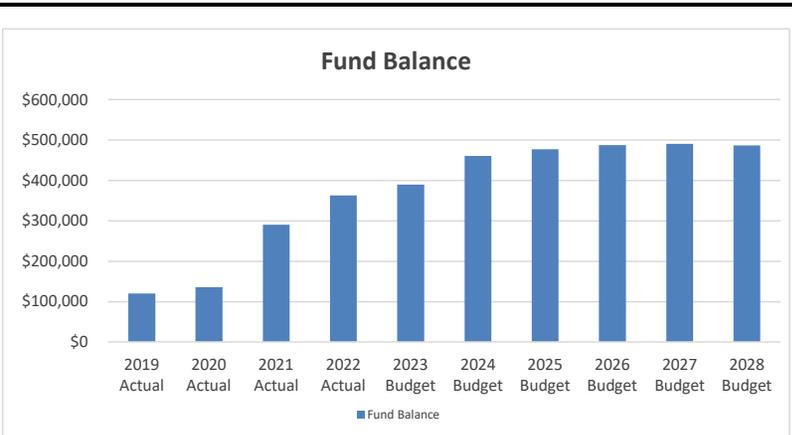
CITY OF HUDSON FIVE YEAR PLAN CEMETERY FUND TRENDS



Cemetery Fund capital expenses are composed mostly of street paving and land improvements.



The Cemetery Fund accounts for both burials and maintenance of City owned cemeteries.



The Cemetery Fund Balance grew significantly in 2021 thanks to a large revenue increase.

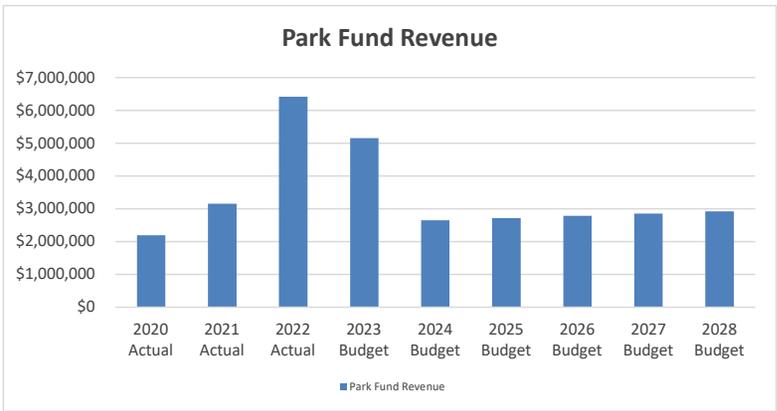
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN**

CEMETERIES FUND (203)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	301,984	\$362,991	\$406,736	\$452,007	\$460,231	\$477,046	\$487,251	\$490,638
<u>Revenues:</u>								
Real Estate Property Tax	\$199,319	\$197,458	\$201,503	\$241,804	\$241,804	\$241,804	\$241,804	\$241,804
Charges for Services	\$150,691	\$107,000	\$155,657	\$107,000	\$109,140	\$111,323	\$113,549	\$115,820
Miscellaneous	\$10,442	\$1,500	\$8,628	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Transfer from General Fund	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$380,452	\$325,958	\$385,788	\$350,304	\$352,444	\$354,627	\$356,853	\$359,124
Total Available	\$682,436	\$688,949	\$792,524	\$802,311	\$812,675	\$831,672	\$844,104	\$849,762
<u>Disbursements:</u>								
Cemetery								
Personnel	\$205,982	\$224,887	\$224,887	\$263,910	\$271,827	\$279,982	\$288,382	\$297,033
Professional Development	\$212	\$400	\$923	\$400	\$404	\$408	\$412	\$416
Contractual Services	\$53,436	\$43,120	\$39,958	\$51,620	\$52,136	\$52,658	\$53,184	\$53,716
Materials & Supplies	\$8,053	\$8,950	\$14,865	\$8,950	\$9,040	\$9,130	\$9,221	\$9,313
Refunds	\$1,680	\$2,200	\$2,890	\$2,200	\$2,222	\$2,244	\$2,267	\$2,289
Capital Purchases	\$6,337	\$20,000	\$56,995	\$15,000	\$0	\$0	\$0	\$0
Advance to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$43,745	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cemetery	\$319,446	\$299,557	\$340,518	\$342,080	\$335,629	\$344,422	\$353,466	\$362,768
Total Disbursements	\$319,446	\$299,557	\$340,518	\$342,080	\$335,629	\$344,422	\$353,466	\$362,768
Run Rate (Revenue Less Expenditures)	\$61,007	\$26,401	\$45,270	\$8,224	\$16,815	\$10,205	\$3,388	(\$3,644)
<u>ENDING BALANCE, DECEMBER 31</u>	362,991	\$389,392	\$452,007	\$460,231	\$477,046	\$487,251	\$490,638	\$486,994
Ratio Ending Balance to Disbursements	113.63%	129.99%	132.74%	134.54%	142.13%	141.47%	138.81%	134.24%
Ratio Ending Balance to Revenues	95.41%	119.46%	117.16%	131.38%	135.35%	137.40%	137.49%	135.61%

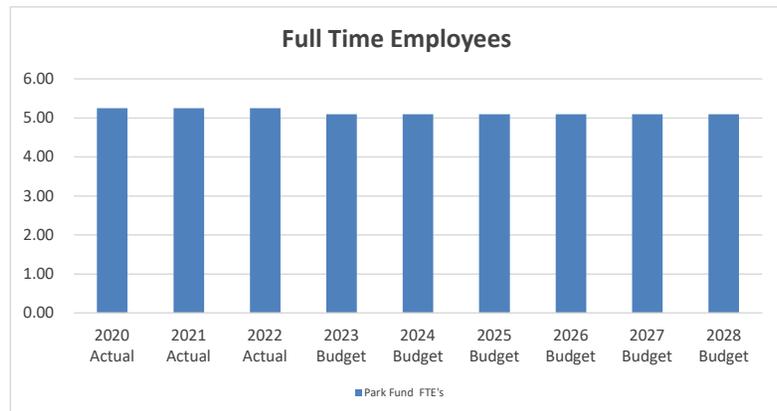
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

		<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Cemetery</u>								
1	Draper Cemetery Stone Work	\$15,000						\$15,000
2	O'Brien Cemetery Stone Work						\$30,000	\$30,000
3	Markille Cemetery Stone Work						\$50,000	\$50,000
Total Cemetery		\$15,000	\$0	\$0	\$0	\$0	\$80,000	\$95,000
TOTAL CEMETERY FUND		\$15,000	\$0	\$0	\$0	\$0	\$80,000	\$95,000

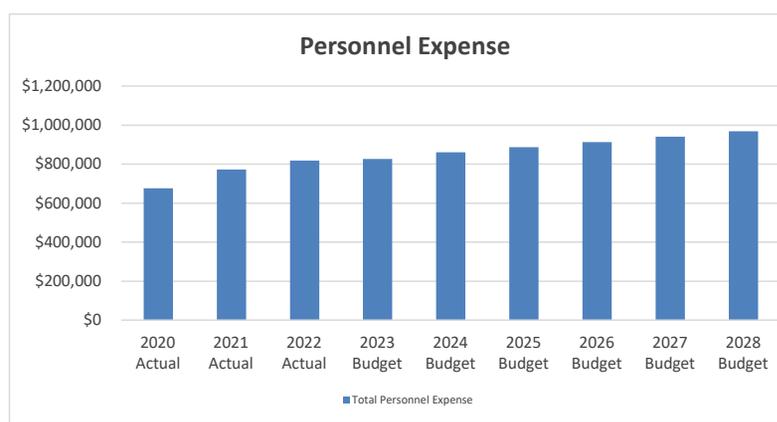
CITY OF HUDSON FIVE YEAR PLAN PARK FUND TRENDS



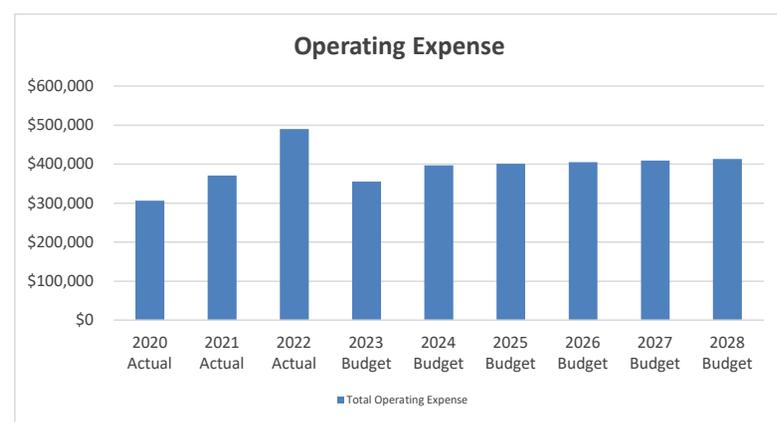
The main source of Park Fund revenue is income tax which makes up about 95% of the total revenue. 2021-2024 contains anticipated debt proceeds which increase the revenue significantly during those years.



Park Fund full time employees are at 5.10 in 2023. This total is not anticipated to change through 2028.

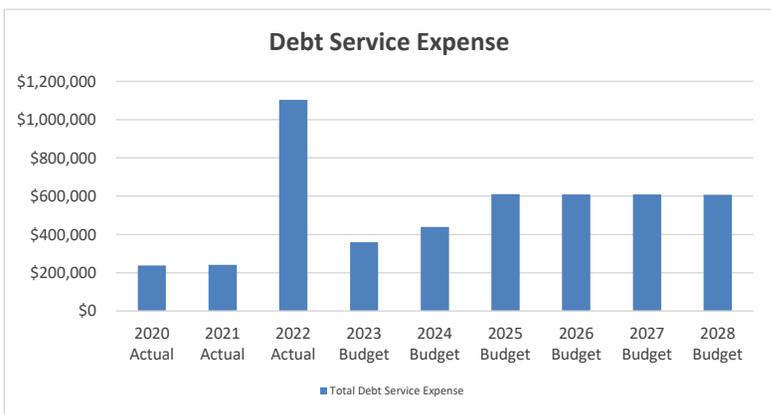


Park Fund personnel costs rise an average of 3.85% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

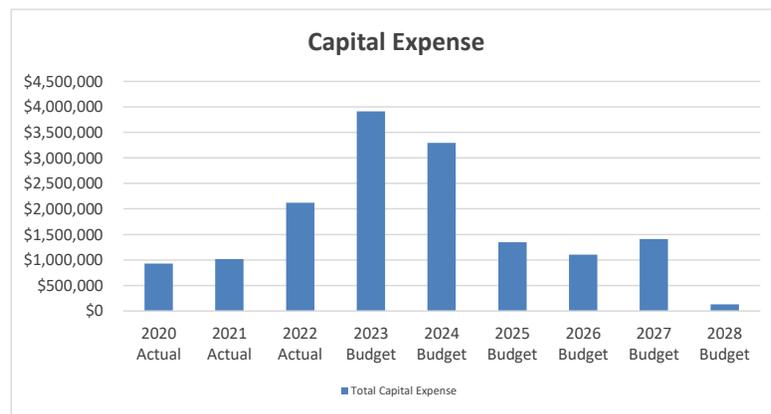


Park Fund operating costs rise an average of 4.48% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

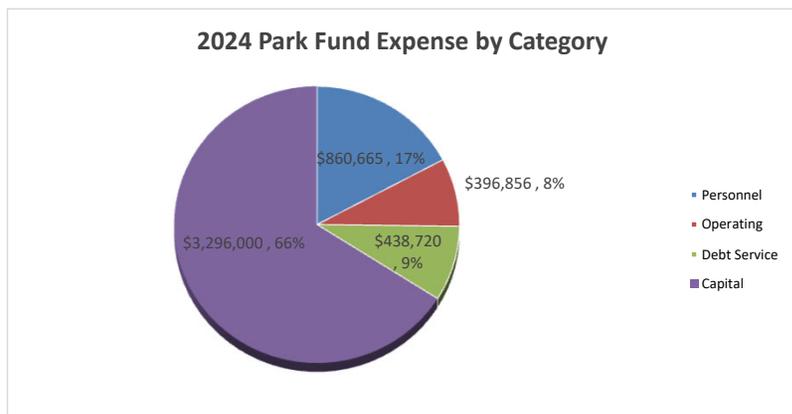
CITY OF HUDSON FIVE YEAR PLAN PARK FUND TRENDS



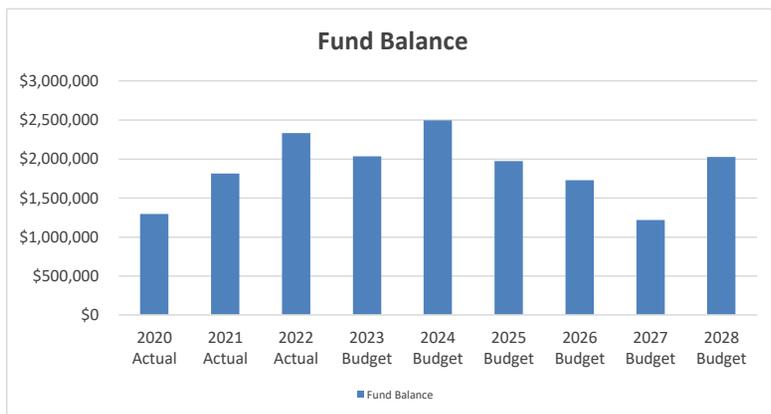
Park Fund debt service expenses are related to both the Parks and Golf Course. The increase in debt service throughout the budget is due to the anticipated issuance of \$6.7 million in bonds for connectivity and pickleball.



Park Fund capital expenses are composed mostly of trails and sidewalks..



The Park Fund accounts for both the operation and upkeep and capital improvements of the parks as well as capital items related to the golf course.



Park Fund balance is at its lowest in 2020 and rebounds through the 5 year plan.

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

PARKS FUND (205)

	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	2,358,908	\$2,331,227	\$4,250,033	\$4,835,057	\$2,496,588	\$1,973,690	\$1,728,786	\$1,217,969
Revenues:								
Income Taxes	\$2,490,456	\$2,373,763	\$2,540,265	\$2,603,771	\$2,668,866	\$2,735,587	\$2,803,977	\$2,874,077
Grant Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$3,859,002	\$2,750,000	\$2,750,000	\$0	\$0	\$0	\$0	\$0
Park User Fees/Misc.	\$36,365	\$15,000	\$11,530	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236
Interest Income	\$30,474	\$15,000	\$76,628	\$30,000	\$30,600	\$31,212	\$31,836	\$32,473
Royalties (Gas Wells)	\$8,410	\$5,000	\$4,791	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total Revenue	\$6,424,706	\$5,158,763	\$5,383,214	\$2,653,771	\$2,719,766	\$2,787,405	\$2,856,731	\$2,927,786
Total Available	\$8,783,614	\$7,489,990	\$9,633,247	\$7,488,829	\$5,216,353	\$4,761,095	\$4,585,518	\$4,145,755
Disbursements:								
Parks								
Personnel	\$818,802	\$826,860	\$826,860	\$860,665	\$886,485	\$913,079	\$940,472	\$968,686
Professional Development	\$1,678	\$3,420	\$3,540	\$3,800	\$3,838	\$3,876	\$3,915	\$3,954
Contractual Services	\$359,090	\$246,456	\$255,296	\$287,456	\$290,331	\$293,234	\$296,166	\$299,128
Materials & Supplies	\$125,362	\$102,000	\$117,566	\$102,000	\$103,020	\$104,050	\$105,091	\$106,142
Refunds	\$3,850	\$3,600	\$3,717	\$3,600	\$3,636	\$3,672	\$3,709	\$3,746
Capital Purchases	\$2,122,232	\$3,914,000	\$3,231,317	\$3,296,000	\$1,345,000	\$1,105,000	\$1,410,000	\$130,000
Debt Service	\$1,102,569	\$359,894	\$359,894	\$408,720	\$408,004	\$407,046	\$405,846	\$404,135
New Debt Service	\$0	\$0	\$0	\$30,000	\$202,350	\$202,350	\$202,350	\$202,350
Carryover Encumbrances	\$1,918,807	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Parks	\$6,452,387	\$5,456,230	\$4,798,190	\$4,992,241	\$3,242,664	\$3,032,309	\$3,367,549	\$2,118,141
Total Disbursements	\$6,452,387	\$5,456,230	\$4,798,190	\$4,992,241	\$3,242,664	\$3,032,309	\$3,367,549	\$2,118,141
Run Rate (Revenue Less Expenditures)	(\$27,681)	(\$297,467)	\$585,024	(\$2,338,470)	(\$522,898)	(\$244,903)	(\$510,818)	\$809,645
<u>ENDING BALANCE, DECEMBER 31</u>	2,331,227	\$2,033,760	\$4,835,057	\$2,496,588	\$1,973,690	\$1,728,786	\$1,217,969	\$2,027,614
Ratio Ending Balance to Disbursements	36.13%	37.27%	100.77%	50.01%	60.87%	57.01%	36.17%	95.73%
Ratio Ending Balance to Revenues	36.29%	39.42%	89.82%	94.08%	72.57%	62.02%	42.64%	69.25%

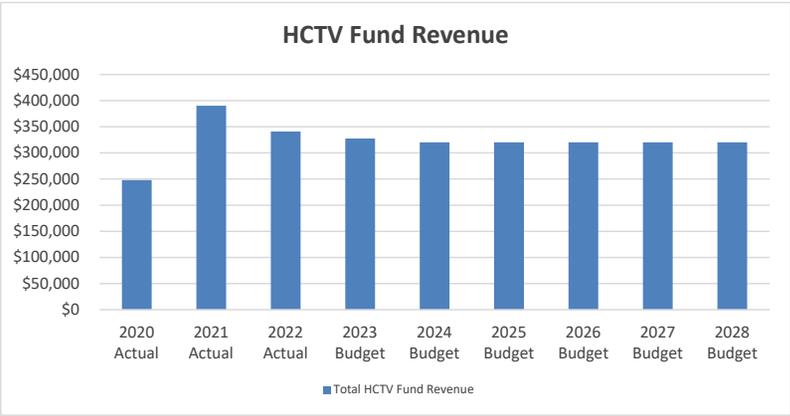
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

		<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Parks								
1	Playground Updates	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000		\$150,000
2	Park by Park Improvement Plan (2)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$500,000
3	Dump Truck Replacment	\$100,000						\$100,000
4	Americans with Disabilities Act Kayak Dock at Hudson Springs Park	\$20,000						\$20,000
5	Turf maintenance vehicle replacment	\$20,000						\$20,000
6	Backstop replacment/repairs	\$25,000	\$25,000					\$50,000
7	10' Trail Along Boston Mills Road (From Executive Pkwy over BWC to Lake Forest, Construction) (1) (Carry Over From 2023)	\$1,750,000						\$1,750,000
8	10' Trail Along E. Barlow Rd (From Barlow Farm Park to Metro Park)-Placeholder (Carry Over From 2023)	\$1,200,000						\$1,200,000
9	Truck Replacement		\$40,000		\$55,000			\$95,000
10	Wood Chipper	\$51,000						\$51,000
11	Turnpike Bridge Widening on Prospect St Trail (Construction)		\$1,000,000					\$1,000,000
12	10' Trail Along Prospect St (From Hunting Hollow to Steepleview, Design)		\$150,000					\$150,000
13	10' Trail Along Prospect St (From Hunting Hollow to Steepleview, Construction)			\$750,000				\$750,000
14	10' Trail Along Hines Hill Rd & Prospect St (From Metroparks to Hunting Hollow Dr, Design)			\$225,000				\$225,000
15	10' Trail Along Hines Hill Rd & Prospect St (From Metroparks to Hunting Hollow Dr, Construction)				\$1,225,000			\$1,225,000
16	Norfolk Southern Rails to Trails (Barlow Rd to Veterans Way) (D, C) (Potential ODOT Project)						\$4,090,000	\$4,090,000
17	Pickleball/Tennis Court Lighting						\$500,000	\$500,000
18	Inclusive Playgroud						\$1,800,000	\$1,800,000
19	Dog Trail						\$250,000	\$250,000
Total Parks		\$3,296,000	\$1,345,000	\$1,105,000	\$1,410,000	\$130,000	\$6,640,000	\$13,926,000
TOTAL PARKS FUND		\$3,296,000	\$1,345,000	\$1,105,000	\$1,410,000	\$130,000	\$6,640,000	\$13,926,000

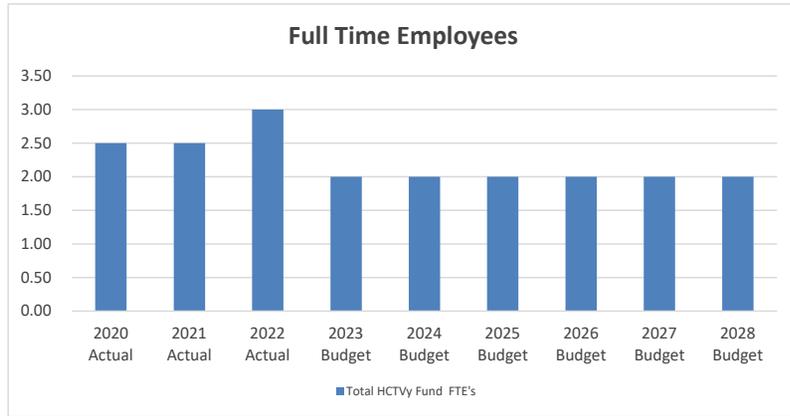
(1) Project is projected to be financed though debt.

(2) This line item was requested by the Park Board for use on special projects such as baseball field and trail renovations.

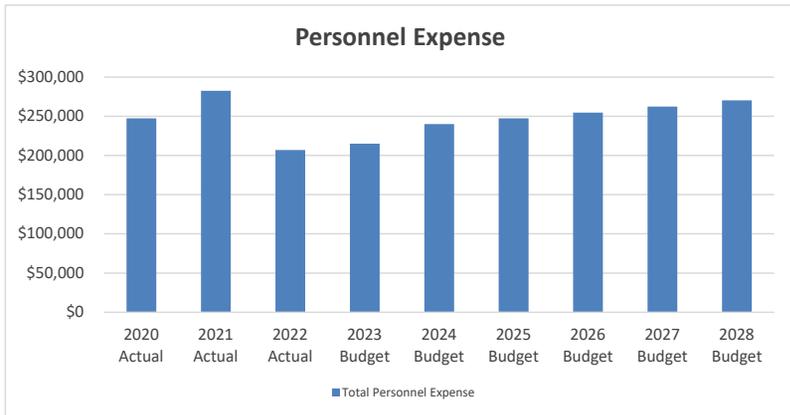
CITY OF HUDSON FIVE YEAR PLAN HCTV FUND TRENDS



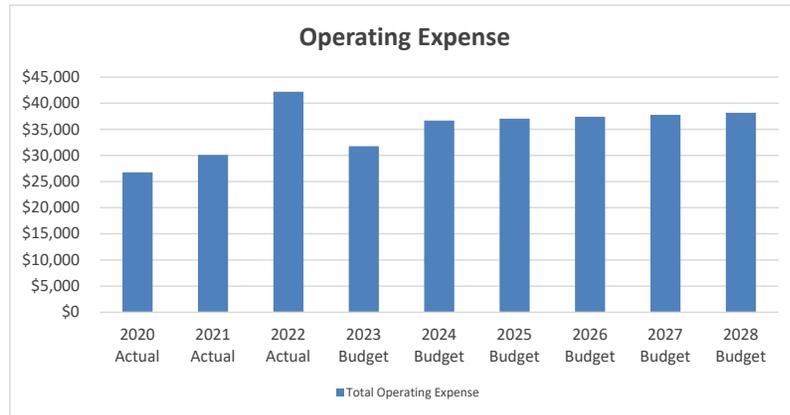
The main source of HCTV Fund revenue is franchise fees. The other major sources of revenue are donations and charges for services.



HCTV Fund full time employees increased to 3 in 2022 but then drops to 2 with a retirement in 2023. This total is not anticipated to change through 2028.

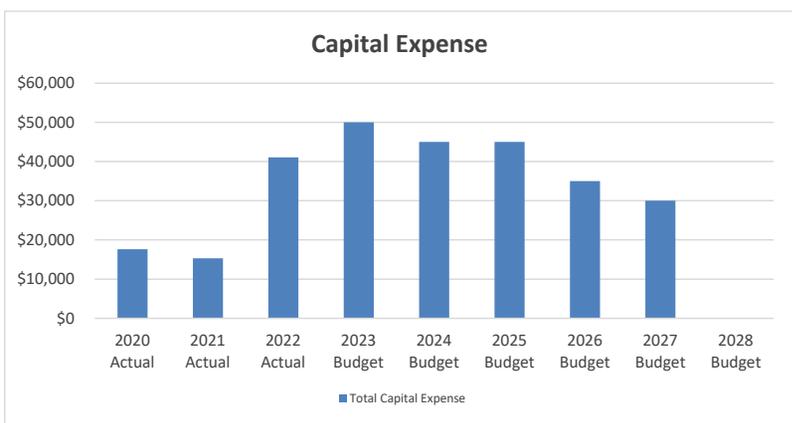


HCTV Fund personnel costs rise an average of 1.68% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

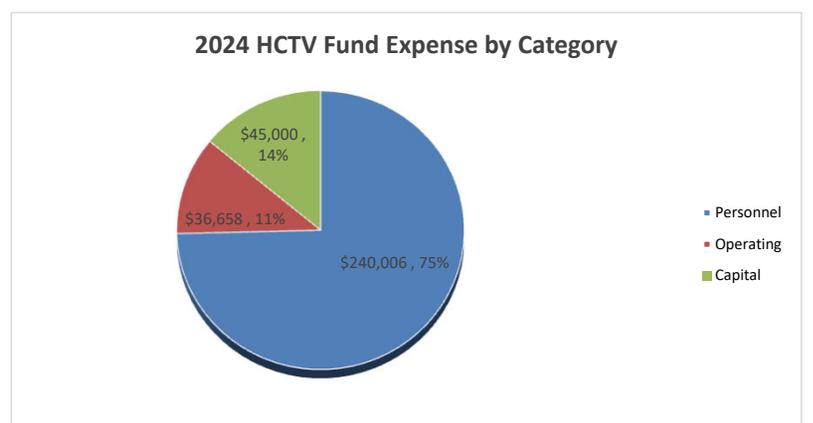


HCTV Fund operating costs decrease an average of 2.30% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

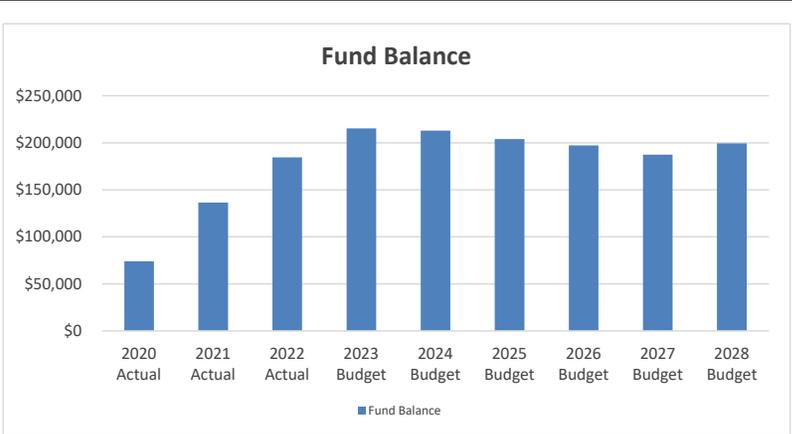
CITY OF HUDSON FIVE YEAR PLAN HCTV FUND TRENDS



HCTV Fund capital expenses are composed mostly of equipment purchases.



The HCTV Fund accounts for produces content for the City run cable station.



The HCTV Fund is showing a gradual increase in fund balance over the term of the Five Year Plan.

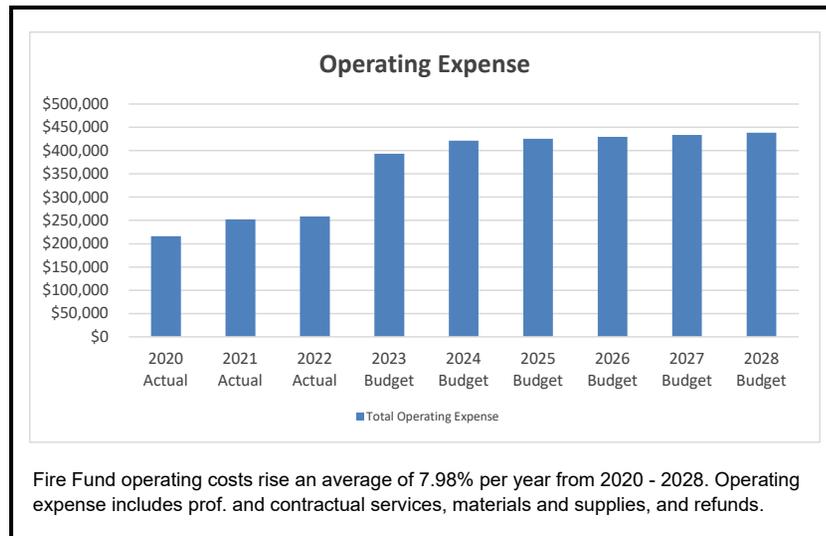
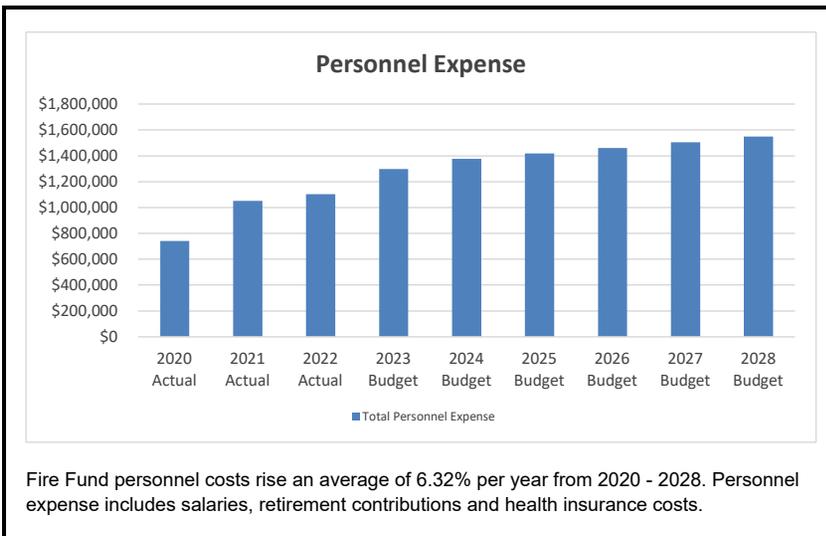
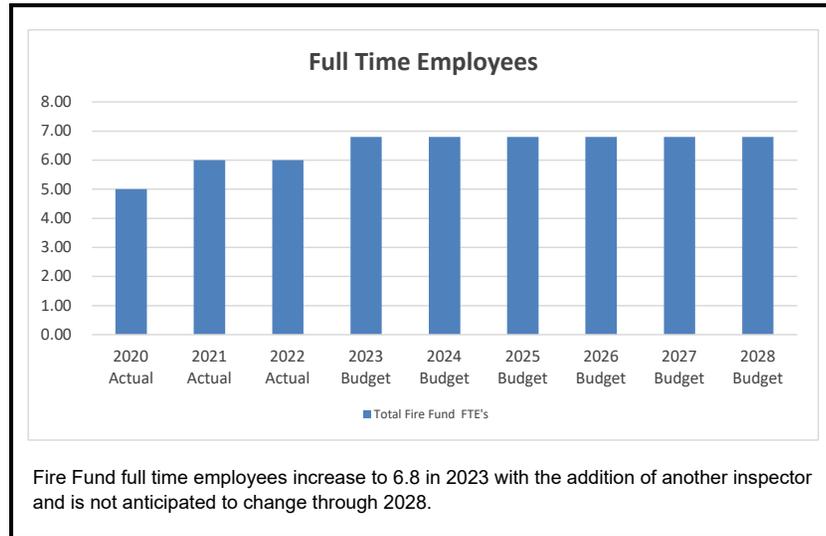
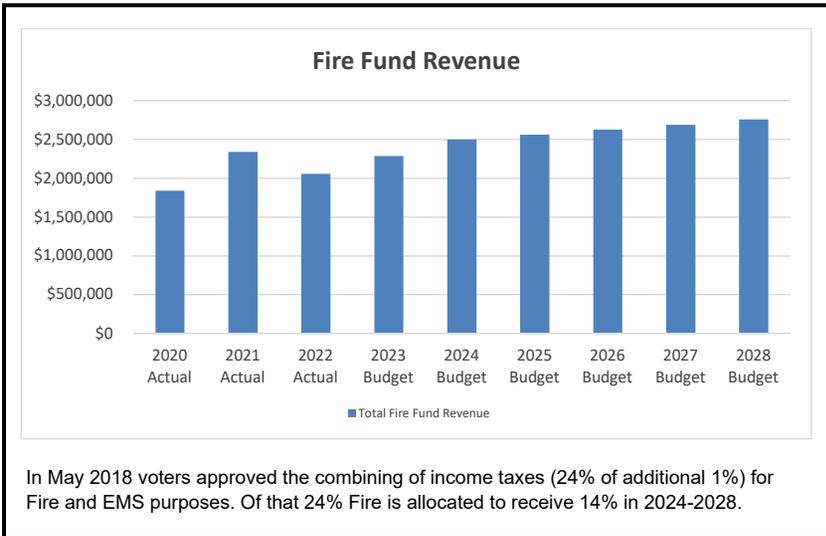
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN**

HUDSON COMMUNITY TV FUND (206)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	136,458	\$184,456	\$187,382	\$214,343	\$212,929	\$203,948	\$197,181	\$187,401
<u>Revenues:</u>								
Franchise Fees	\$288,450	\$295,000	\$288,148	\$288,000	\$288,000	\$288,000	\$288,000	\$288,000
Charges for Services	\$711	\$2,000	\$740	\$1,750	\$1,750	\$1,750	\$1,750	\$1,750
Grants & Donations	\$21,905	\$500	\$14,272	\$500	\$500	\$500	\$500	\$500
Transfer from General Fund	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Revenue	\$341,066	\$327,500	\$333,160	\$320,250	\$320,250	\$320,250	\$320,250	\$320,250
Total Available	\$477,524	\$511,956	\$520,542	\$534,593	\$533,179	\$524,198	\$517,431	\$507,651
<u>Disbursements:</u>								
Cable TV								
Personnel	\$206,921	\$214,887	\$214,887	\$240,006	\$247,206	\$254,622	\$262,261	\$270,129
Professional Development	\$1,174	\$3,850	\$3,850	\$850	\$859	\$867	\$876	\$885
Contractual Services	\$17,924	\$15,758	\$16,888	\$19,658	\$19,855	\$20,053	\$20,254	\$20,456
Materials & Supplies	\$23,032	\$12,000	\$17,494	\$16,000	\$16,160	\$16,322	\$16,485	\$16,650
Refunds	\$49	\$150	\$150	\$150	\$152	\$153	\$155	\$156
Capital Purchases	\$41,042	\$50,000	\$52,930	\$45,000	\$45,000	\$35,000	\$30,000	\$0
Advance to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$2,926	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cable TV	\$293,068	\$296,645	\$306,199	\$321,664	\$329,231	\$327,017	\$330,030	\$308,275
Total Disbursements	\$293,068	\$296,645	\$306,199	\$321,664	\$329,231	\$327,017	\$330,030	\$308,275
Run Rate (Revenue Less Expenditures)	\$47,999	\$30,855	\$26,961	(\$1,414)	(\$8,981)	(\$6,767)	(\$9,780)	\$11,975
<u>ENDING BALANCE, DECEMBER 31</u>	\$184,456	\$215,311	\$214,343	\$212,929	\$203,948	\$197,181	\$187,401	\$199,376
Ratio Ending Balance to Disbursements	62.94%	72.58%	70.00%	66.20%	61.95%	60.30%	56.78%	64.67%
Ratio Ending Balance to Revenues	54.08%	65.74%	64.34%	66.49%	63.68%	61.57%	58.52%	62.26%

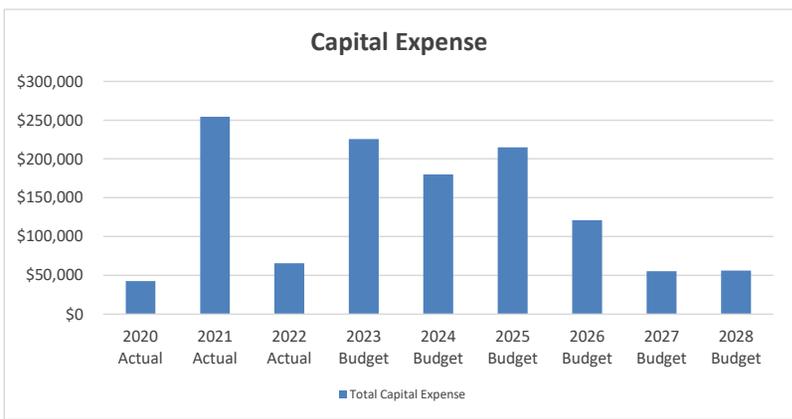
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Cable TV</u>							
1 Studio Set Replacement	\$10,000		\$10,000				\$20,000
2 Control Room Video Switcher and Router Replacement & accessories	\$20,000						\$20,000
3 Main Video Router replacement & accessories	\$10,000						\$10,000
4 Control Room Audio Board Replacement & accessories	\$5,000						\$5,000
5 Staff Portable Cameras(Electronic News Gathering and Mirrorless Cameras)		\$30,000					\$30,000
6 Video on Demand (VOD) & Custom Mobile App		\$15,000					\$15,000
7 Studio Lighting Upgrade			\$10,000				\$10,000
8 Public Access Computer & Utility Computers Replacement (4)			\$10,000				\$10,000
9 Drone Replacement			\$5,000				\$5,000
10 Robotic Camera Replacement (9)				\$30,000			\$30,000
Total Cable TV	\$45,000	\$45,000	\$35,000	\$30,000	\$0	\$0	\$155,000
TOTAL CABLE TV FUND	\$45,000	\$45,000	\$35,000	\$30,000	\$0	\$0	\$155,000

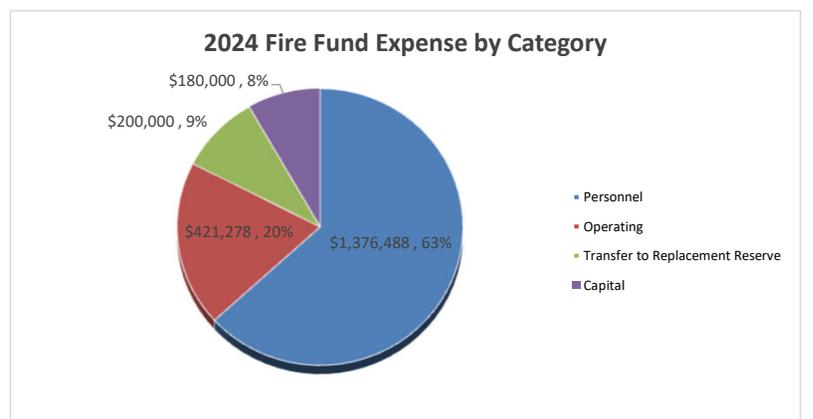
CITY OF HUDSON FIVE YEAR PLAN FIRE FUND TRENDS



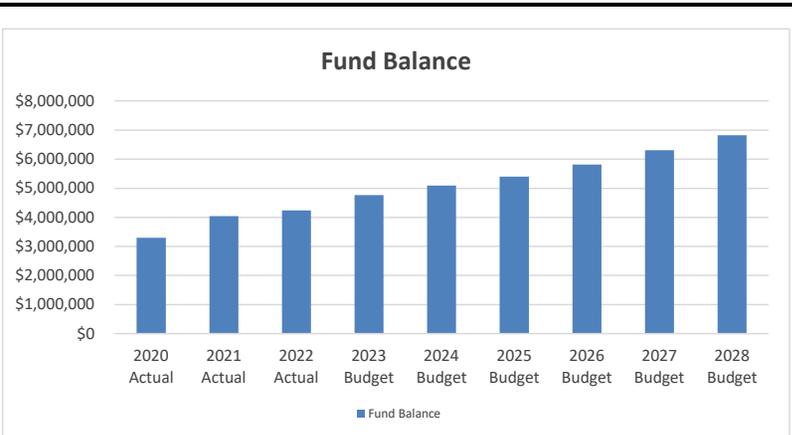
CITY OF HUDSON FIVE YEAR PLAN FIRE FUND TRENDS



Fire Fund capital expenses are composed mostly of emergency vehicles and equipment.



The Fire Fund accounts for operations and capital needs of the City's Fire Department which is handled on a majority volunteer basis.



The Fire Fund has an extremely healthy fund balance that is over 100% of annual expenditures.

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
FIRE FUND (221)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
BEGINNING BALANCE, JANUARY 1	\$4,177,612	\$4,235,807	\$4,607,445	\$4,769,574	\$5,093,237	\$5,398,178	\$5,813,662	\$6,311,952
Revenues:								
Income Taxes (1)	\$2,000,143	\$2,256,754	\$2,370,914	\$2,471,429	\$2,533,215	\$2,596,545	\$2,661,459	\$2,727,995
Miscellaneous	\$56,620	\$30,000	\$272,730	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Revenue	\$2,056,764	\$2,286,754	\$2,643,644	\$2,501,429	\$2,563,215	\$2,626,545	\$2,691,459	\$2,757,995
Total Available	\$6,234,375	\$6,522,561	\$7,251,089	\$7,271,003	\$7,656,452	\$8,024,723	\$8,505,120	\$9,069,947
Disbursements:								
Fire								
Personnel	\$1,102,877	\$1,298,962	\$1,298,962	\$1,376,488	\$1,417,783	\$1,460,316	\$1,504,126	\$1,549,249
Professional Development	\$14,319	\$36,200	\$42,923	\$36,200	\$36,562	\$36,928	\$37,297	\$37,670
Contractual Services	\$194,856	\$266,178	\$279,929	\$289,178	\$292,070	\$294,990	\$297,940	\$300,920
Materials & Supplies	\$49,615	\$91,100	\$133,778	\$95,900	\$96,859	\$97,828	\$98,806	\$99,794
Capital Purchases	\$65,263	\$225,500	\$525,923	\$180,000	\$215,000	\$121,000	\$55,000	\$56,000
Replacement Reserve	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Carryover Encumbrances	\$371,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Fire	\$1,998,568	\$2,117,940	\$2,481,515	\$2,177,766	\$2,258,273	\$2,211,062	\$2,193,169	\$2,243,633
Total Disbursements	\$1,998,568	\$2,117,940	\$2,481,515	\$2,177,766	\$2,258,273	\$2,211,062	\$2,193,169	\$2,243,633
Run Rate (Revenue Less Expenditures)	\$58,195	\$168,814	\$162,129	\$323,663	\$304,941	\$415,483	\$498,290	\$514,362
ENDING BALANCE, DECEMBER 31	\$4,235,807	\$4,404,621	\$4,769,574	\$5,093,237	\$5,398,178	\$5,813,662	\$6,311,952	\$6,826,314
Ratio Ending Balance to Disbursements	211.94%	207.97%	192.20%	233.87%	239.04%	262.94%	287.80%	304.25%
Ratio Ending Balance to Revenues	205.95%	192.61%	180.42%	203.61%	210.60%	221.34%	234.52%	247.51%
REPLACEMENT RESERVE (480)								
Beginning Balance	\$1,576,821	\$1,798,290	\$1,798,290	\$2,035,450	\$2,245,450	\$1,455,450	\$1,665,450	\$1,875,450
Plus: Additional Reserve Amount	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Interest Income/Misc.	\$21,469	\$2,500	\$37,160	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Less: Equip/Vehicle Replacements	\$0	\$0	\$0	\$0	(\$1,000,000)	\$0	\$0	\$0
Ending Balance	\$1,798,290	\$2,000,790	\$2,035,450	\$2,245,450	\$1,455,450	\$1,665,450	\$1,875,450	\$2,085,450

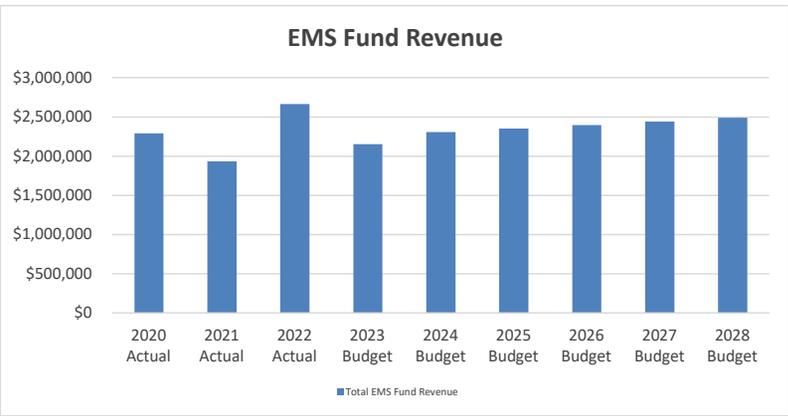
(1) In May 2018 voters approved the combining of income taxes (24% of additional 1%) for Fire and EMS purposes. Of that 24% Fire is allocated to receive 14% in 2023-2028.

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

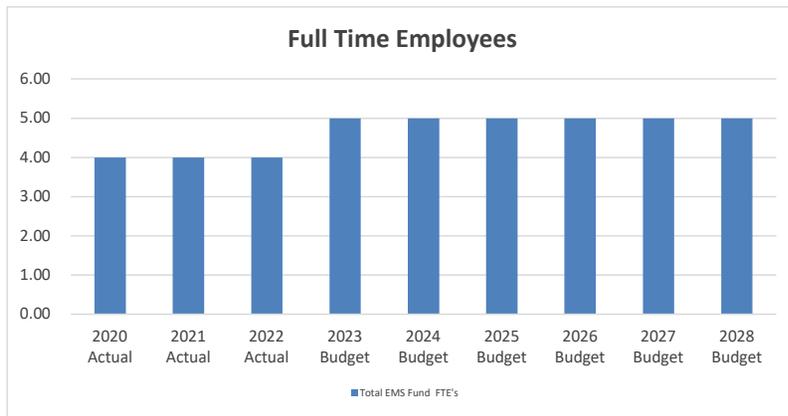
	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Fire							
1	Equipment - Opticom & Various Smaller Equipment Items	\$57,500	\$50,000	\$50,000	\$50,000	\$50,000	\$257,500
2	Equipment - FotoKite Tethered Drone - *Grant requested*	\$34,000					\$34,000
3	Replace 2010 Chevy Suburban - Fire Marshal's Vehicle - Car 3	\$70,000					\$70,000
4	Furniture and Furnishings - Office Chairs & Misc.	\$1,000		\$1,000		\$1,000	\$3,000
5	Communication Equipment - Replacement of portable radios	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
6	50% share of new Safety Center needs study	\$12,500					\$12,500
7	Replace 1993 Dodge Brush Truck - Unit # 2017		\$100,000				\$100,000
8	Replace 2015 Ford Explorer Fire Prevention Vehicle - Car 4		\$60,000				\$60,000
9	Replace 2017 Ford Explorer Duty Officers Car - Car 1			\$65,000			\$65,000
10	Safety Center addition/renovation (50% budgeted by EMS) (1)					\$750,000	\$750,000
	Total Fire	\$180,000	\$215,000	\$121,000	\$55,000	\$56,000	\$1,377,000
	TOTAL FIRE FUND	\$180,000	\$215,000	\$121,000	\$55,000	\$56,000	\$1,377,000
Fire							
1	Replace 1999 Fire Heavy Rescue		\$1,000,000				\$1,000,000
	Total Fire	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
	TOTAL REPLACEMENT RESERVE FUND	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

(1) Project will not be needed if new Safety Center is built.

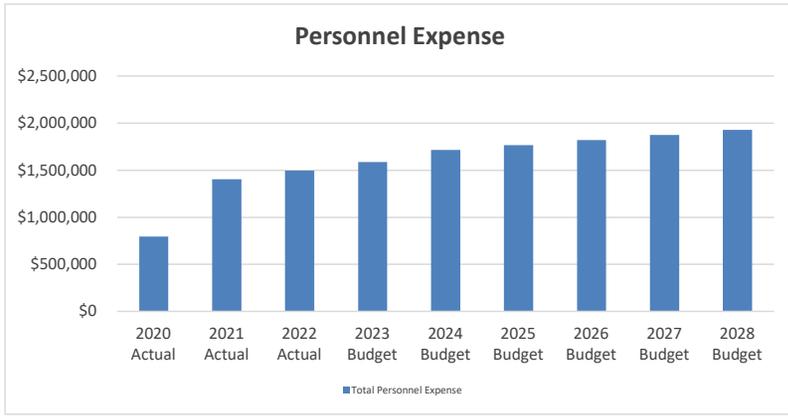
CITY OF HUDSON FIVE YEAR PLAN EMS FUND TRENDS



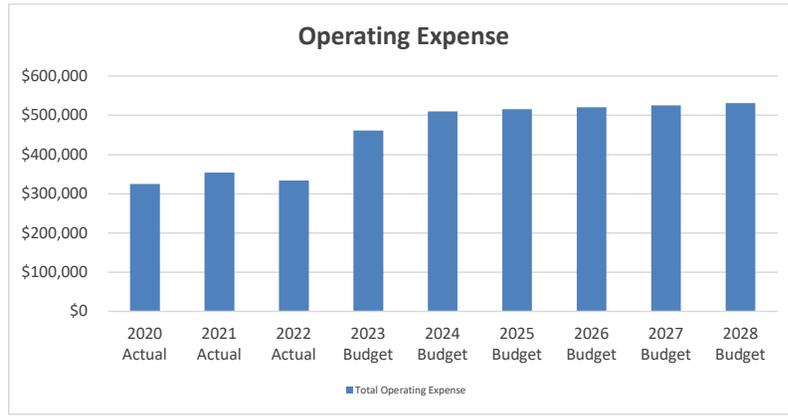
In May 2018 voters approved the combining of income taxes (24% of additional 1%) for Fire and EMS purposes. Of that 24% EMS is allocated to receive 10% in 2024-2028.



EMS Fund full time employees increased to 5 in 2023 with the addition of a Training Coordinator. This total is not anticipated to change through 2028.

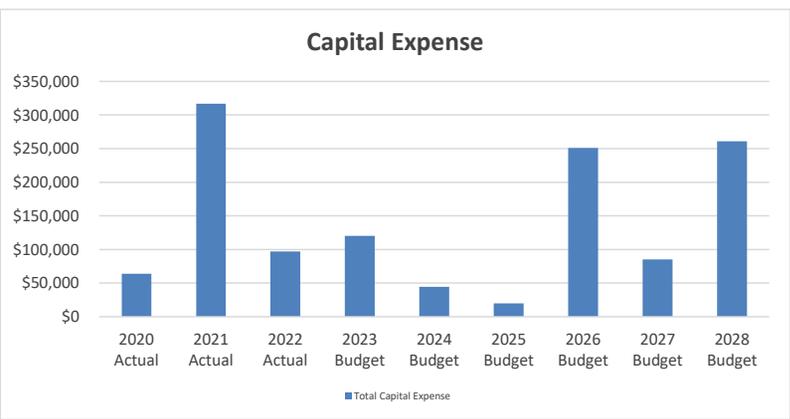


EMS Fund personnel costs rise an average of 8.29% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

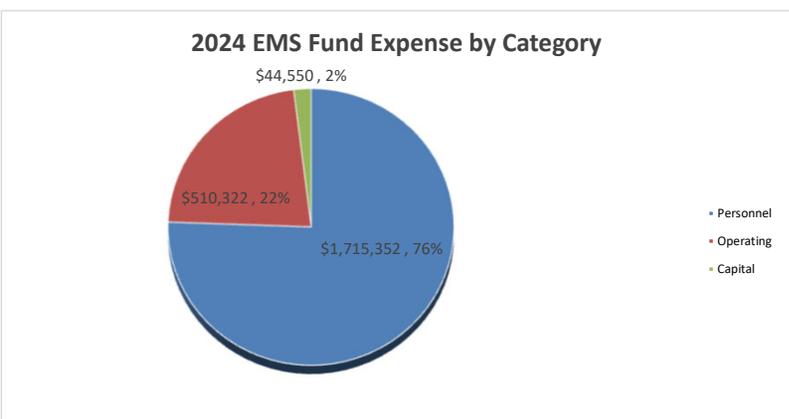


EMS Fund operating costs rise an average of 7.62% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

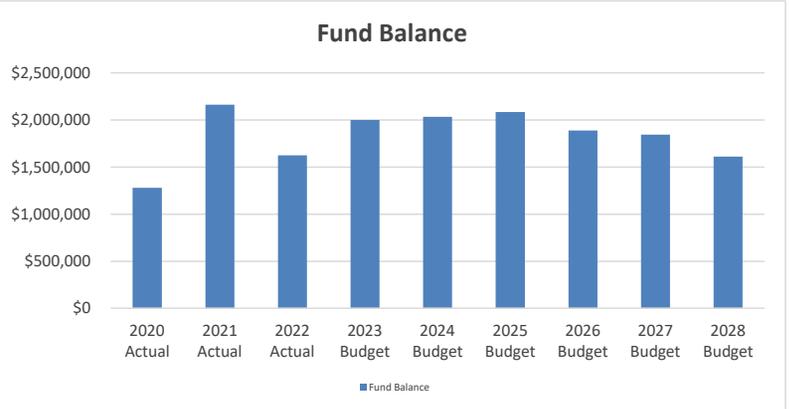
CITY OF HUDSON FIVE YEAR PLAN EMS FUND TRENDS



EMS Fund capital expenses are composed mostly of emergency vehicles and equipment.



The EMS Fund accounts for operations and capital needs of the City's EMS Department. EMS has a mixture of full time, part time, and volunteer positions.



The EMS Fund has been positively impacted by the change approved by voters that combined Fire and EMS into one revenue stream.

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

EMS FUND (224)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$1,538,848	\$1,625,128	\$2,276,430	\$2,000,005	\$2,036,087	\$2,084,288	\$1,888,567	\$1,845,412
<u>Revenues:</u>								
Income Taxes (1)	\$1,984,586	\$1,611,967	\$1,693,510	\$1,765,306	\$1,809,439	\$1,854,675	\$1,901,042	\$1,948,568
Ambulance Billing	\$610,814	\$500,000	\$685,308	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Charges for Training Classes	\$34,500	\$35,000	\$42,670	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Miscellaneous	\$35,668	\$6,000	\$105,879	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Total Revenue	\$2,665,568	\$2,152,967	\$2,527,368	\$2,306,306	\$2,350,439	\$2,395,675	\$2,442,042	\$2,489,568
Total Available	\$4,204,416	\$3,778,095	\$4,803,798	\$4,306,311	\$4,386,526	\$4,479,963	\$4,330,609	\$4,334,980
<u>Disbursements:</u>								
EMS								
Personnel	\$1,496,708	\$1,586,650	\$1,586,650	\$1,715,352	\$1,766,813	\$1,819,817	\$1,874,411	\$1,930,644
Professional Development	\$36,183	\$93,450	\$102,807	\$94,950	\$95,900	\$96,858	\$97,827	\$98,805
Contractual Services	\$229,963	\$258,362	\$295,187	\$286,872	\$289,741	\$292,638	\$295,565	\$298,520
Materials & Supplies	\$66,511	\$104,250	\$125,488	\$123,500	\$124,735	\$125,982	\$127,242	\$128,515
Refunds	\$1,600	\$5,000	\$5,000	\$5,000	\$5,050	\$5,101	\$5,152	\$5,203
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$97,020	\$120,000	\$688,661	\$44,550	\$20,000	\$251,000	\$85,000	\$261,000
Carryover Encumbrances	\$651,303	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total EMS	\$2,579,288	\$2,167,712	\$2,803,793	\$2,270,224	\$2,302,238	\$2,591,396	\$2,485,197	\$2,722,687
Total Disbursements	\$2,579,288	\$2,167,712	\$2,803,793	\$2,270,224	\$2,302,238	\$2,591,396	\$2,485,197	\$2,722,687
Run Rate (Revenue Less Expenditures)	\$86,280	(\$14,745)	(\$276,426)	\$36,082	\$48,201	(\$195,721)	(\$43,155)	(\$233,119)
<u>ENDING BALANCE, DECEMBER 31</u>	\$1,625,128	\$1,610,383	\$2,000,005	\$2,036,087	\$2,084,288	\$1,888,567	\$1,845,412	\$1,612,293
Ratio Ending Balance to Disbursements	63.01%	74.29%	71.33%	89.69%	90.53%	72.88%	74.26%	59.22%
Ratio Ending Balance to Revenues	60.97%	74.80%	79.13%	88.28%	88.68%	78.83%	75.57%	64.76%

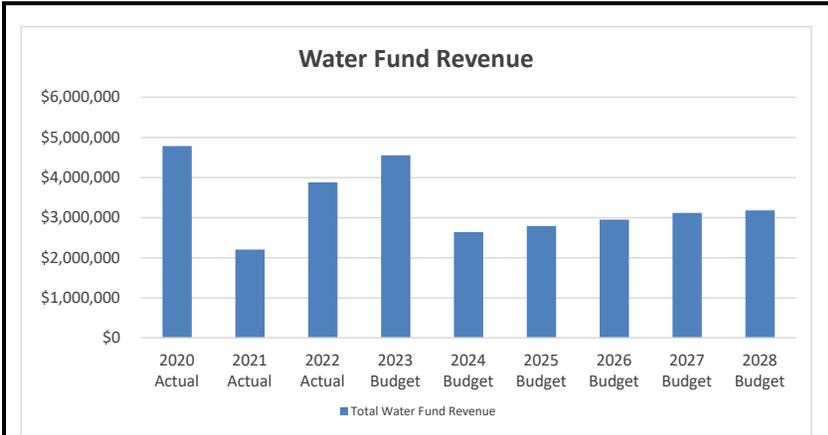
(1) In May 2018 voters approved the combining of income taxes (24% of additional 1%) for Fire and EMS purposes. Of that 24% EMS is allocated to receive 10% in 2023-2028.

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

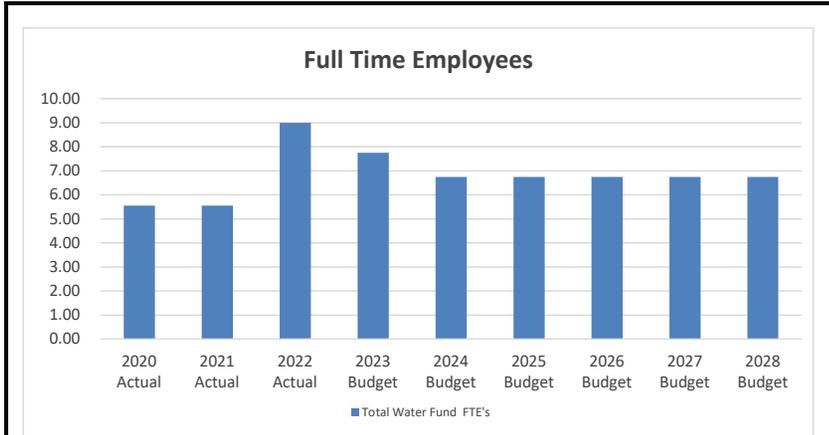
	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
EMS							
1 Computer Equipment - Replace 1 iPad & Surface Pro 8 each year x 5	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500		\$12,500
2 Furniture & Furnishings - Office Chairs & Misc.	\$1,000		\$1,000		\$1,000		\$3,000
3 Communication Equipment - Replacement of portable radios	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		\$25,000
4 Equipment - Opti-Com, \$7,500, CO Det. \$3,550 + Misc. equip. \$5K	\$16,050	\$5,000	\$5,000	\$5,000	\$5,000		\$36,050
5 Equipment - AED Replacement Program x 5 years @ \$7,500/year	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500		\$37,500
6 50% share of new Safety Center needs study	\$12,500						\$12,500
7 Remount 2018 Ambulance # 4012			\$230,000				\$230,000
8 Replace 2017 Ford Explorer QRV Unit # 4046				\$65,000			\$65,000
9 Remount 2020 Ambulance # 4021					\$240,000		\$240,000
10 Safety Center addition/renovation (50% budgeted by Fire) (1)						\$750,000	\$750,000
Total EMS	\$44,550	\$20,000	\$251,000	\$85,000	\$261,000	\$750,000	\$1,411,550
TOTAL EMS FUND	\$44,550	\$20,000	\$251,000	\$85,000	\$261,000	\$750,000	\$1,411,550

(1) Project will not be needed if new Safety Center is built.

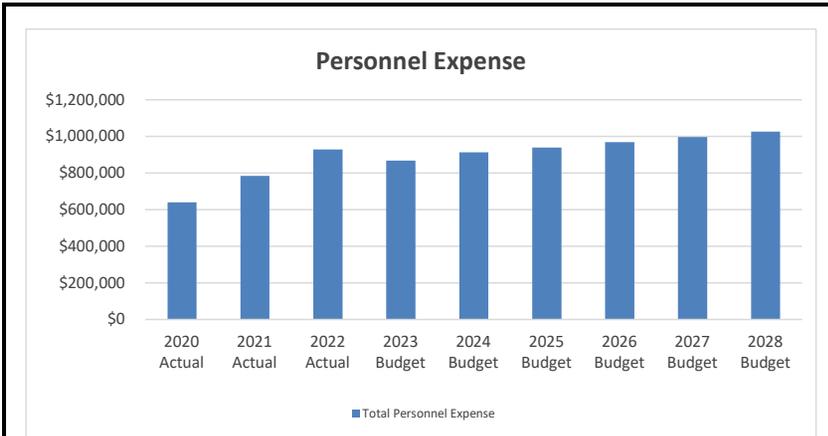
CITY OF HUDSON FIVE YEAR PLAN WATER FUND TRENDS



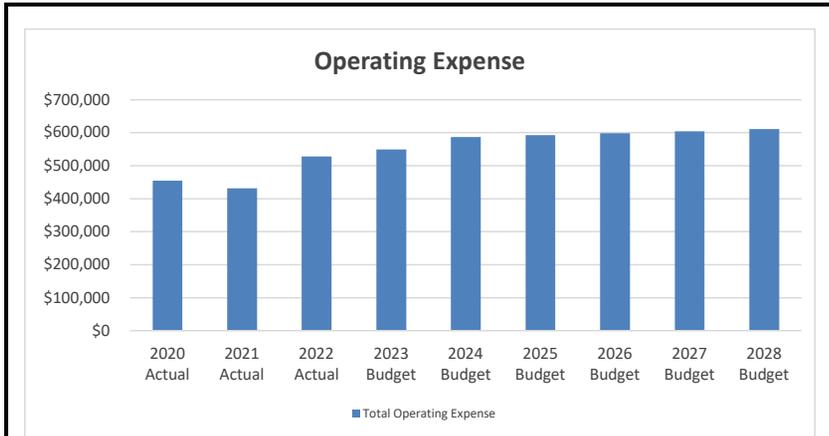
The main source of Water Fund revenue is user charges. 2023 contains the use of ARPA Funds. 2024-2027 include the 6% per year rate increase. From 2028 on the annual increase is 2%.



Water Fund full time employees is 6.75 in 2024 and is not anticipated to change through 2028.

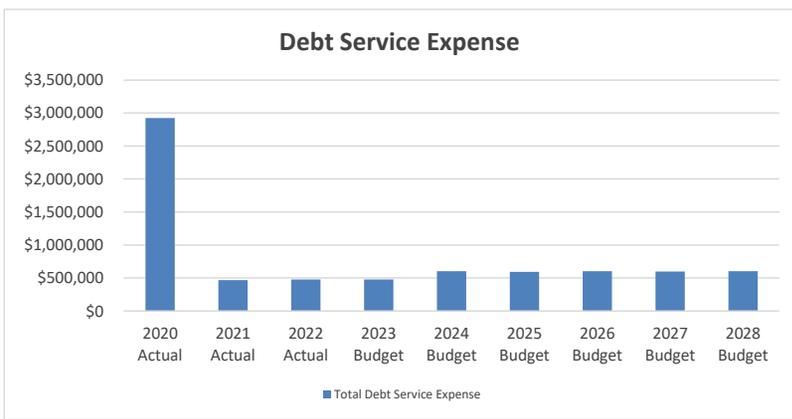


Water Fund personnel costs rise an average of 5.28% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

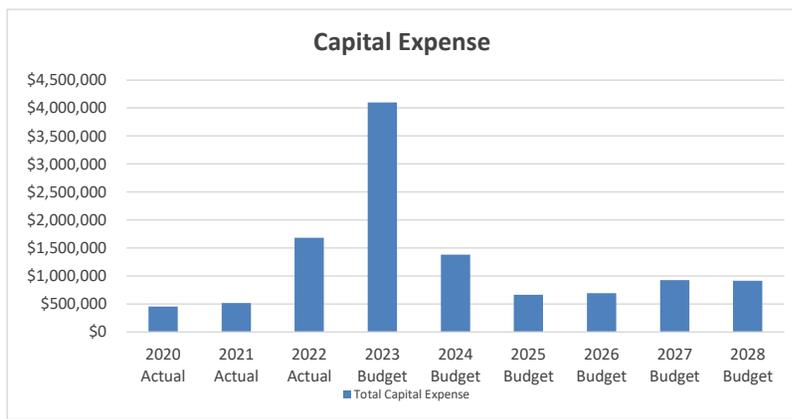


Water Fund operating costs decrease an average of 1.75% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

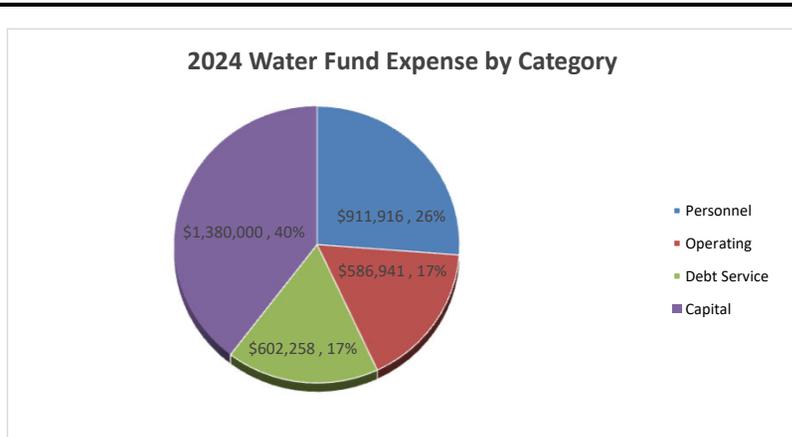
CITY OF HUDSON FIVE YEAR PLAN WATER FUND TRENDS



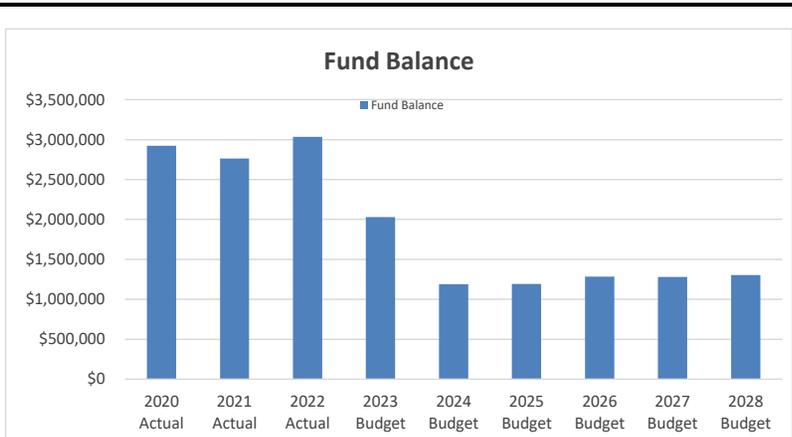
Water Fund debt service was high in 2020 due to short term note payments. Debt service increase throughout the 5 year plan due to large capital projects.



Water Fund capital expenses are composed mostly of system repairs and replacements.



The Water Fund accounts for both the operation and capital improvements of the water system.



The Water Fund balance increases significantly from 2019-2023 while the major system upgrades are being completed, but begins to decrease in 2024 when those items are complete and the debt service starts.

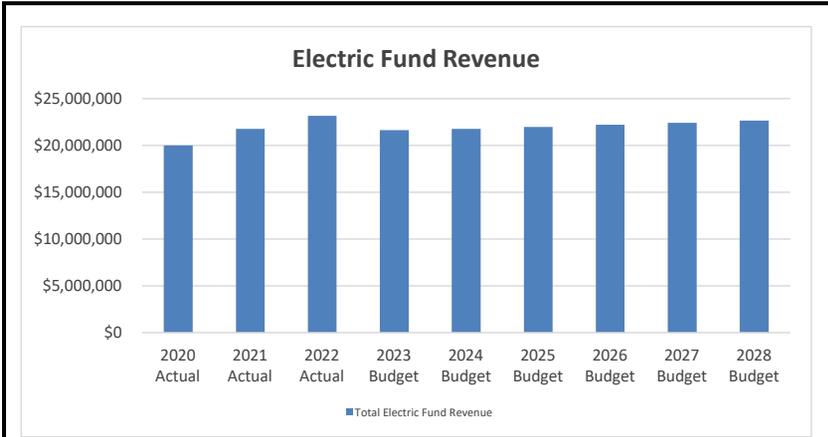
CITY OF HUDSON, OHIO FIVE YEAR PLAN								
WATER FUND (501)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
BEGINNING BALANCE, JANUARY 1	\$3,063,218	\$3,035,849	\$3,329,062	\$2,028,259	\$1,189,032	\$1,191,124	\$1,283,241	\$1,280,164
Operating Revenue:								
Customer Sales	\$1,856,189	\$1,842,531	\$2,045,417	\$2,168,143	\$2,298,231	\$2,436,125	\$2,582,292	\$2,633,938
Other Charges	\$43,823	\$44,000	\$31,265	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000
Total Operating Revenue	\$1,900,011	\$1,886,531	\$2,076,683	\$2,212,143	\$2,342,231	\$2,480,125	\$2,626,292	\$2,677,938
Operating Expenses:								
Water Admin/Treatment								
Personnel	\$464,163	\$475,238	\$475,238	\$495,268	\$510,126	\$525,430	\$541,193	\$557,428
Professional Development	\$1,262	\$2,875	\$2,875	\$2,875	\$2,904	\$2,933	\$2,962	\$2,992
Contractual Services	\$135,836	\$122,950	\$151,133	\$123,150	\$124,382	\$125,625	\$126,882	\$128,150
Materials & Supplies	\$69,477	\$88,300	\$101,323	\$113,300	\$114,433	\$115,577	\$116,733	\$117,900
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Charge	\$139,410	\$140,805	\$140,805	\$142,213	\$143,635	\$145,071	\$146,522	\$147,987
Carryover Encumbrances	\$49,395	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Water Admin/Treatment	\$859,543	\$830,168	\$871,374	\$876,806	\$895,479	\$914,637	\$934,292	\$954,458
Water Distribution								
Personnel	\$464,384	\$392,133	\$392,133	\$416,648	\$429,147	\$442,022	\$455,283	\$468,941
Professional Development	\$2,696	\$2,000	\$2,000	\$3,000	\$3,030	\$3,060	\$3,091	\$3,122
Contractual Services	\$127,849	\$115,103	\$129,921	\$115,103	\$116,254	\$117,417	\$118,591	\$119,777
Materials & Supplies	\$51,627	\$77,300	\$109,102	\$87,300	\$88,173	\$89,055	\$89,945	\$90,845
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$52,559	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Water Distribution	\$699,115	\$586,536	\$633,156	\$622,051	\$636,604	\$651,553	\$666,909	\$682,684
Operating Income	\$341,353	\$469,827	\$572,153	\$713,286	\$810,147	\$913,935	\$1,025,091	\$1,040,796
Non-Operating Revenue:								
Debt Proceeds	\$1,706,645	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grant Proceeds	\$0	\$2,338,649	\$2,338,649	\$0	\$0	\$0	\$0	\$0
Capital Repair/Replacement Fee	\$240,556	\$230,000	\$321,987	\$341,306	\$361,784	\$383,491	\$406,501	\$414,631
Water Tower Leases	\$25,186	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439
Investment & Tap Fees	\$10,575	\$35,000	\$15,300	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Non-Operating Revenue	\$1,982,961	\$2,672,088	\$2,744,375	\$429,745	\$450,223	\$471,930	\$494,940	\$503,070
Non-Operating Expenses:								
Capital Expenditures	\$1,682,190	\$4,100,000	\$4,141,617	\$1,380,000	\$665,000	\$690,000	\$925,000	\$915,000
Debt Service	\$478,235	\$475,713	\$475,713	\$602,258	\$593,278	\$603,748	\$598,108	\$603,295
New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$191,259	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$2,351,683	\$4,575,713	\$4,617,330	\$1,982,258	\$1,258,278	\$1,293,748	\$1,523,108	\$1,518,295
Net Income	(\$27,368)	(\$1,433,798)	(\$1,300,802)	(\$839,228)	\$2,092	\$92,117	(\$3,077)	\$25,570
ENDING BALANCE, DECEMBER 31	\$3,035,849	\$1,602,051	\$2,028,259	\$1,189,032	\$1,191,124	\$1,283,241	\$1,280,164	\$1,305,734
Ratio Ending Balance to Disbursements	77.64%	26.73%	33.13%	34.16%	42.69%	44.87%	40.97%	41.38%
Ratio Ending Balance to Revenues	78.18%	35.14%	42.07%	45.01%	42.66%	43.47%	41.01%	41.05%

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

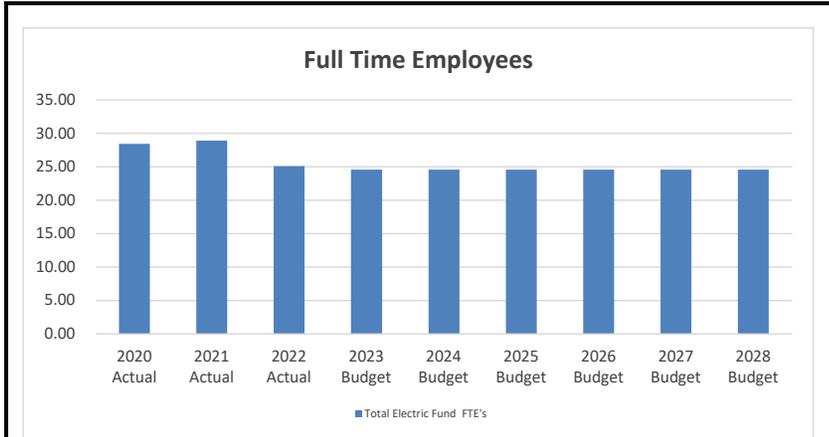
	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Water Administration/Treatment</u>							
1 Correlator (detects leaks)	\$40,000						\$40,000
2 Softener media and tank repair (Softener media useful life depleted. Tanks are leaking.)	\$300,000	\$300,000					\$600,000
Total Water Administration/Treatment	\$340,000	\$300,000	\$0	\$0	\$0	\$0	\$640,000
<u>Water Distribution</u>							
1 Water Meter Replacement Program	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000		\$75,000
2 Franklin St Waterline Replacement (3)	\$275,000						\$275,000
3 Owen Brown Waterline Replacement (Morse to SR 91) (Carry over From 2023)		\$350,000					\$350,000
4 SR 91 (S. Main St) Nantucket to J. Clark Lane (Construction) (2)			\$675,000				\$675,000
5 Hartford Rd Watermain Replacement (W. Case to E. Case) (4)				\$525,000			\$525,000
6 Maple Street Water Main Replacement (5)				\$385,000			\$385,000
7 E. Case Drive Water Main Replacment (SR 303 to Lynn) (Const) (1)	\$450,000				\$900,000		\$1,350,000
8 N. Hayden Parkway Waterline Replacement (E. Streetsboro to Simon Rd)						\$700,000	\$700,000
9 Aurora Street Waterline Replacement (N Oviatt to Hudson St)						\$700,000	\$700,000
10 Hudson Gate Drive Water Extension - Phase 2 to cul-de-sac						\$350,000	\$350,000
11 Manor Drive Waterline Loop to Parmalee						\$270,000	\$270,000
12 W. Prospect Waterline Connection Between Clayton Ct and Morse Rd						\$350,000	\$350,000
13 Nicholson Drive Waterline Loop (W. Streetsboro to Barlow Rd) (6)	\$300,000					\$3,300,000	\$3,600,000
14 Sullivan Road Waterline Loop (W. Streetsboro to Seasons Rd)						\$3,600,000	\$3,600,000
Total Water Distribution	\$1,040,000	\$365,000	\$690,000	\$925,000	\$915,000	\$9,270,000	\$13,205,000
TOTAL WATER FUND	\$1,380,000	\$665,000	\$690,000	\$925,000	\$915,000	\$9,270,000	\$13,845,000

- (1) Top Ten Ranked Waterline Replacement Project. Replace based upon # of breaks and undersized WL.
- (2) Top Ten Ranked Waterline Replacement Project. Ex parallel water mains have numerous breaks. Replace with one 12" main. Coord. w/ storm sewer upgrades same yr.
- (3) Ex. pipe is 6" Cast Iron. Street is due for resurfacing and waterline is part of loop system.
- (4) Top Ten Ranked Waterline Replacement Project. Ex. 6" pipe is undersized & past its useful life.
- (5) Top Ten Ranked Waterline Replacement Project. Ex. 4" pipe is undersized & past its Useful Life. Street is in good condition.
- (6) Design is scheduled for 2024. The City currently has \$800,000 in funding for the project and is actively seeking additional funding.

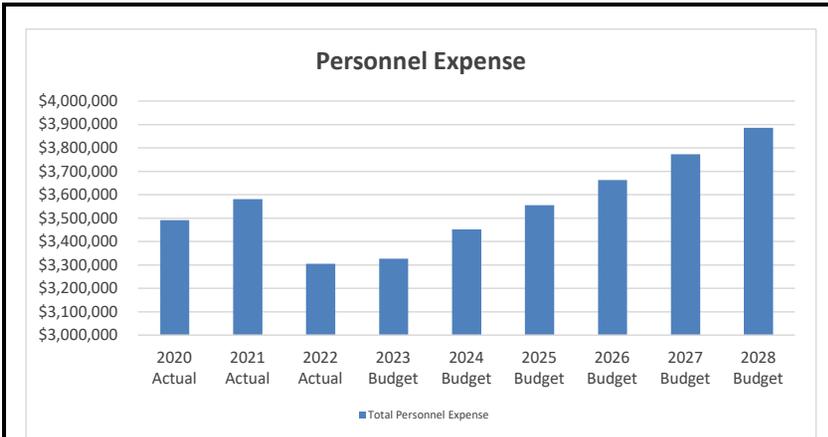
CITY OF HUDSON FIVE YEAR PLAN ELECTRIC FUND TRENDS



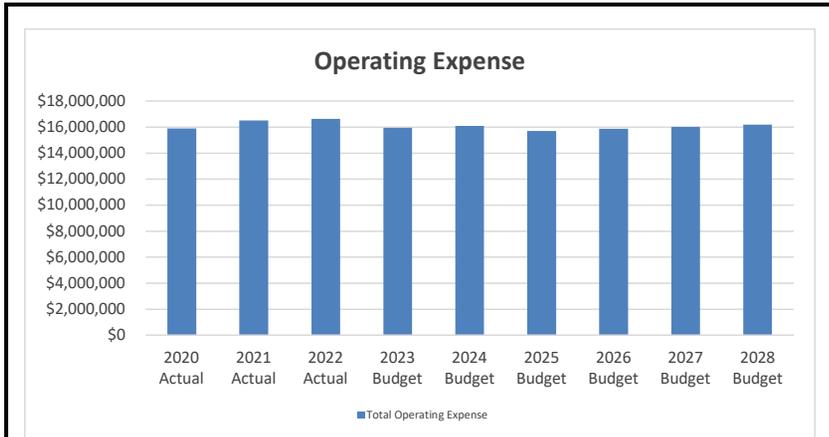
The main source of Electric Fund revenue is user charges.



Electric Fund full time employees were reduced to 24.60 in 2023. This total is not anticipated to change through 2027.

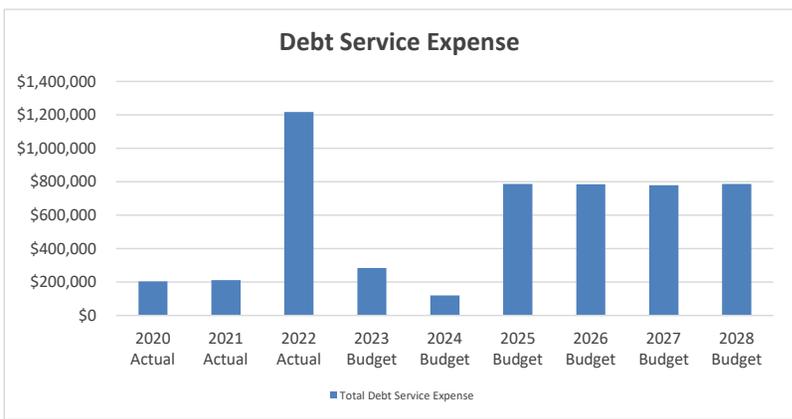


Electric Fund personnel costs rise an average of 1.30% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

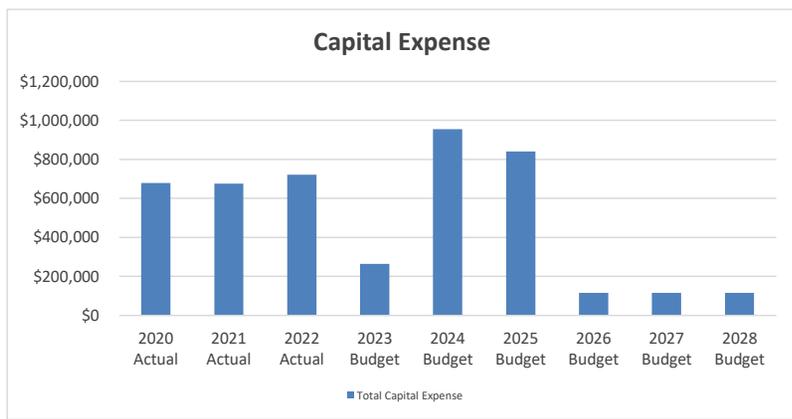


Electric Fund operating costs decreased an average of 0.34% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds. The purchase of power of is the largest cost.

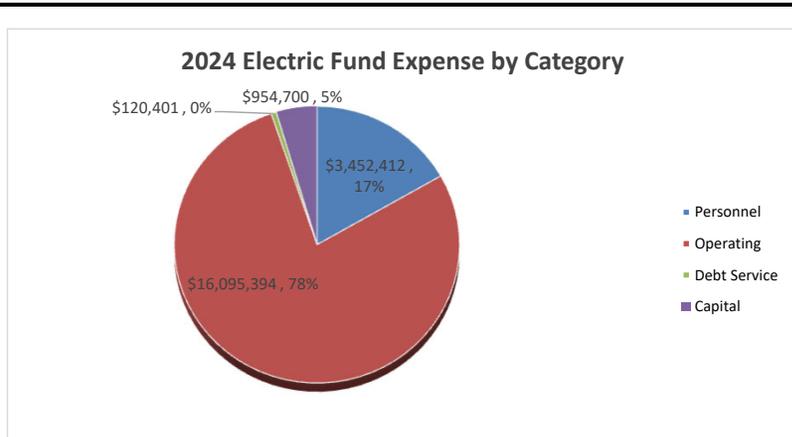
CITY OF HUDSON FIVE YEAR PLAN ELECTRIC FUND TRENDS



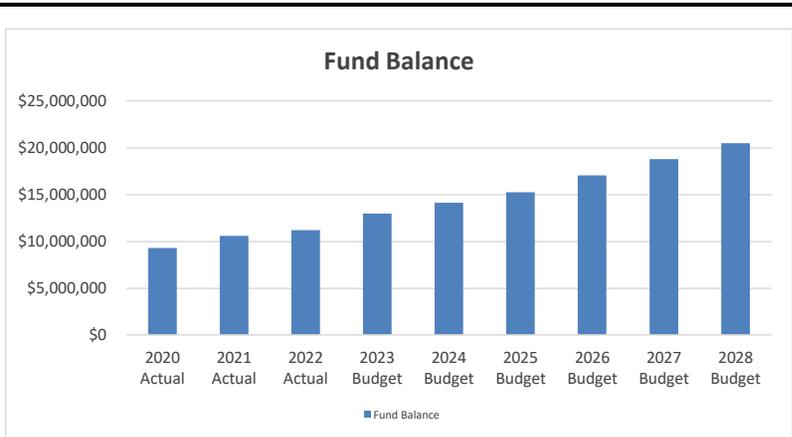
Electric Fund debt service remains steady until 2023 when debt service payments begin on the new Public Works Building.



Electric Fund capital expenses are composed mostly of system repairs and replacements.



The Electric Fund accounts for both the operation and capital improvements of the electric system.



The Electric Fund balance increases steadily over the term of the five year plan due to planning system maintenance/improvements.

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

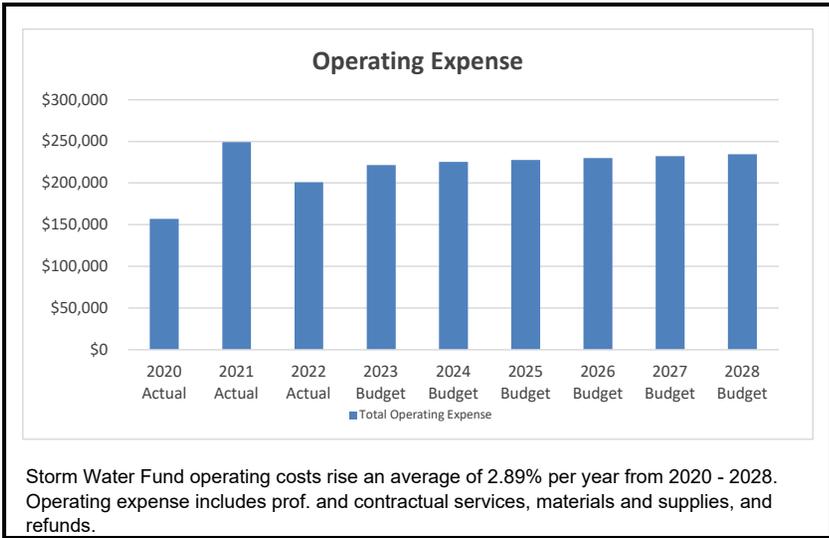
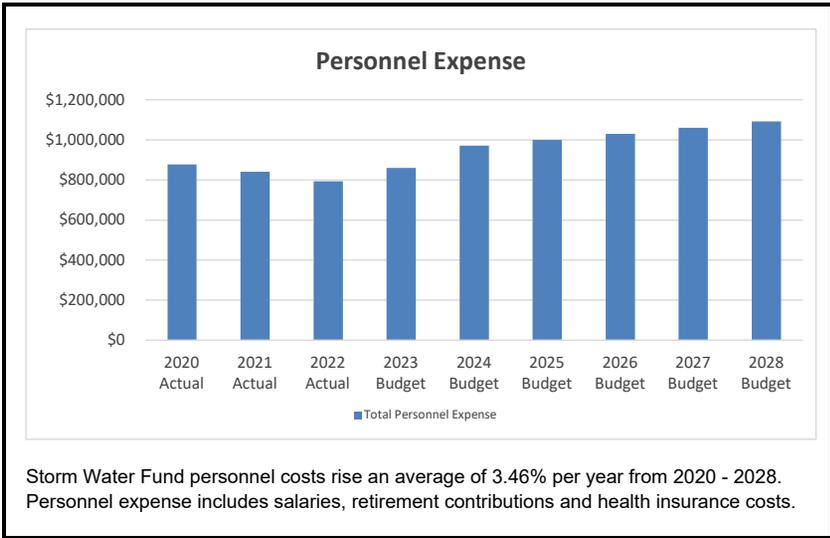
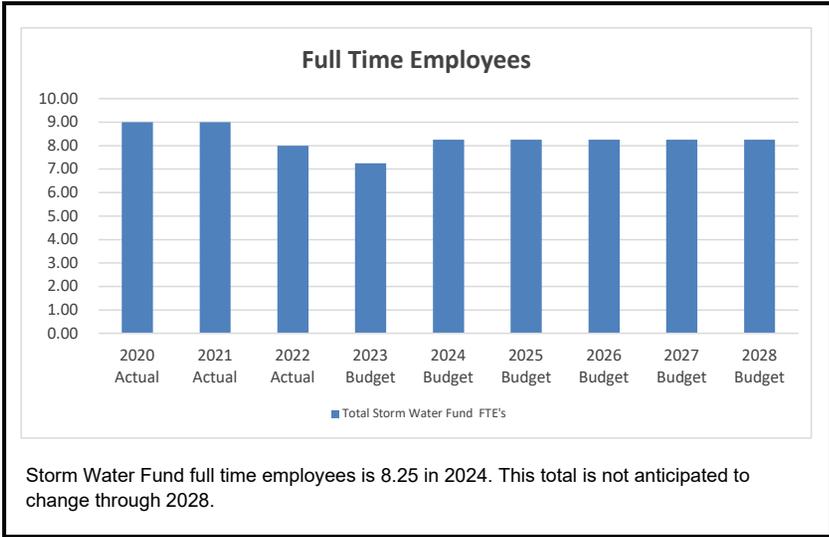
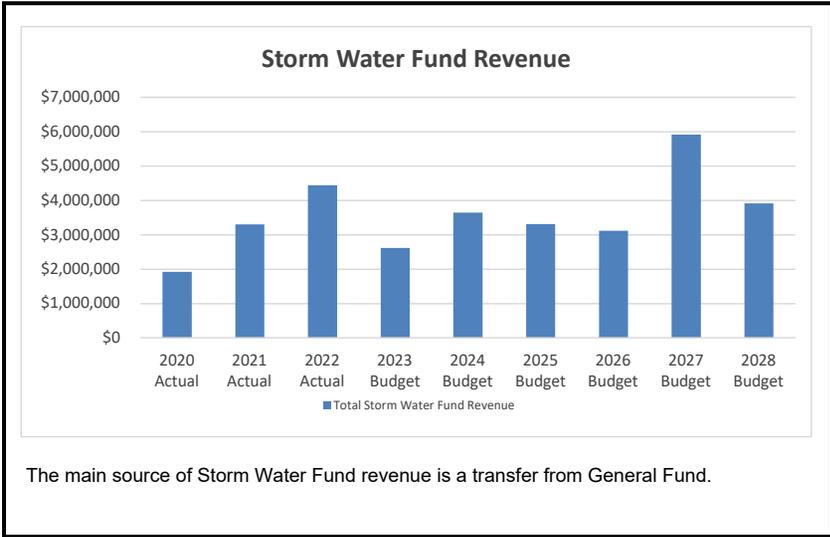
ELECTRIC FUND (503)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
BEGINNING BALANCE, JANUARY 1	\$11,384,848	\$11,225,901	\$12,680,300	\$12,983,759	\$14,150,208	\$15,260,723	\$17,052,486	\$18,800,022
Operating Revenue:								
Customer Sales	\$21,751,074	\$21,394,612	\$21,335,996	\$21,549,356	\$21,764,850	\$21,982,498	\$22,202,323	\$22,424,347
Other	\$404,556	\$240,000	\$236,649	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000
Total Operating Revenue	\$22,155,630	\$21,634,612	\$21,572,645	\$21,789,356	\$22,004,850	\$22,222,498	\$22,442,323	\$22,664,347
Operating Expenses:								
Electric-Purchase of Power								
Contractual Services	\$15,172,420	\$14,279,488	\$14,280,751	\$14,257,069	\$13,855,382	\$13,993,936	\$14,133,875	\$14,275,214
Carryover Encumbrances	\$1,263	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Electric-Purchase of Power	\$15,173,683	\$14,279,488	\$14,280,751	\$14,257,069	\$13,855,382	\$13,993,936	\$14,133,875	\$14,275,214
Electric-Operations								
Personnel	\$3,305,270	\$3,326,798	\$3,326,798	\$3,452,412	\$3,555,984	\$3,662,664	\$3,772,544	\$3,885,720
Professional Development	\$15,472	\$42,900	\$46,105	\$29,500	\$29,795	\$30,093	\$30,394	\$30,698
Contractual Services	\$1,250,868	\$1,361,825	\$1,707,781	\$1,358,325	\$1,371,908	\$1,385,627	\$1,399,484	\$1,413,478
Materials & Supplies	\$124,866	\$232,000	\$334,904	\$435,500	\$439,855	\$444,254	\$448,696	\$453,183
Refunds	\$66,992	\$25,000	\$25,000	\$15,000	\$15,150	\$15,302	\$15,455	\$15,609
Carryover Encumbrances	\$414,410	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Electric-Operations	\$5,177,878	\$4,988,523	\$5,440,588	\$5,290,737	\$5,412,693	\$5,537,939	\$5,666,572	\$5,798,688
Operating Income	\$1,804,068	\$2,366,601	\$1,851,307	\$2,241,550	\$2,736,775	\$2,690,623	\$2,641,876	\$2,590,444
Non-Operating Revenue:								
Debt Proceeds	\$1,012,735	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating Expenses:								
Capital Purchases	\$720,704	\$264,000	\$1,264,289	\$954,700	\$840,000	\$115,000	\$115,000	\$115,000
Debt Service	\$1,216,321	\$283,559	\$283,559	\$120,401	\$126,261	\$123,861	\$119,341	\$126,867
New Debt Service (PW Facility)	\$0	\$0	\$0	\$0	\$660,000	\$660,000	\$660,000	\$660,000
Carryover Encumbrances	\$1,038,726	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$2,975,751	\$547,559	\$1,547,848	\$1,075,101	\$1,626,261	\$898,861	\$894,341	\$901,867
Net Income	(\$158,947)	\$1,819,042	\$303,459	\$1,166,449	\$1,110,515	\$1,791,763	\$1,747,536	\$1,688,578
ENDING BALANCE, DECEMBER 31	\$11,225,901	\$13,044,943	\$12,983,759	\$14,150,208	\$15,260,723	\$17,052,486	\$18,800,022	\$20,488,600
Ratio Ending Balance to Disbursements	48.12%	65.83%	61.04%	68.61%	73.04%	83.46%	90.84%	97.68%
Ratio Ending Balance to Revenues	48.45%	60.30%	60.19%	64.94%	69.35%	76.74%	83.77%	90.40%

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

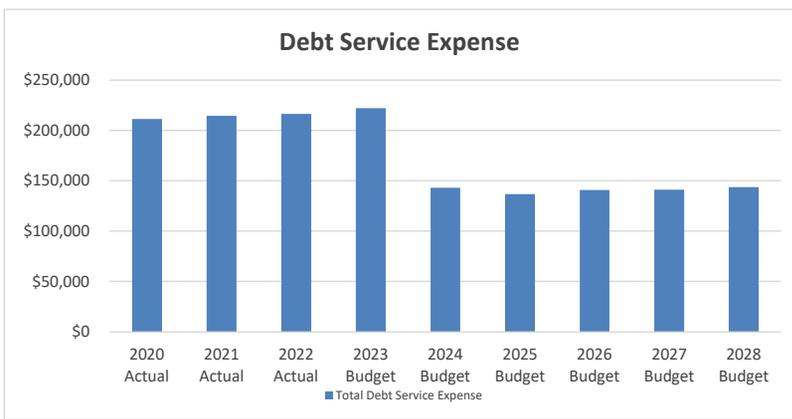
	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Electric							
1 New service extensions	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000		\$200,000
2 LED Streetlight conversions	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000		\$375,000
3 Substation SCADA / fiber optic switches	\$16,000						\$16,000
4 800mhz, GOAB's, fault indicators, fused elbows	\$78,700						\$78,700
5 Hudson Gates Door, Windows, and Landscaping	\$25,000						\$25,000
6 Project 2024-01 Hudson Community Living	\$40,000						\$40,000
7 Project 2024-02 Terex shops (Terex and Hudson Dr)	\$60,000						\$60,000
8 Project 2024-03 Darrow Rd. storage buildings	\$10,000						\$10,000
9 Project 2024-04 Hudson HS ballfield concession stand	\$40,000						\$40,000
10 Project 2024-05 Hudson Preserve	\$30,000						\$30,000
11 Project 2024-06 Hudson CC Golf cart barn	\$30,000						\$30,000
12 Project 2024-07 5 Aurora St.	\$60,000						\$60,000
13 Replace 69kV / 12.47kV relays T1 & T2	\$150,000						\$150,000
14 69kV Ringbuss interconnection relays	\$300,000						\$300,000
15 Replace 12.47kV Feeder relays at Eastside Sub		\$175,000					\$175,000
16 Install new 15kV Buss tie circuit breaker T1 & T2		\$250,000					\$250,000
17 Replace 69kV Line protection relays at S. Main Sub		\$300,000					\$300,000
18 Substation Control improvements						\$500,000	\$500,000
19 AMR Fixed network						\$1,800,000	\$1,800,000
20 Hines Hill Substation Construction (1)						\$4,500,000	\$4,500,000
21 New 69kV Transmission line for Hines Hill Substation (1)						\$1,400,000	\$1,400,000
22 69kV Transmission line improvements						\$1,800,000	\$1,800,000
23 Rebuild Transmission line Eastside Sub to Prospect Sub						\$1,600,000	\$1,600,000
24 Rebuild Transmission line S. Main Sub to Prospect Sub						\$800,000	\$800,000
TOTAL ELECTRIC FUND	\$954,700	\$840,000	\$115,000	\$115,000	\$115,000	\$12,400,000	\$14,539,700

(1) Project would be needed if YDC Property is developed.

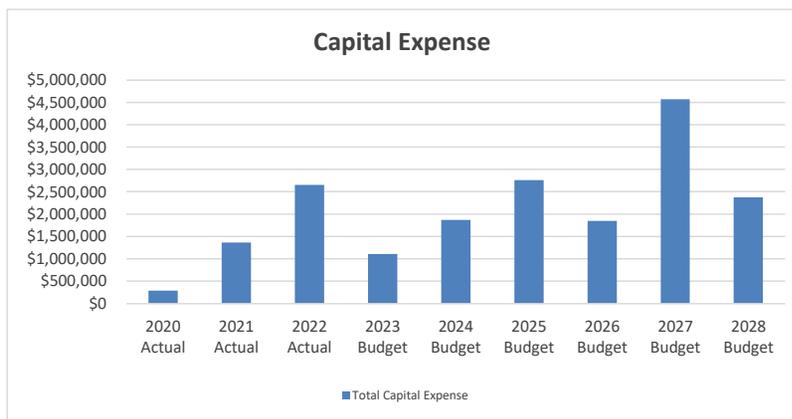
CITY OF HUDSON FIVE YEAR PLAN STORM WATER FUND TRENDS



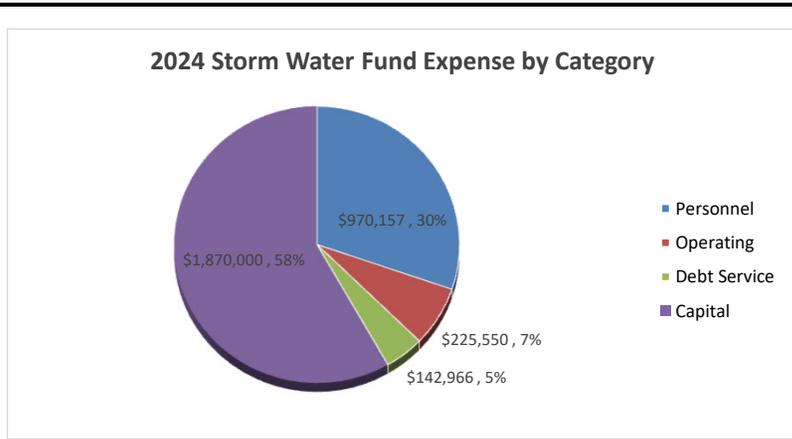
CITY OF HUDSON FIVE YEAR PLAN STORM WATER FUND TRENDS



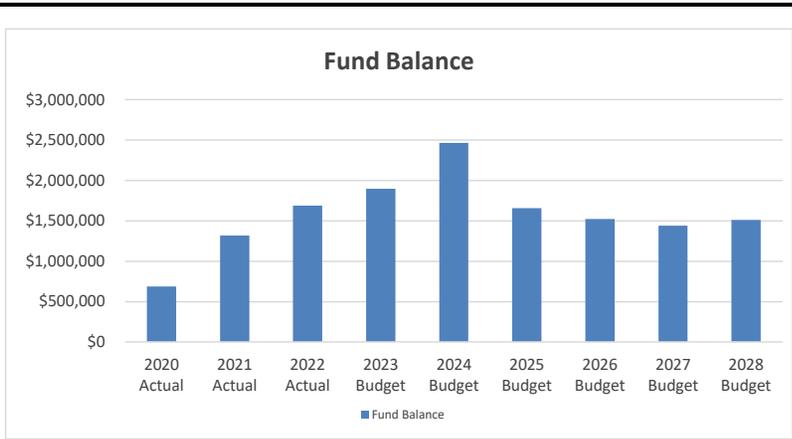
Storm Water debt service is not anticipated to increase through 2028 and will experience a decrease in 2024 as an issuance reaches maturity.



Storm Water Fund capital expenses are composed mostly of system repairs and improvements.



The Storm Water Fund accounts for both the operation and capital improvements of the storm water system.



City Council has set a goal to maintain a only a small fund balance in the Storm Water Fund since the fund is supported by the General Fund.

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

STORM WATER FUND (504)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$1,749,950	\$1,687,163	\$2,337,469	\$2,025,168	\$2,463,337	\$1,658,712	\$1,524,345	\$1,441,422
<u>Revenues:</u>								
Income Tax Transfer	\$3,000,000	\$2,500,000	\$2,500,000	\$3,200,000	\$3,200,000	\$3,000,000	\$5,800,000	\$3,800,000
NEORSF Fee (City's Share)	\$1,426,272	\$110,000	\$472,930	\$441,342	\$110,000	\$110,000	\$110,000	\$110,000
Other	\$19,491	\$5,500	\$0	\$5,500	\$5,610	\$5,722	\$5,837	\$5,953
Total Revenue	\$4,445,763	\$2,615,500	\$2,972,930	\$3,646,842	\$3,315,610	\$3,115,722	\$5,915,837	\$3,915,953
Total Available	\$6,195,713	\$4,302,663	\$5,310,399	\$5,672,010	\$5,778,947	\$4,774,434	\$7,440,182	\$5,357,375
<u>Disbursements:</u>								
Storm Water Collection								
Personnel	\$792,342	\$858,928	\$858,928	\$970,157	\$999,262	\$1,029,240	\$1,060,117	\$1,091,920
Professional Development	\$1,250	\$4,050	\$4,050	\$3,050	\$3,081	\$3,111	\$3,142	\$3,174
Contractual Services	\$93,608	\$143,500	\$148,247	\$138,500	\$139,885	\$141,284	\$142,697	\$144,124
Materials & Supplies	\$105,945	\$74,000	\$106,326	\$84,000	\$84,840	\$85,688	\$86,545	\$87,411
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$2,648,715	\$1,103,000	\$1,945,699	\$1,870,000	\$2,756,342	\$1,850,000	\$4,565,000	\$2,375,000
Debt Service	\$216,384	\$221,981	\$221,981	\$142,966	\$136,826	\$140,766	\$141,259	\$143,683
Carryover Encumbrances	\$650,306	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Storm Water Collection	\$4,508,550	\$2,405,459	\$3,285,231	\$3,208,673	\$4,120,235	\$3,250,089	\$5,998,760	\$3,845,311
Total Disbursements	\$4,508,550	\$2,405,459	\$3,285,231	\$3,208,673	\$4,120,235	\$3,250,089	\$5,998,760	\$3,845,311
Run Rate (Revenue Less Expenditures)	(\$62,787)	\$210,041	(\$312,301)	\$438,169	(\$804,625)	(\$134,367)	(\$82,923)	\$70,642
<u>ENDING BALANCE, DECEMBER 31</u>	\$1,687,163	\$1,897,204	\$2,025,168	\$2,463,337	\$1,658,712	\$1,524,345	\$1,441,422	\$1,512,064
Ratio Ending Balance to Disbursements	37.42%	78.87%	61.64%	76.77%	40.26%	46.90%	24.03%	39.32%
Ratio Ending Balance to Revenues	37.95%	72.54%	68.12%	67.55%	50.03%	48.92%	24.37%	38.61%

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

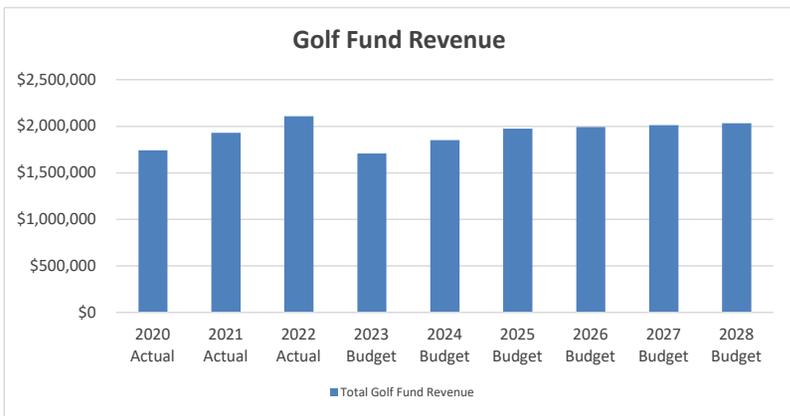
		<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Storm Water Collection								
Public Property Projects								
1	Miscellaneous Catch Basin and Manhole Repairs/Replacements	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000		\$150,000
2	Storm Sewer Pipe Lining (Sink Hole Repair)	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000		\$1,250,000
3	Storm Sewer Pipe Repair	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000		\$300,000
4	Owen Brown Street Storm Sewer Improvement (New inlets and sewer, See 430 Account) (C)		\$100,000					\$100,000
5	Owen Brown Relief Culvert (NEORS D Reimbursement) (C) (1)		\$441,342					\$441,342
6	N. Oviatt Phase 1 Improvements to Collection System (C)	\$100,000						\$100,000
7	W. Highgate at SR 91 Storm Improvement (C)	\$30,000						\$30,000
8	Ellsworth Golf Course Hole #17 Retaining Wall Repair (C)	\$125,000						\$125,000
9	S. Main Street Storm Inlet Imp. (Nantucket to John Clark)		\$120,000					\$120,000
10	Ravenna Street - Modify Ex Storm Water Management Pond (C)		\$350,000					\$350,000
11	32 Keswick Drainage (C)		\$175,000					\$175,000
12	Norfolk Southern RR Culvert along Morse Rd (Re-Design)		\$100,000					\$100,000
13	Norfolk Southern RR Culvert along Morse Rd (Construction)			\$760,000				\$760,000
14	Post Lane Culvert Replacement (C)			\$75,000				\$75,000
15	Hudson Aurora Road Roadside Erosion Repairs (C)			\$450,000				\$450,000
16	S. Main Street Storm Sewer Re-Direction from RR Underpass (Design)			\$100,000				\$100,000
17	S. Main Street Storm Sewer Re-Direction from RR Underpass (Construction)				\$1,250,000			\$1,250,000
18	Tinkers Creek Watershed Study				\$200,000			\$200,000
19	Ellsworth Golf Course Storm Water Management (D, C)				\$425,000			\$425,000
20	Sullivan Road Culvert Replacement - Construction					\$240,000		\$240,000
21	Nottingham Gate Blvd Storm Sewer Replacement (C)					\$300,000		\$300,000
22	York Drive Drainage Collection (C)					\$100,000		\$100,000
23	N. Main Storm Sewer Improvements at Baldwin & Chapel (C)					\$125,000		\$125,000
24	Division Street Park (Old School Green) Underground Storm Water Detention (D, C)						\$600,000	\$600,000
25	Covered Storage for Earthen Materials Required by EPA (2)						\$100,000	\$100,000
26	Dewatering Pit Required by EPA (2)						\$100,000	\$100,000
	Total Public Property Projects	\$595,000	\$1,626,342	\$1,725,000	\$2,215,000	\$1,105,000	\$800,000	\$8,066,342

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

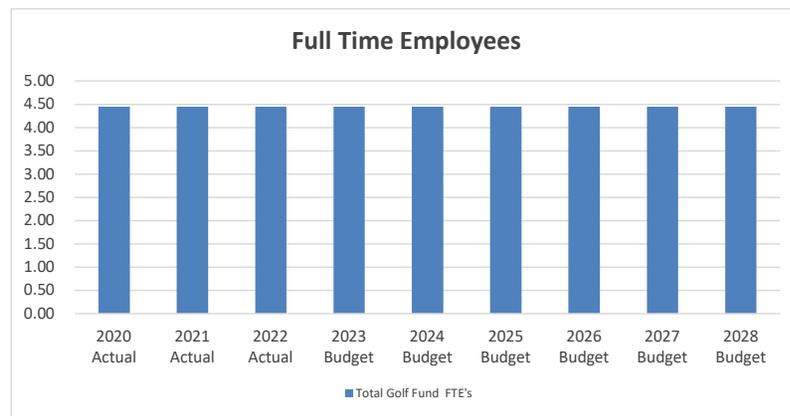
	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Private Property Projects							
1 Herrick Park Dr Drainage Improvement (C)	\$150,000						\$150,000
2 Alisa Court Drainage Ditch Improvements (C)	\$250,000						\$250,000
3 W. Streetsboro St Storm Improvement (W Case to Westhaven Ditch)	\$875,000						\$875,000
4 Willow Lake Dr. Drainage Improvement (Construction) Phase 2		\$950,000					\$950,000
5 Valley View Road Culvert Repair (C)		\$50,000					\$50,000
6 Ashbrook Detention Pond Improvements (C)		\$30,000					\$30,000
7 Meadow Ln Culvert Improvements (C)		\$100,000					\$100,000
8 Weeping Willow Drive Culvert Replacement (C)			\$125,000				\$125,000
9 Joslyn and Red Coach Lane Culvert Improvements (C)				\$100,000			\$100,000
10 Terex Road Drainage Improvement, Construction (C)				\$2,250,000			\$2,250,000
11 Fire Station Detention Pond (D, C)					\$1,270,000		\$1,270,000
12 Storm Pond Behind Argyle Drive Improvements (C)						\$250,000	\$250,000
13 Stone Road Culvert Replacement - Construction						\$1,700,000	\$1,700,000
Total Private Property Projects	\$1,275,000	\$1,130,000	\$125,000	\$2,350,000	\$1,270,000	\$1,950,000	\$8,100,000
Total Storm Water Collection	\$1,870,000	\$2,756,342	\$1,850,000	\$4,565,000	\$2,375,000	\$2,750,000	\$16,166,342
TOTAL STORM WATER FUND	\$1,870,000	\$2,756,342	\$1,850,000	\$4,565,000	\$2,375,000	\$2,750,000	\$16,166,342

- (1) Project fully funded by a reimbursement from NEORS.D.
- (2) Project will not be needed as long as new Public Works Building is built.

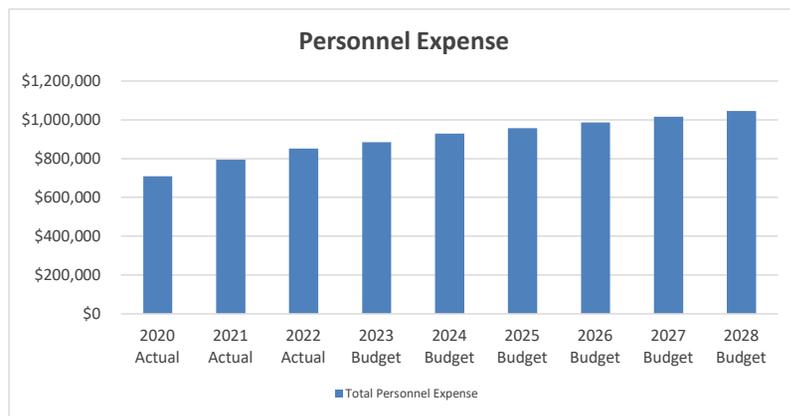
CITY OF HUDSON FIVE YEAR PLAN GOLF FUND TRENDS



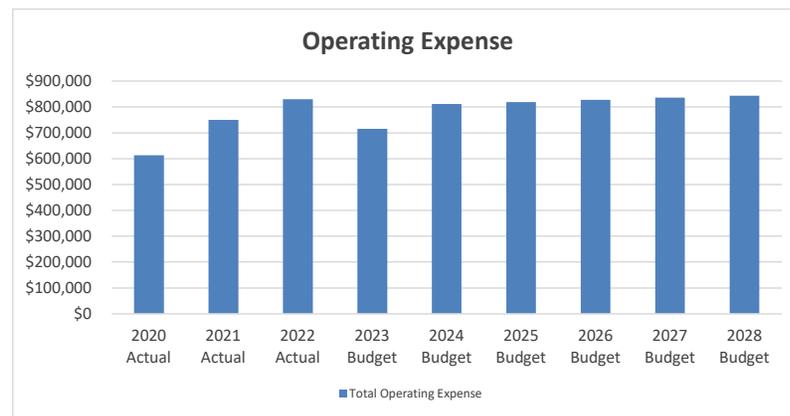
The main source of Golf Fund revenue is user fees.



Golf Fund full time employees have remained at 4.45 since 2019. This total is not anticipated to change through 2028.

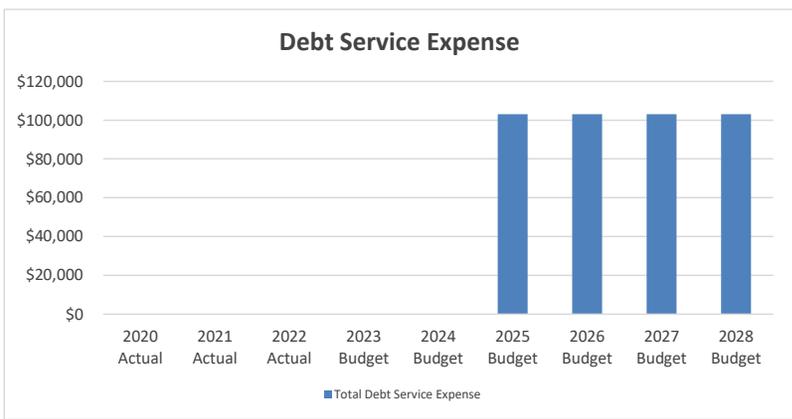


Golf Fund personnel costs rise an average of 3.97% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

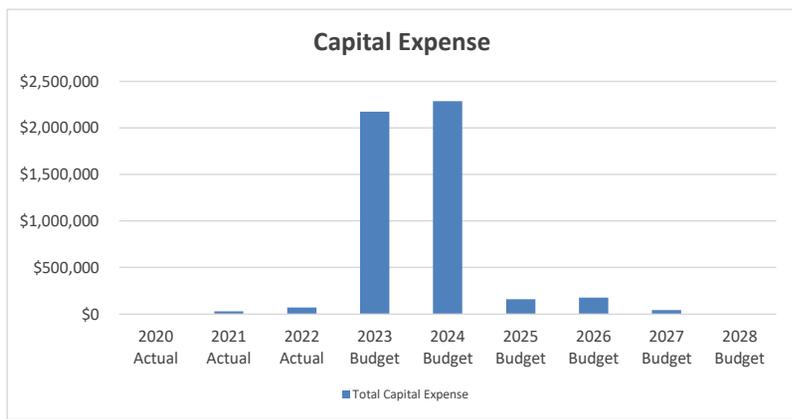


Golf Fund operating costs rise an average of 6.00% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

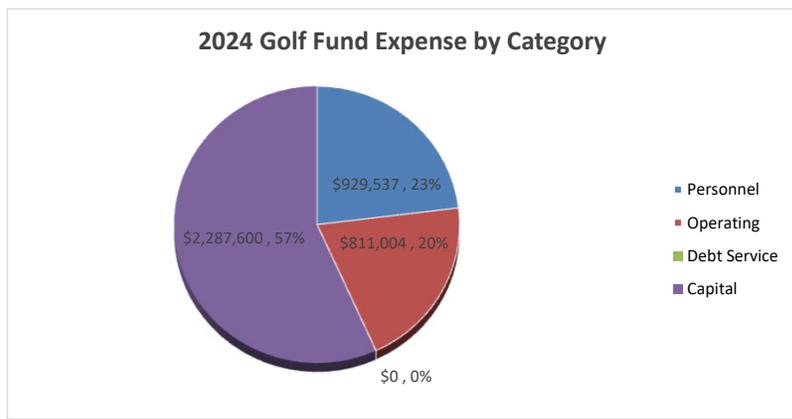
CITY OF HUDSON FIVE YEAR PLAN GOLF FUND TRENDS



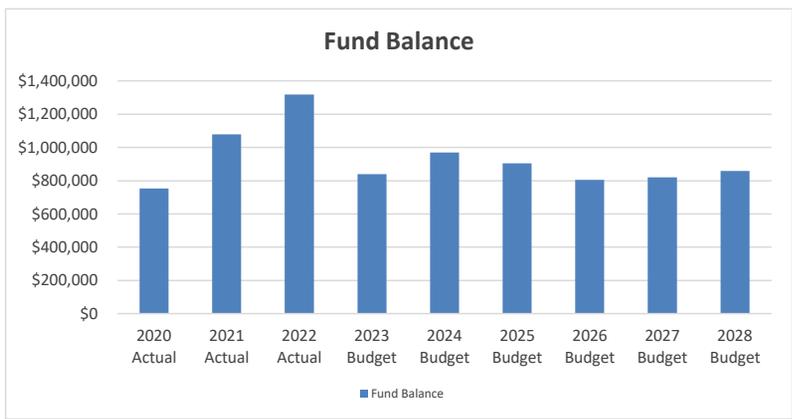
Golf Fund debt service was moved to the Parks Fund beginning in 2018. The new debt service in 2025 is related to a New Clubhouse.



Golf Fund capital expense was moved to the Parks Fund from 2018 through 2021. Capital has been moved back to the Golf Fund beginning in 2022.



The Golf Fund accounts for the operation of the City's golf course.



The Golf Fund balance remains steadily throughout the five year plan.

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

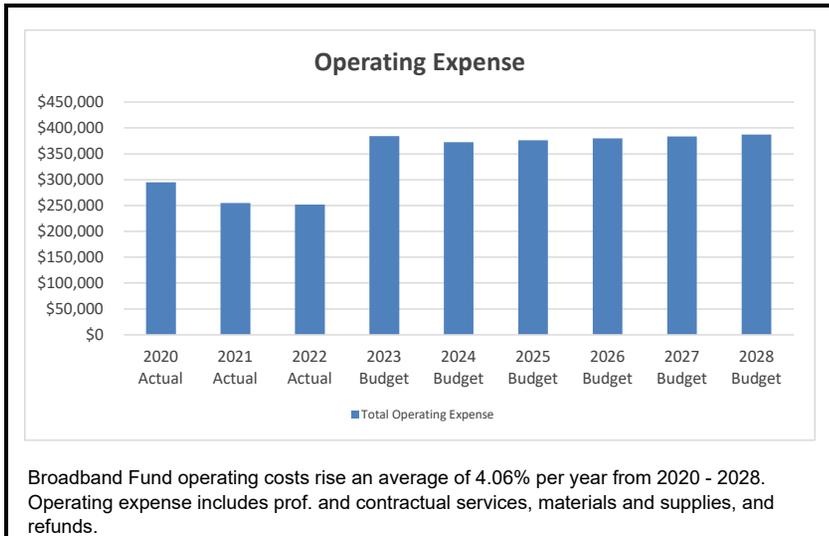
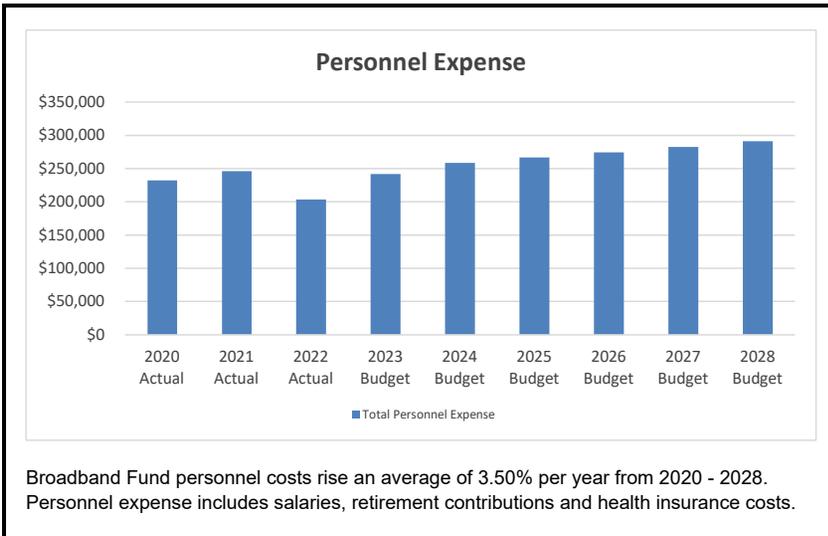
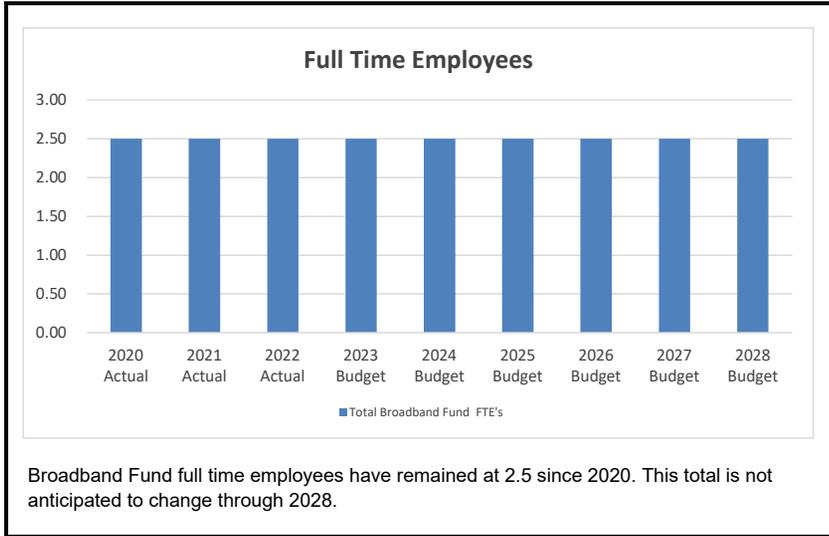
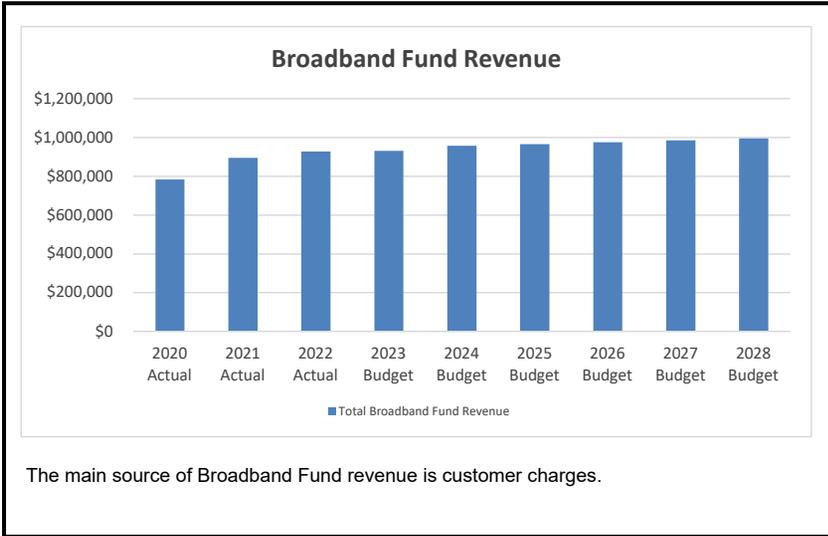
ELLSWORTH MEADOWS (505)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
BEGINNING BALANCE, JANUARY 1	\$1,148,802	\$1,503,374	\$1,318,927	\$1,745,576	\$970,435	\$904,928	\$804,722	\$820,561
Operating Revenue:								
Greens Fees	\$1,164,063	\$1,000,000	\$1,290,054	\$1,050,000	\$1,060,500	\$1,071,105	\$1,081,816	\$1,092,634
Cart Rental	\$284,050	\$243,000	\$294,395	\$268,000	\$270,680	\$273,387	\$276,121	\$278,882
Snack Bar	\$309,307	\$220,000	\$306,618	\$240,000	\$242,400	\$244,824	\$247,272	\$249,745
Pro Shop Sales	\$188,727	\$125,000	\$243,761	\$170,000	\$171,700	\$173,417	\$175,151	\$176,903
Range/Practice Facility	\$97,760	\$75,000	\$147,756	\$75,000	\$75,750	\$76,508	\$77,273	\$78,045
Other	\$64,244	\$45,000	\$84,103	\$50,000	\$50,500	\$51,005	\$51,515	\$52,030
New Clubhouse Net Income (1)	\$0	\$0	\$0	\$0	\$103,000	\$103,000	\$103,000	\$103,000
Total Operating Revenue	\$2,108,151	\$1,708,000	\$2,366,686	\$1,853,000	\$1,974,530	\$1,993,245	\$2,012,148	\$2,031,239
Operating Expenses:								
Personnel	\$852,257	\$884,302	\$884,302	\$929,537	\$957,423	\$986,146	\$1,015,730	\$1,046,202
Professional Development	\$6,664	\$9,150	\$9,150	\$10,450	\$10,555	\$10,660	\$10,767	\$10,874
Contractual Services	\$228,172	\$196,454	\$212,717	\$234,554	\$236,900	\$239,269	\$241,661	\$244,078
Materials & Supplies	\$536,297	\$459,500	\$568,420	\$516,000	\$521,160	\$526,372	\$531,635	\$536,952
Refunds	\$58,952	\$50,000	\$50,165	\$50,000	\$50,500	\$51,005	\$51,515	\$52,030
Carryover Encumbrances	\$184,447	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$1,866,789	\$1,599,406	\$1,724,754	\$1,740,541	\$1,776,537	\$1,813,451	\$1,851,308	\$1,890,136
Operating Income	\$241,362	\$108,594	\$641,932	\$112,459	\$197,993	\$179,794	\$160,839	\$141,103
Non-Operating Revenue:								
Debt Proceeds	\$0	\$1,400,000	\$0	\$1,400,000	\$0	\$0	\$0	\$0
Total Non-Operating Revenue	\$0	\$1,400,000	\$0	\$1,400,000	\$0	\$0	\$0	\$0
Non-Operating Expenses:								
Capital Purchases	\$71,237	\$2,173,000	\$215,283	\$2,287,600	\$160,500	\$177,000	\$42,000	\$0
New Debt Service	\$0	\$0	\$0	\$0	\$103,000	\$103,000	\$103,000	\$103,000
Total Non-Operating Expenses	\$71,237	\$2,173,000	\$215,283	\$2,287,600	\$263,500	\$280,000	\$145,000	\$103,000
Net Income	\$170,125	(\$664,406)	\$426,649	(\$775,141)	(\$65,507)	(\$100,206)	\$15,839	\$38,103
ENDING BALANCE, DECEMBER 31	\$1,318,927	\$838,968	\$1,745,576	\$970,435	\$904,928	\$804,722	\$820,561	\$858,665
Ratio Ending Balance to Disbursements	68.06%	22.24%	89.98%	24.09%	44.36%	38.44%	41.10%	43.08%
Ratio Ending Balance to Revenues	62.56%	26.99%	73.76%	29.83%	45.83%	40.37%	40.78%	42.27%

(1) Increased revenue from new clubhouse assumes 75% usage rate on simulators.

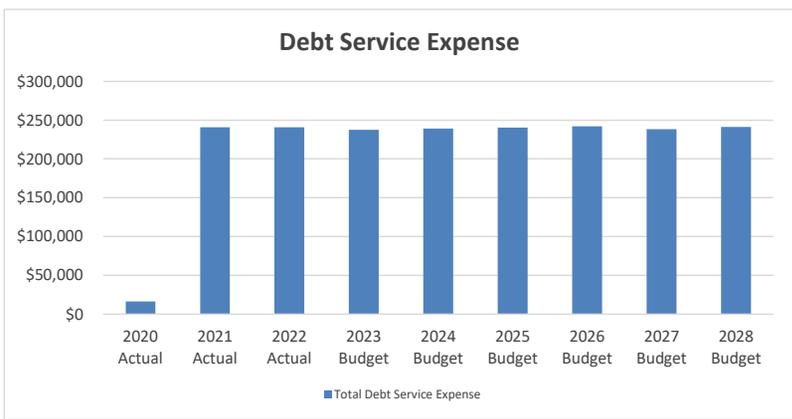
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
Public Golf Course							
1 New Clubhouse Construction	\$2,000,000						\$2,000,000
2 2-Triplex Tee Mower Replacements	\$80,000						\$80,000
3 Sand Bunker Renovation/drainage	\$125,000						\$125,000
4 Drainage	\$15,000						\$15,000
5 Beverage Cart Replacement	\$21,000						\$21,000
6 2 Walking Greens Mowers Replacement	\$17,500	\$17,500					\$35,000
7 3 Turf Utility Carts Replacement	\$29,100						\$29,100
8 Lake Fountain/Aerators		\$14,000					\$14,000
9 Large Capacity Rough Mower Replacement		\$85,000					\$85,000
10 4 Turf Utility Carts Replacement		\$44,000					\$44,000
11 Small Utility Tractor Replacement			\$20,000				\$20,000
12 Front Loader Replacement			\$50,000				\$50,000
13 Greens Roller Replacement			\$23,000				\$23,000
14 2 Fairway Mowers Replacement			\$84,000				\$84,000
15 Small Rough Mower Replacement				\$42,000			\$42,000
16 Irrigation System upgrade						\$500,000	\$500,000
Total Public Golf Course	\$2,287,600	\$160,500	\$177,000	\$42,000	\$0	\$500,000	\$3,167,100
TOTAL GOLF FUND	\$2,287,600	\$160,500	\$177,000	\$42,000	\$0	\$500,000	\$3,167,100

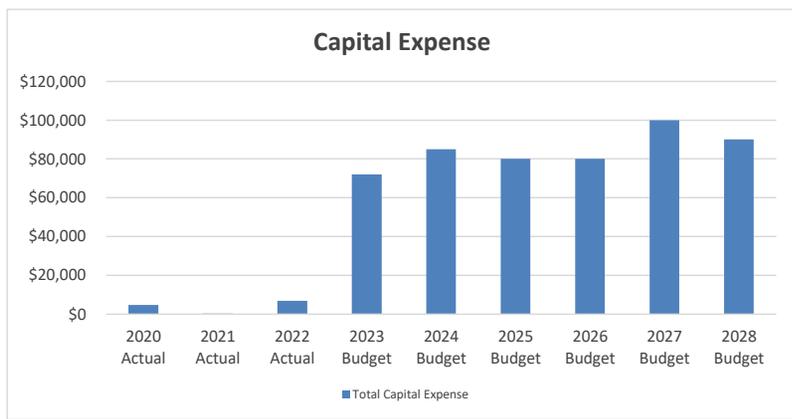
CITY OF HUDSON FIVE YEAR PLAN BROADBAND FUND TRENDS



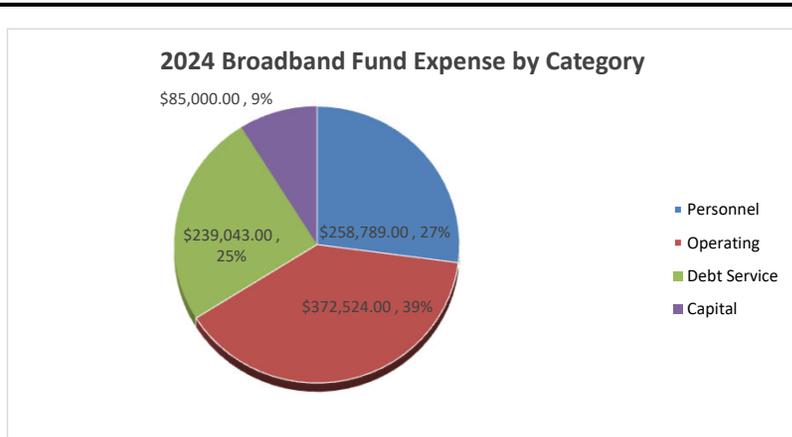
CITY OF HUDSON FIVE YEAR PLAN BROADBAND FUND TRENDS



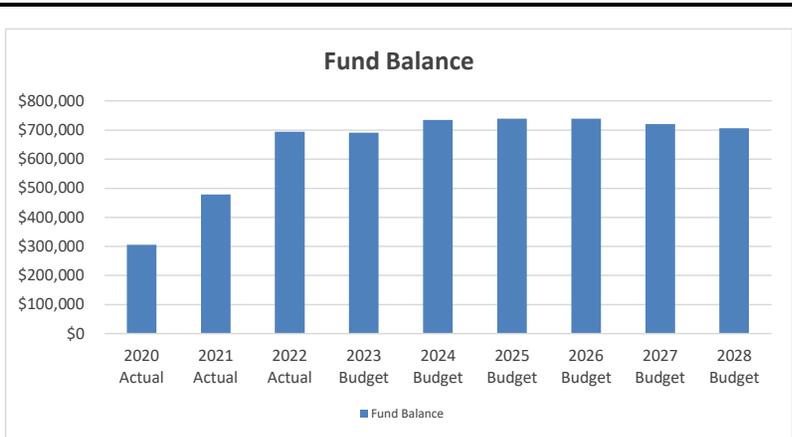
Broadband Fund debt service began in 2021 when the short term notes were converted to bonds.



Broadband capital expenses are related to system improvements and upgrades.



The Broadband Fund accounts for both the operation and capital improvements of Velocity Broadband.



The Broadband Fund balance rises steadily throughout the five year plan.

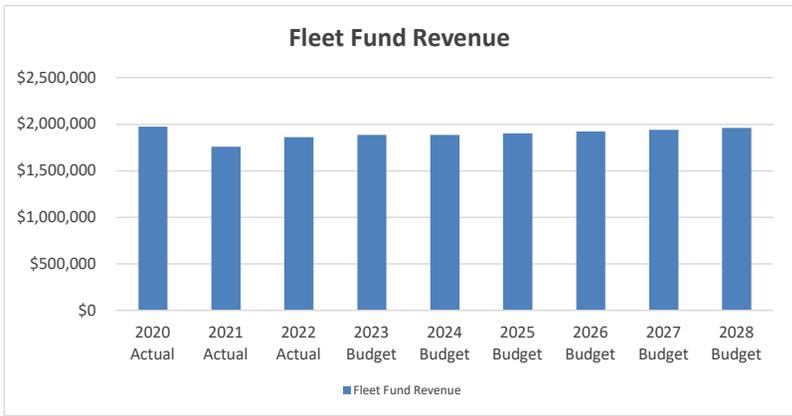
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN**

BROADBAND (510)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$549,531	\$694,035	\$774,155	\$733,808	\$735,382	\$738,838	\$738,804	\$720,198
<u>Operating Revenue:</u>								
Broadband Customer Sales	\$927,537	\$932,081	\$947,455	\$956,929	\$966,499	\$976,164	\$985,925	\$995,784
Total Operating Revenue	\$927,537	\$932,081	\$947,455	\$956,929	\$966,499	\$976,164	\$985,925	\$995,784
<u>Operating Expenses:</u>								
Personnel	\$203,704	\$241,659	\$241,659	\$258,789	\$266,553	\$274,549	\$282,786	\$291,269
Professional Development	\$2,045	\$11,500	\$11,500	\$8,900	\$8,989	\$9,079	\$9,170	\$9,261
Contractual Services	\$233,983	\$327,284	\$378,513	\$316,324	\$319,487	\$322,682	\$325,909	\$329,168
Materials & Supplies	\$6,911	\$5,000	\$5,020	\$7,000	\$7,070	\$7,141	\$7,212	\$7,284
Refunds	\$8,623	\$40,300	\$41,003	\$40,300	\$40,400	\$40,804	\$41,212	\$41,624
Carryover Encumbrances	\$80,120	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$535,385	\$625,743	\$677,694	\$631,313	\$642,499	\$654,255	\$666,288	\$678,607
Operating Income	\$392,152	\$306,338	\$269,761	\$325,616	\$324,000	\$321,909	\$319,637	\$317,177
<u>Non-Operating Expenses:</u>								
Capital Purchases	\$6,805	\$72,000	\$72,664	\$85,000	\$80,000	\$80,000	\$100,000	\$90,000
Debt Service	\$240,843	\$237,443	\$237,443	\$239,043	\$240,543	\$241,943	\$238,243	\$241,393
Total Non-Operating Expenses	\$247,648	\$309,443	\$310,107	\$324,043	\$320,543	\$321,943	\$338,243	\$331,393
Net Income	\$144,504	(\$3,105)	(\$40,346)	\$1,573	\$3,457	(\$34)	(\$18,606)	(\$14,216)
<u>ENDING BALANCE, DECEMBER 31</u>	\$694,035	\$690,930	\$733,808	\$735,382	\$738,838	\$738,804	\$720,198	\$705,982
Ratio Ending Balance to Disbursements	88.63%	73.88%	74.29%	76.97%	76.72%	75.68%	71.69%	69.90%
Ratio Ending Balance to Revenues	74.83%	74.13%	77.45%	76.85%	76.44%	75.68%	73.05%	70.90%

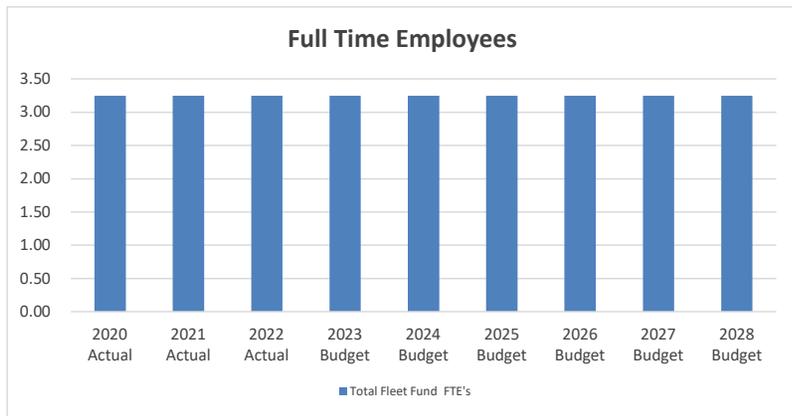
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Broadband</u>							
1 Replacement Linecards	\$30,000	\$20,000	\$20,000	\$20,000			\$90,000
2 UPS Replacement/Refurb at Milford	\$20,000				\$40,000		\$60,000
3 Customer Facing Equipment (ONTs/Modems)	\$20,000	\$30,000	\$30,000	\$30,000	\$20,000		\$130,000
4 Construction (as needed for customer connections)	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000		\$75,000
5 Test Equipment Replacement		\$15,000					\$15,000
6 Pedestal Refurb (battery and power systems)			\$15,000	\$15,000	\$15,000		\$45,000
7 Splicer Replacement				\$20,000			\$20,000
Total Broadband	\$85,000	\$80,000	\$80,000	\$100,000	\$90,000	\$0	\$435,000
TOTAL BROADBAND FUND	\$85,000	\$80,000	\$80,000	\$100,000	\$90,000	\$0	\$435,000

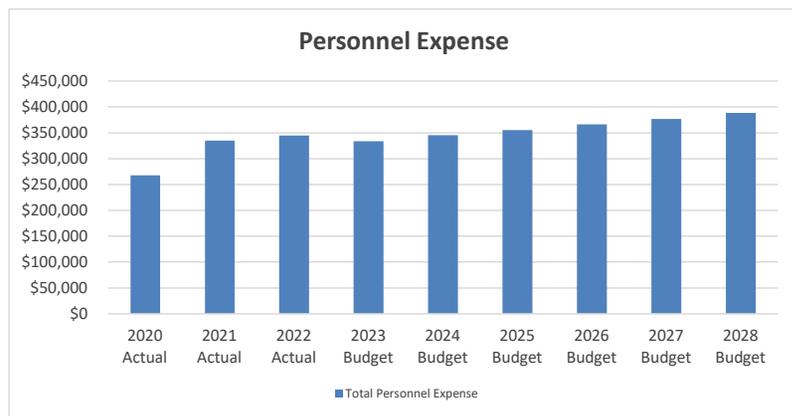
CITY OF HUDSON FIVE YEAR PLAN FLEET FUND TRENDS



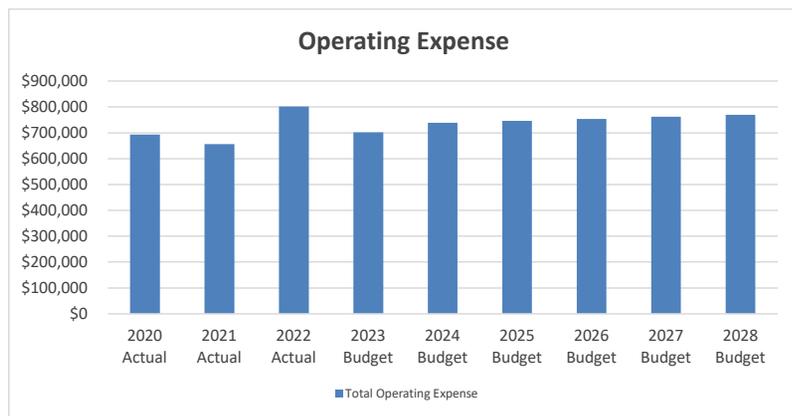
The main source of Fleet Fund revenue is interdepartmental charges for fuel and repairs that make up about 99% of the total revenue.



Fleet Fund full time employees have remained at 3.25 since 2020. This total is not anticipated to change through 2028.

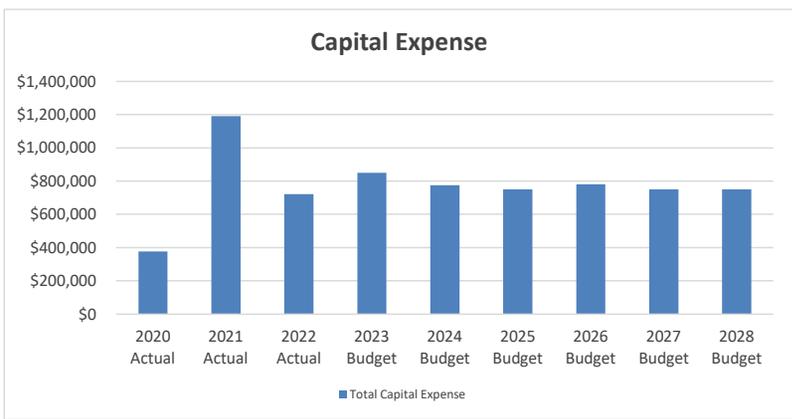


Fleet Fund personnel costs rise an average of 2.87% per year from 2020 - 2028. Personnel expense includes salaries, retirement contributions and health insurance costs.

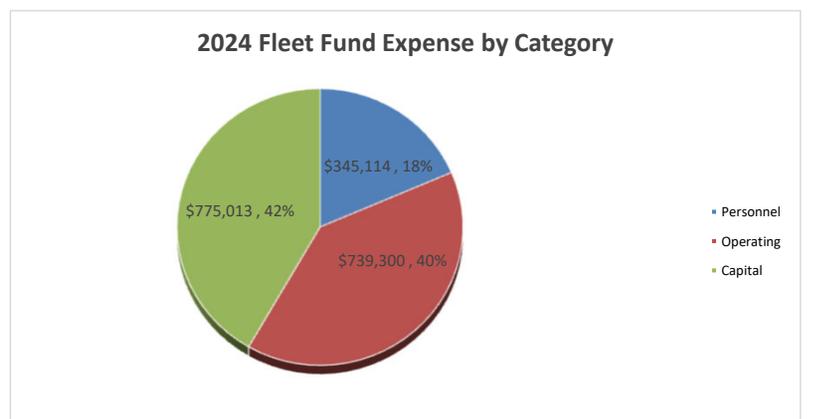


Fleet Fund operating costs rise an average of 3.50% per year from 2020 - 2028. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

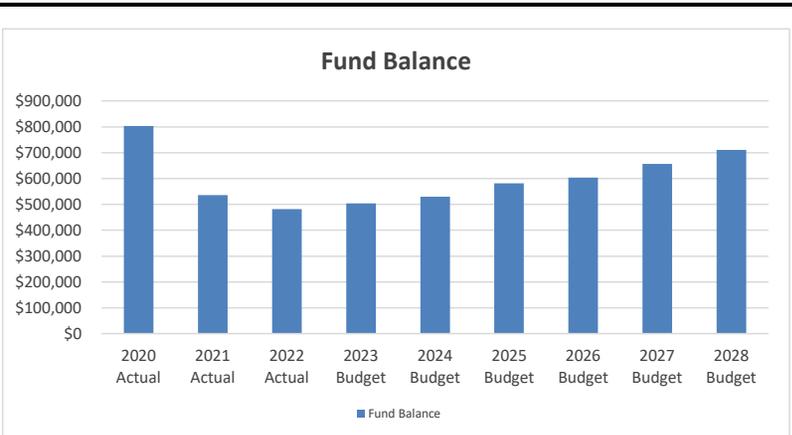
CITY OF HUDSON FIVE YEAR PLAN FLEET FUND TRENDS



Fleet Fund capital expenses are composed vehicle replacements.



The Fleet Fund accounts for fuel and repair costs for City vehicles as well as the cost to replace City vehicles.



The Fleet Fund balance remains steady through out the 5 year plan as costs are passed along to departments via an internal charge.

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

FLEET FUND (601)	2022 Actual	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$1,054,246	\$481,945	\$1,047,673	\$504,233	\$529,647	\$581,176	\$603,611	\$656,747
Revenues:								
General Fund	\$357,636	\$363,774	\$363,774	\$363,774	\$367,412	\$371,086	\$374,797	\$378,545
SCMR (Service)	\$968,577	\$985,206	\$985,206	\$985,206	\$995,058	\$1,005,009	\$1,015,059	\$1,025,210
Cemetery	\$3,706	\$3,770	\$3,770	\$3,770	\$3,807	\$3,845	\$3,884	\$3,923
Parks	\$45,770	\$46,556	\$46,556	\$46,556	\$47,021	\$47,491	\$47,966	\$48,446
Cable TV	\$6,300	\$6,408	\$6,408	\$6,408	\$6,473	\$6,537	\$6,603	\$6,669
Fire	\$10,006	\$10,178	\$10,178	\$10,178	\$10,280	\$10,383	\$10,487	\$10,591
EMS	\$14,454	\$14,702	\$14,702	\$14,702	\$14,849	\$14,997	\$15,147	\$15,299
Water	\$69,303	\$70,493	\$70,493	\$70,493	\$71,198	\$71,910	\$72,629	\$73,355
Waste Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electric	\$367,270	\$373,575	\$373,575	\$373,575	\$377,311	\$381,084	\$384,895	\$388,744
Golf	\$741	\$754	\$754	\$754	\$761	\$769	\$777	\$785
Broadband	\$9,263	\$9,424	\$9,424	\$9,424	\$9,518	\$9,614	\$9,710	\$9,807
Other	\$8,643	\$0	\$227	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,861,669	\$1,884,841	\$1,885,068	\$1,884,841	\$1,903,689	\$1,922,726	\$1,941,954	\$1,961,373
Total Available	\$2,915,915	\$2,366,786	\$2,932,741	\$2,389,074	\$2,433,336	\$2,503,902	\$2,545,564	\$2,618,120
Disbursements:								
Vehicle Maintenance								
Personnel	\$344,909	\$333,541	\$333,541	\$345,114	\$355,467	\$366,131	\$377,115	\$388,429
Professional Development	\$5,633	\$9,700	\$9,250	\$7,700	\$7,777	\$7,855	\$7,933	\$8,013
Contractual Services	\$196,208	\$171,600	\$242,622	\$181,600	\$183,416	\$185,250	\$187,103	\$188,974
Materials & Supplies	\$600,311	\$520,000	\$590,812	\$550,000	\$555,500	\$561,055	\$566,666	\$572,332
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$60,500	\$100,000	\$100,000	\$23,800	\$0	\$30,000	\$0	\$0
Carryover Encumbrances	\$163,047	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Vehicle Maintenance	\$1,370,609	\$1,134,841	\$1,276,226	\$1,108,214	\$1,102,160	\$1,150,291	\$1,138,817	\$1,157,747
Equipment Acquisitions								
Capital Purchases	\$660,680	\$750,000	\$1,152,283	\$751,213	\$750,000	\$750,000	\$750,000	\$750,000
Carryover Encumbrances	\$402,681	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Equipment Acquisitions	\$1,063,361	\$750,000	\$1,152,283	\$751,213	\$750,000	\$750,000	\$750,000	\$750,000
Total Disbursements	\$2,433,970	\$1,884,841	\$2,428,508	\$1,859,427	\$1,852,160	\$1,900,291	\$1,888,817	\$1,907,747
Run Rate (Revenue Less Expenditures)	(\$572,301)	\$0	(\$543,440)	\$25,414	\$51,529	\$22,435	\$53,137	\$53,626
<u>ENDING BALANCE, DECEMBER 31</u>	\$481,945	\$481,945	\$504,233	\$529,647	\$581,176	\$603,611	\$656,747	\$710,373
Ratio Ending Balance to Disbursements	19.80%	25.57%	20.76%	28.48%	31.38%	31.76%	34.77%	37.24%
Ratio Ending Balance to Revenues	25.89%	25.57%	26.75%	28.10%	30.53%	31.39%	33.82%	36.22%

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Unfunded</u>	<u>Total</u>
<u>Vehicle Maintenance</u>							
1	2001 Shop Air Compressor Replacement	\$17,000					\$17,000
2	Sand Blast Cabinet	\$6,800					\$6,800
3	Cutting Edges and Guards for Plows (14)			\$30,000			\$30,000
4	Plasma Cutting Table					\$18,000	\$18,000
5	Replacement of Drive-on Lift					\$52,000	\$52,000
	Total Vehicle Maintenance	\$23,800	\$0	\$30,000	\$0	\$0	\$123,800
<u>Equipment Acquisitions</u>							
1	2014 Frieghtliner Snow & Ice - Service	\$291,500					\$291,500
2	2014 Frieghtliner Snow & Ice - Service	\$291,500					\$291,500
3	20212 Chevy 2500 - Service/Storm Water	\$58,395					\$58,395
4	2016 Chevy 1500 - Water Resources	\$54,909					\$54,909
5	2014 Chevy 1500 - Electric	\$54,909					\$54,909
6	Fleet Replacement Placeholder		\$750,000	\$750,000	\$750,000	\$750,000	\$3,000,000
	Total Vehicle Maintenance	\$751,213	\$750,000	\$750,000	\$750,000	\$750,000	\$0
	TOTAL FLEET FUND	\$775,013	\$750,000	\$780,000	\$750,000	\$750,000	\$70,000

**City of Hudson
Five Year Plan**

SPECIAL REVENUE FUNDS:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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State Highway Improvement, 202

BEGINNING BALANCE, JANUARY 1	\$250,145	\$250,145	\$297,618	\$305,618	\$313,618	\$321,618	\$329,618
Revenue:							
License Fees	\$15,000	\$20,806	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Gasoline Tax	\$58,000	\$91,668	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000
Total Revenue	\$73,000	\$112,473	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
TOTAL AVAILABLE	\$323,145	\$362,618	\$370,618	\$378,618	\$386,618	\$394,618	\$402,618
TOTAL DISBURSEMENTS	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$258,145	\$297,618	\$305,618	\$313,618	\$321,618	\$329,618	\$337,618

SPECIAL REVENUE FUNDS:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Law Enforcement/Education - 213

BEGINNING BALANCE, JANUARY 1	\$95,811	\$95,811	\$91,156	\$87,156	\$83,156	\$79,156	\$75,156
Revenue:							
Court Fees	\$3,000	\$2,345	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
TOTAL AVAILABLE	\$98,811	\$98,156	\$94,156	\$90,156	\$86,156	\$82,156	\$78,156
TOTAL DISBURSEMENTS	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$91,811	\$91,156	\$87,156	\$83,156	\$79,156	\$75,156	\$71,156

**City of Hudson
Five Year Plan**

SPECIAL REVENUE FUNDS:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Hudson Teen Program - 230							
BEGINNING BALANCE, JANUARY 1	\$21,982	\$21,982	\$20,056	\$20,056	\$20,056	\$20,056	\$20,056
Revenue:							
Contributions/Sales	\$10,000	\$9,574	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TOTAL AVAILABLE	\$31,982	\$31,556	\$30,056	\$30,056	\$30,056	\$30,056	\$30,056
TOTAL DISBURSEMENTS	\$10,000	\$11,500	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$21,982	\$20,056	\$20,056	\$20,056	\$20,056	\$20,056	\$20,056

DEBT SERVICE FUNDS:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Bond Retirement (301)							
BEGINNING BALANCE, JANUARY 1	\$677,910	\$677,910	\$677,910	\$677,910	\$677,910	\$677,910	\$677,910
Revenue:							
Transfer In from General Fund	\$2,478,616	\$2,478,616	\$1,614,799	\$2,249,044	\$2,251,002	\$2,247,102	\$2,246,776
Refunded Bond Revenue	0	0	0	0	0	0	0
Issuance Cost Refund/Premium	0	0	0	0	0	0	0
Total Revenue	\$2,478,616	\$2,478,616	\$1,614,799	\$2,249,044	\$2,251,002	\$2,247,102	\$2,246,776
TOTAL AVAILABLE	\$3,156,526	\$3,156,526	\$2,292,709	\$2,926,954	\$2,928,912	\$2,925,012	\$2,924,686
Expenses:							
Bond Principal	\$2,087,739	\$2,087,739	\$1,189,627	\$1,856,515	\$1,884,404	\$1,907,292	\$1,935,180
Bond Interest	383,691	383,691	417,986	385,343	359,412	332,624	304,410
Refunded Bond Payment	0	0	0	0	0	0	0
Refunded Bond Issuance Costs	0	0	0	0	0	0	0
Loan Principal (OPWC 0% Interest Loan)	7,186	7,186	7,186	7,186	7,186	7,186	7,186
Total Expenses	\$2,478,616	\$2,478,616	\$1,614,799	\$2,249,044	\$2,251,002	\$2,247,102	\$2,246,776
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$677,910	\$677,910	\$677,910	\$677,910	\$677,910	\$677,910	\$677,910

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Permissive Capital Use, 401

BEGINNING BALANCE, JANUARY 1	\$358,031	\$358,031	\$376,031	\$394,031	\$412,031	\$430,031	\$448,031
Revenue:							
State Permissive Auto	\$163,000	\$163,000	\$163,000	\$163,000	\$163,000	\$163,000	\$163,000
Motor Vehicle Fees	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Total Revenue	\$263,000						
TOTAL AVAILABLE	\$621,031	\$621,031	\$639,031	\$657,031	\$675,031	\$693,031	\$711,031
TOTAL DISBURSEMENTS	\$245,000						
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$376,031	\$376,031	\$394,031	\$412,031	\$430,031	\$448,031	\$466,031

CAPITAL FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Broadband Capital (402)

BEGINNING BALANCE, JANUARY 1	\$46,931	\$101,536	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522
Revenue:							
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$0	\$1,567	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$1,567	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$46,931	\$103,103	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522
TOTAL DISBURSEMENTS	\$0	\$98,581	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$46,931	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Downtown Phase II (441)

BEGINNING BALANCE, JANUARY 1	\$504,991	\$572,328	\$417,171	\$317,171	\$317,171	\$317,171	\$317,171
Revenue:							
Transfer In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$10,567	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$10,567	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$504,991	\$582,895	\$417,171	\$317,171	\$317,171	\$317,171	\$317,171
TOTAL DISBURSEMENTS	\$100,000	\$165,724	\$100,000	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$404,991	\$417,171	\$317,171	\$317,171	\$317,171	\$317,171	\$317,171

ENTERPRISE FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Wastewater Fund (502)

BEGINNING BALANCE, JANUARY 1	\$40,900	\$40,900	\$38,318	\$36,436	\$36,156	\$34,916	\$39,009
Revenue:							
Customer Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Income/Misc	\$112,629	\$112,629	\$112,629	\$114,511	\$114,791	\$116,031	\$111,938
Transfer/Advance-In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$112,629	\$112,629	\$112,629	\$114,511	\$114,791	\$116,031	\$111,938
TOTAL AVAILABLE	\$153,529	\$153,529	\$150,947	\$150,947	\$150,947	\$150,947	\$150,947
TOTAL DISBURSEMENTS	\$115,211	\$115,211	\$114,511	\$114,791	\$116,031	\$111,938	\$117,891
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$38,318	\$38,318	\$36,436	\$36,156	\$34,916	\$39,009	\$33,056

**City of Hudson
Five Year Plan**

ENTERPRISE FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Utility Deposit Fund (508)

BEGINNING BALANCE, JANUARY 1	\$609,194	\$609,194	\$595,038	\$595,038	\$595,038	\$595,038	\$595,038
Revenues:							
Utility Deposits	\$90,000	\$75,844	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
TOTAL AVAILABLE	\$699,194	\$685,038	\$685,038	\$685,038	\$685,038	\$685,038	\$685,038
TOTAL DISBURSEMENTS	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$609,194	\$595,038	\$595,038	\$595,038	\$595,038	\$595,038	\$595,038

INTERNAL SERVICE FUND GROUP

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Self Insurance Fund (602)

BEGINNING BALANCE, JANUARY 1	\$261,409	\$261,409	\$284,318	\$284,318	\$284,318	\$284,318	\$284,318
Revenues:							
Inter-department contributions	\$180,000	\$175,321	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
TOTAL AVAILABLE	\$441,409	\$436,730	\$464,318	\$464,318	\$464,318	\$464,318	\$464,318
TOTAL DISBURSEMENTS	\$180,000	\$152,412	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$261,409	\$284,318	\$284,318	\$284,318	\$284,318	\$284,318	\$284,318

**City of Hudson
Five Year Plan**

INTERNAL SERVICE FUND GROUP

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Flexible Benefits Fund (603)

BEGINNING BALANCE, JANUARY 1	\$21,826	\$21,826	\$2,186	\$2,186	\$2,186	\$2,186	\$2,186
Revenue:							
Employee Contributions	\$135,000	\$79,138	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
TOTAL AVAILABLE	\$156,826	\$100,964	\$137,186	\$137,186	\$137,186	\$137,186	\$137,186
TOTAL DISBURSEMENTS	\$135,000	\$98,778	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$21,826	\$2,186	\$2,186	\$2,186	\$2,186	\$2,186	\$2,186

INTERNAL SERVICE FUND GROUP

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Medical Self-Insurance Fund (605)

BEGINNING BALANCE, JANUARY 1	\$113,525	\$113,525	\$126,150	\$126,150	\$126,150	\$126,150	\$126,150
Revenue:							
Employer Contributions	\$376,000	\$270,406	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
Miscellaneous	\$0	\$3,163	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$376,000	\$273,569	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
TOTAL AVAILABLE	\$489,525	\$387,094	\$502,150	\$502,150	\$502,150	\$502,150	\$502,150
TOTAL DISBURSEMENTS	\$376,000	\$260,945	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$113,525	\$126,150	\$126,150	\$126,150	\$126,150	\$126,150	\$126,150

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Police Pension 701

BEGINNING BALANCE, JANUARY 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue:							
Real and personal property taxes	\$345,000	\$355,594	\$360,000	\$360,000	\$360,000	\$360,000	\$345,000
TOTAL AVAILABLE	\$345,000	\$355,594	\$360,000	\$360,000	\$360,000	\$360,000	\$345,000
TOTAL DISBURSEMENTS	\$345,000	\$355,594	\$360,000	\$360,000	\$360,000	\$360,000	\$345,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$0						

TRUST AND AGENCY FUNDS:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Contractors Deposits, 727

BEGINNING BALANCE, JANUARY 1	\$155,620	\$313,709	\$79,043	\$79,043	\$79,043	\$79,043	\$79,043
Revenue:							
Inspection Fees	\$10,000	0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Contractor's Deposits	100,000	30,859	100,000	100,000	100,000	100,000	100,000
Deposits - Barlow Community Center	1,000	2,314	1,000	1,000	1,000	1,000	1,000
Total Revenue	\$111,000	\$33,173	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000
TOTAL AVAILABLE	\$266,620	\$346,882	\$190,043	\$190,043	\$190,043	\$190,043	\$190,043
Expenses:							
Engineering/Inspection Fees	\$10,000	\$21,169	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Developers' Deposits	100,000	\$245,670	100,000	100,000	100,000	100,000	100,000
Refunds	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Expenses	\$111,000	\$267,839	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$155,620	\$79,043	\$79,043	\$79,043	\$79,043	\$79,043	\$79,043

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Culvert Bonds, 730							
BEGINNING BALANCE, JANUARY 1	\$367,919	\$527,659	\$278,705	\$301,205	\$323,705	\$346,205	\$368,705
Revenue:							
Deposits - Culvert Bonds	\$100,000	\$10,286	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Right-of-Way Fees	25,000	0	25,000	25,000	25,000	25,000	25,000
Total Revenue	\$125,000	\$10,286	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
TOTAL AVAILABLE	\$492,919	\$537,945	\$403,705	\$426,205	\$448,705	\$471,205	\$493,705
Expenses:							
Inspection Fees	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Refunds	100,000	256,740	100,000	100,000	100,000	100,000	100,000
Total Expenses	\$102,500	\$259,240	\$102,500	\$102,500	\$102,500	\$102,500	\$102,500
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$390,419	\$278,705	\$301,205	\$323,705	\$346,205	\$368,705	\$391,205

TRUST AND AGENCY FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Emergency Medical Service Trust, 731							
BEGINNING BALANCE, JANUARY 1	\$28,446	\$23,986	\$28,226	\$27,226	\$26,226	\$25,226	\$24,226
Revenue:							
Interest	\$500	\$3,674	\$500	\$500	\$500	\$500	\$500
Contributions	1,000	\$7,106	1,000	1,000	1,000	1,000	1,000
Total Revenue	\$1,500	\$10,780	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL AVAILABLE	\$29,946	\$34,766	\$29,726	\$28,726	\$27,726	\$26,726	\$25,726
TOTAL DISBURSEMENTS	\$2,500	\$6,540	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$27,446	\$28,226	\$27,226	\$26,226	\$25,226	\$24,226	\$23,226

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Bandstand Trust, 736

BEGINNING BALANCE, JANUARY 1	\$13,931	\$13,931	\$11,188	\$8,308	\$8,428	\$8,548	\$8,668
Revenue:							
Interest	\$120	\$257	\$120	\$120	\$120	\$120	\$120
TOTAL AVAILABLE	\$14,051	\$14,188	\$11,308	\$8,428	\$8,548	\$8,668	\$8,788
TOTAL DISBURSEMENTS	\$3,000	\$3,000	\$3,000	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$11,051	\$11,188	\$8,308	\$8,428	\$8,548	\$8,668	\$8,788

Note: Per trust agreement, must maintain minimum \$8,000 balance.

TRUST AND AGENCY FUND GROUP:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Clock Tower Maintenance Trust, 737

BEGINNING BALANCE, JANUARY 1	\$7,518	\$7,518	\$7,657	\$7,757	\$7,857	\$7,957	\$8,057
Revenue:							
Interest	\$100	\$139	\$100	\$100	\$100	\$100	\$100
TOTAL AVAILABLE	\$7,618	\$7,657	\$7,757	\$7,857	\$7,957	\$8,057	\$8,157
TOTAL DISBURSEMENTS	\$0						
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$7,618	\$7,657	\$7,757	\$7,857	\$7,957	\$8,057	\$8,157

Note: Per trust agreement, must maintain minimum \$7,000 balance.

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS:

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Library Levy, 740

BEGINNING BALANCE, JANUARY 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue:							
Real and Personal Property Taxes	\$2,680,000	\$2,774,811	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
TOTAL AVAILABLE	\$2,680,000	\$2,774,811	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
Expenses:							
County Auditor/Treasurer Fees	\$60,000	\$60,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
	2,620,000	2,714,811	2,730,000	2,730,000	2,730,000	2,730,000	2,730,000
Total Expenses	\$2,680,000	\$2,774,811	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$0						

TRUST AND AGENCY FUNDS

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
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Dedicated Tax Revenue Fund (750)

BEGINNING BALANCE, JANUARY 1	\$1,368	\$1,368	\$0	\$0	\$0	\$0	\$0
Revenue:							
Income Taxes	\$2,090,513	\$2,090,513	\$2,142,776	\$2,196,345	\$2,251,254	\$2,307,535	\$2,365,224
TOTAL AVAILABLE	\$2,091,881	\$2,091,881	\$2,142,776	\$2,196,345	\$2,251,254	\$2,307,535	\$2,365,224
Expenses:							
RITA Fees	\$50,775	\$50,775	\$52,044	\$53,345	\$54,679	\$56,046	\$57,447
Proceeds to Hudson Schools	2,039,738	2,041,106	2,090,731	2,143,000	2,196,575	2,251,489	2,307,776
Muni Tax Refund							
Total Expenses	\$2,090,513	\$2,091,881	\$2,142,776	\$2,196,345	\$2,251,254	\$2,307,535	\$2,365,224
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$1,368	\$0	\$0	\$0	\$0	\$0	\$0

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>FIRE/EMS Service Fund (LOSAP) - 760</u>							
BEGINNING BALANCE, JANUARY 1	\$237,487	\$237,487	\$237,487	\$237,487	\$237,487	\$237,487	\$237,487
Revenue:							
Contributions from Fire/EMS Operating	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000
TOTAL AVAILABLE	\$296,487	\$296,487	\$296,487	\$296,487	\$296,487	\$296,487	\$296,487
TOTAL DISBURSEMENTS	\$35,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$261,487	\$237,487	\$237,487	\$237,487	\$237,487	\$237,487	\$237,487

TRUST AND AGENCY FUNDS

Fund/Category	2023 Budget	2023 Projected	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<u>Veteran's Memorial Garden (770)</u>							
BEGINNING BALANCE, JANUARY 1	\$16,708	\$16,708	\$16,517	\$16,267	\$16,017	\$15,767	\$15,517
Revenue:							
Interest	\$250	\$309	\$250	\$250	\$250	\$250	\$250
TOTAL AVAILABLE	\$16,958	\$17,017	\$16,767	\$16,517	\$16,267	\$16,017	\$15,767
TOTAL DISBURSEMENTS	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$16,458	\$16,517	\$16,267	\$16,017	\$15,767	\$15,517	\$15,267

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

Department	2024 Budget				2023 Budget				2022 Budget				2021 Actual				2020 Actual				2019 Actual			
	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol
General Fund																								
Police	42	12		5	41	11		5	39	12		5	36	12		5	34	12		5	37	12		5
Community Development	8				8		2		5.5	1			5.5				5.5				6			
Economic Development	0				0				1				1				1				1			
Street Trees & ROW	1				0.3				0.3				0.3				0.3				0.3			
Mayor & Council	1				1				1				1				1				1			
Legal	2	1			2	1			1	2			1	2			1	2			1	2		
Admin	5.5	1			6.5		1		8.5				5.5				5.5				5.5			
Finance	8	1			7	1			7	1			8				8				9			
Information Services	2				2				1.5				1.25				1.25				1.25			
Engineering	9		2		9		4		9.5		4		7.5		4		7.5		4		8		4	
Public Properties	2.5	2			2.85	2			2.85	2			2.85				2.85				2.85			
Public Works - Admin	2.5	1			2.5	1			2.5				2.5				2.5				3.5			
Total General Fund	83.5	18	2	5	82.15	16	7	5	79.65	18	4	5	72.4	14	4	5	70.4	14	4	5	76.4	14	4	5
Other Funds																								
Street Maintenance	9.75				10.1				9.1				9.1				9.1				9.1			
Cemetery	2.05	1	1		2.05	1	1		2.05	1	1		2.05	1	1		2.05	1	1		2.05	1	1	
Parks	5.1	2	15		5.1	3	15		5.1	3	15		5.25	2	15		5.25	2	15		5.25	2	15	
Cable	2	1	3		2	2	1		3	2	1		2.5	2	1		3	2	1		2.5	2	1	
Fire	6.8	2		36	6.8	2		36	5.8	2		36	6	2		36	6	2		36	5	2		33
EMS	5	38		20	5	30		20	5	26		20	4	29		20	4	29		20	4	28		20
Water	6.75	1			7.75	1			9	1			5.55	1			5.05	1			5.55	1		
Electric (HPP)	24.6				24.6				25.1				28.95				28.45				28.95			
Storm Water	8.25				7.25				8				9				9				9			
Golf	4.45		71		4.45		63		4.45		49		4.45		60		4.45		60		4.45		56	
Broadband	2.5				2.5				2.5				2.5				2				2.5			
Vehicle Maintenance	3.25				3.25				3.25				3.25				2.25				3.25			
Total Other Funds	80.5	45	90	56	80.85	39	80	56	82.35	35	66	56	82.6	37	77	56	80.6	37	77	56	81.6	36	73	53
Grand Total	164	63	92	61	163	55	87	61	162	53	70	61	155	51	81	61	151	51	81	61	158	50	77	58

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN 2024 - 2028
PROPERTY TAX LEVIES**

Fund	Purpose	Authorized By Voters On MM/DD/YY	Levy Type	Number Of Years Levy To Run	Tax Year Begins/Ends	Collection Year Begins/Ends	Authorized Rate	Effective Rate To Be Levied
								Res/Ag Other
General	Inside						3.10	3.100
								3.100
Cemetery	Inside						0.17	0.170
								0.170
Police Pension	Inside						0.30	0.300
								0.300
Library Operating	Current Expense	5/4/2021	Repl / Increase	5	2021/2025	2022/2026	2.90	2.900
								2.900
Total							6.47	

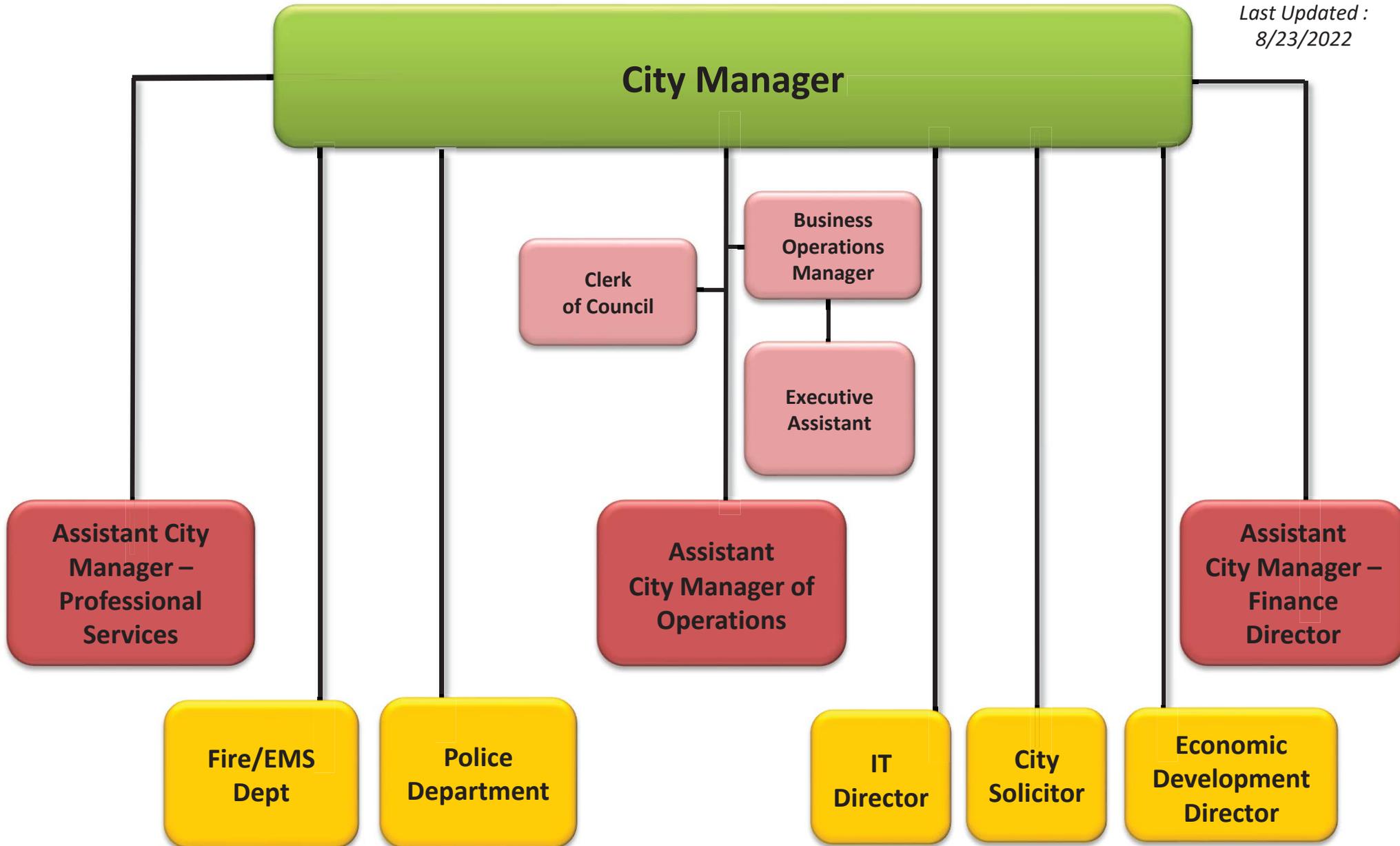
City of Hudson, Ohio
Current Outstanding Indebtedness 2024 - 2028
Debt Service Schedule - Long Term Obligations

DEBT BY FUNDING SOURCE	RES/ ORD	ORIGINAL PRINCIPAL	BALANCE @12/31/2023	TERM	INTEREST RATE	PAYMENT YEARS	PRINCIPAL AND INTEREST				
							2024	2025	2026	2027	2028
GENERAL FUND INCOME TAXES											
MILFORD/RT 91 CONNECTOR (301)	04-74 (3)	\$4,200,000	\$301,000	20 YR	4.5 - 6.125%	2005-2024	\$307,020	\$0	\$0	\$0	\$0
ATTERBURY BLVD RECONSTRUCTION (301)	11-93	\$3,770,000	\$1,765,000	20 YR	1.25 - 4.0%	2012-2031	\$255,981	\$255,131	\$259,131	\$257,831	\$261,113
SEASONS ROAD INTERCHANGE (301)	11-94	\$1,175,000	\$550,000	20 YR	1.25 - 4.0%	2012-2031	\$79,006	\$82,206	\$80,256	\$78,306	\$81,275
YOUTH DEVELOPMENT CTR PROPERTY (301)	12-128	\$2,735,000	\$1,360,280	20 YR	1.50 - 2.50%	2013-2032	\$169,768	\$169,883	\$169,941	\$169,941	\$169,515
ATTERBURY BRIDGE (OPWC LOAN)	2009	\$143,714	\$46,707	20 YR	0.00%	2009-2028	\$7,186	\$7,186	\$7,186	\$7,186	\$7,186
STREET IMPROVEMENT (N. MAIN, BARLOW RD) (301)	18-161	\$2,575,000	\$2,015,000	20 YR	3.08%	2019-2038	\$183,238	\$179,638	\$181,038	\$182,288	\$178,388
NEW CITY HALL OFFICES (301)	18-162	\$5,580,000	\$4,445,000	20 YR	3.08%	2019-2038	\$379,875	\$382,675	\$380,175	\$377,525	\$379,725
CITY HALL OFFICES (301)	20-122	\$965,000	\$840,000	20 YR	1.00 - 4.00%	2021-2040	\$56,850	\$55,050	\$54,600	\$54,150	\$53,700
MIDDLETON RD SIDEWALK (301)	22-118	\$2,340,000	\$2,335,000	20 YR	3.00 - 4.00%	2023-2042	\$175,875	\$172,275	\$173,675	\$174,875	\$170,875
GENERAL FUND TOTAL			\$13,657,987				\$1,614,799	\$1,304,044	\$1,306,002	\$1,302,102	\$1,301,776
YOUTH DEVELOPMENT CTR PROPERTY (205)	12-128	\$2,000,000	\$994,720	20 YR	1.50 - 2.50%	2013-2032	\$124,145	\$124,229	\$124,271	\$124,271	\$123,960
PICKLEBALL/TENNIS COURTS (205)	22-119	\$1,820,000	\$1,815,000	20 YR	3.00 - 4.00%	2023-2042	\$136,750	\$133,950	\$136,150	\$133,150	\$135,150
VETERANS TRAIL PHASE 3 (205)	22-121	\$1,140,000	\$1,135,000	20 YR	3.00 - 4.00%	2023-2042	\$86,750	\$84,950	\$83,150	\$86,350	\$84,350
BARLOW RD TRAIL (205)	22-123	\$850,000	\$845,000	20 YR	3.00 - 4.00%	2023-2042	\$61,075	\$64,875	\$63,475	\$62,075	\$60,675
STORM WATER IMPROVEMENTS II (504)	02-201 (2), (3)	\$2,417,000	\$1,424,000	30 YR	3.0-5.0%	2006-2035	\$142,966	\$136,826	\$140,766	\$141,259	\$143,683
TOTAL INCOME TAXES - ALL FUNDS			\$19,871,707				\$2,166,484	\$1,848,874	\$1,853,814	\$1,849,207	\$1,849,594

CITY OF HUDSON, OHIO
Current Outstanding Indebtedness 2024 - 2028
Debt Service Schedule - Long Term Obligations (cont)

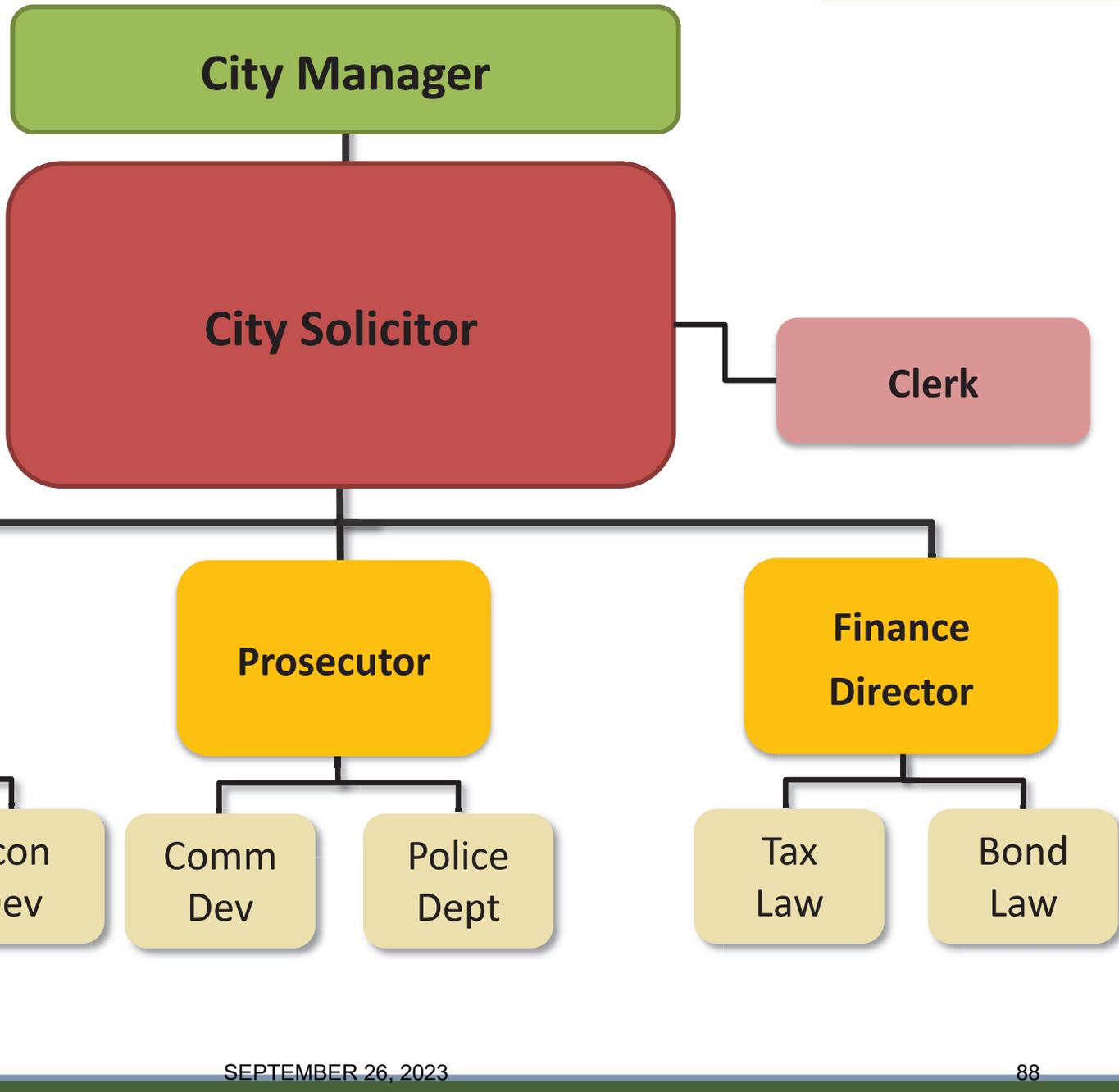
DEBT BY FUNDING SOURCE	RES/ ORD	ORIGINAL PRINCIPAL	BALANCE @12/31/2023	TERM	INTEREST RATE	PAYMENT YEARS	PRINCIPAL AND INTEREST				
							2024	2025	2026	2027	2028
SOURCE: FUND REVENUE-USER CHARGES											
WATER SYSTEM IMPROV - PHASE II (501)	02-204 (2), (3)	\$4,035,000	\$1,935,000	30 YR	2.0-3.5%	2002-2033	\$229,188	\$229,238	\$234,138	\$228,288	\$232,438
WATER SYSTEM IMPROV - PHASE III (501)	05-61 (3)	\$667,000	\$395,000	30 YR	3.0-5.0%	2006-2035	\$38,980	\$38,400	\$38,820	\$39,130	\$40,417
WATER MAINS (N. MAIN ST.) (501)	18-63	\$820,000	\$650,000	20 YR	3.08%	2019-2038	\$55,463	\$54,413	\$53,363	\$57,313	\$56,113
SEASON RD WATERLINE (501)	22-120	\$1,685,000	\$1,680,000	20 YR	3.00 - 4.00%	2023-2042	\$126,775	\$124,175	\$126,575	\$123,775	\$125,975
SEWER SYSTEM IMPROVMENTS I (502)	04-76 (3)	\$855,000	\$409,000	30 YR	2.7% - 4.25%	2005-2034	\$42,180	\$44,540	\$43,840	\$40,035	\$44,299
SEWER SYSTEM IMPROVMENTS II (502)	05-60 (3)	\$1,236,000	\$726,000	30 YR	3.0-5.0%	2006-2035	\$72,332	\$70,252	\$72,192	\$71,904	\$73,593
SEASONS SUB TO MAIN SUB - TRANS/DIST (503)	04-75 (3)	\$1,000,000	\$475,000	30 YR.	2.7% - 4.25%	2004-2034	\$48,826	\$51,086	\$50,286	\$47,366	\$51,492
ELECTRIC TRANSFORMER (503)	22-122	\$1,000,000	\$995,000	20 YR	3.00 - 4.00%	2023-2042	\$71,575	\$75,175	\$73,575	\$71,975	\$75,375
BRINE WELL (501)	20-121	\$1,685,000	\$1,685,000	20 YR	1.00 - 4.00%	2021-2040	\$113,768	\$110,168	\$114,268	\$113,318	\$112,368
HUDSON DR WATERLINE (501)	20-121	\$575,000	\$575,000	20 YR	1.00 - 4.00%	2021-2040	\$38,085	\$36,885	\$36,585	\$36,285	\$35,985
BROADBAND (510)	20-120	\$3,430,000	\$3,430,000	20 YR	1.00 - 2.35%	2021-2040	\$239,043	\$240,543	\$241,943	\$238,243	\$241,393
Total Fund Revenue-User Charges			\$12,955,000				\$1,076,212	\$1,074,872	\$1,085,582	\$1,067,629	\$1,089,445
TOTAL - ALL FUNDS			\$32,826,707				\$3,242,696	\$2,923,746	\$2,939,396	\$2,916,836	\$2,939,038

Last Updated :
8/23/2022



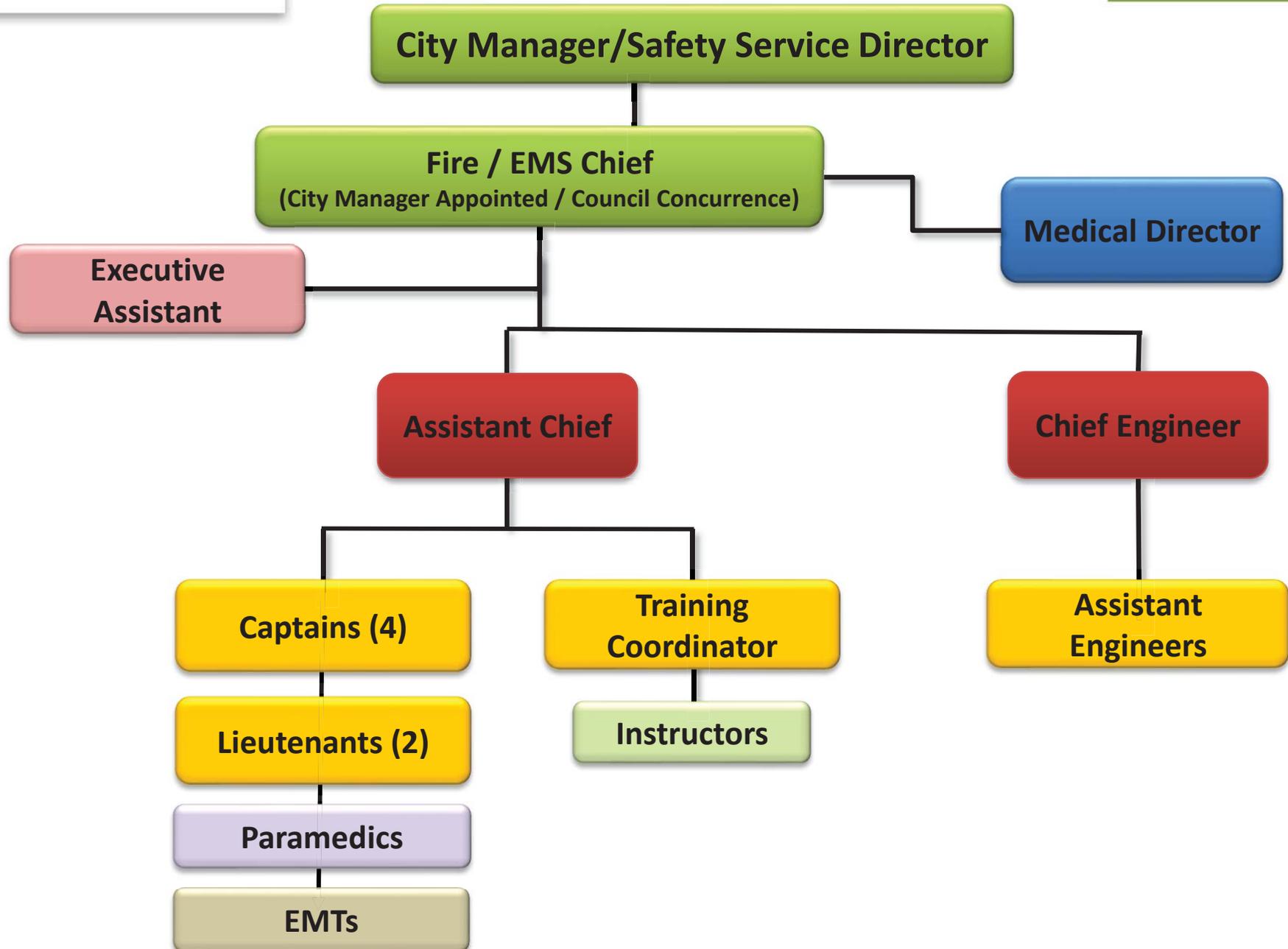


City Solicitor 2022



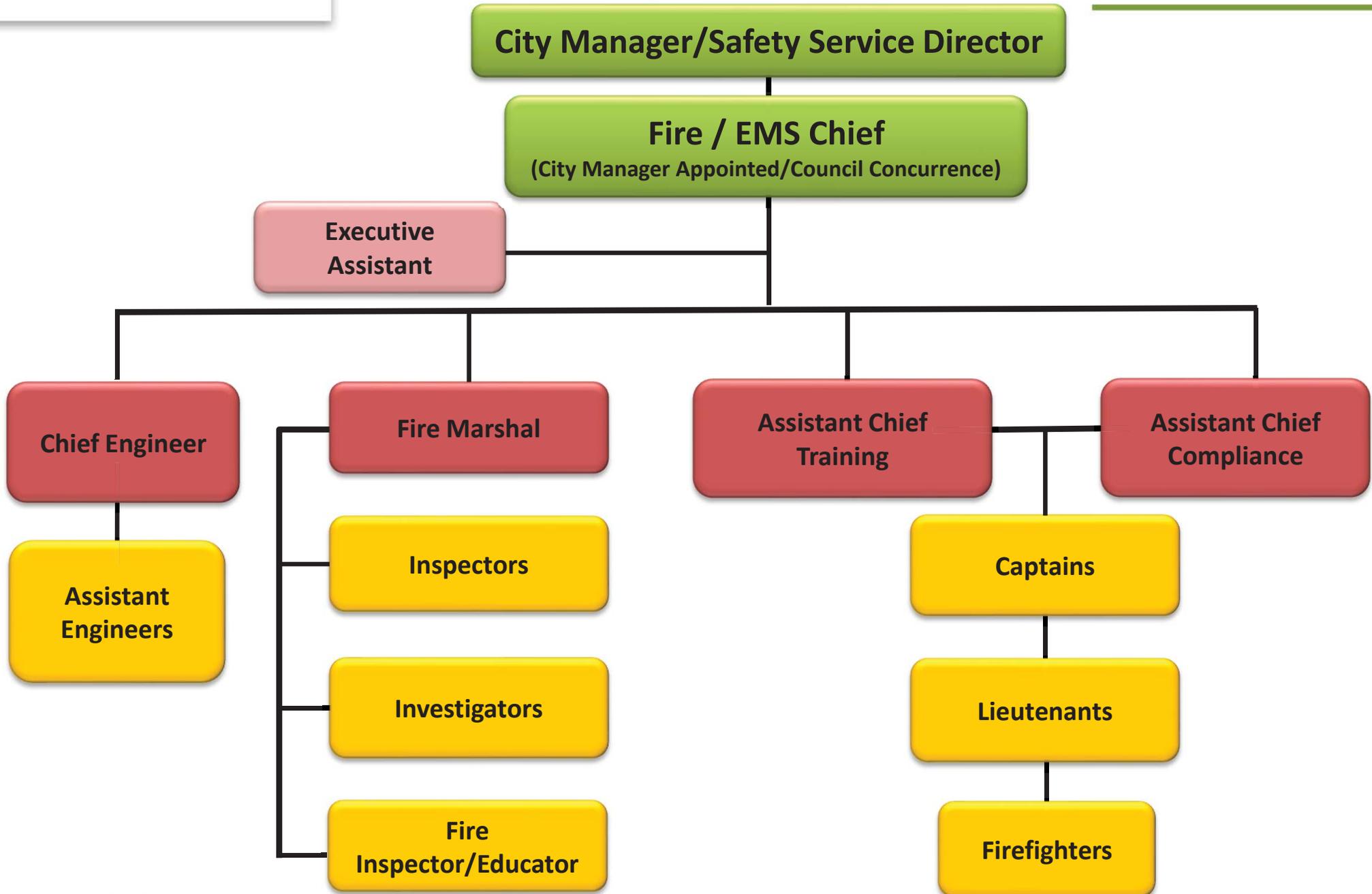
Court Cases
Litigation

ORIGINAL DRAFT





Fire Department



Police

City Manager/Safety Service Director

Chief

Office Manager

Lieutenant

Lieutenant

Patrol Sergeant

Patrol Sergeant

Patrol Sergeant

Patrol Sergeant

Officer

Auxiliary
Officers

Officer

Officer

Officer

Officer

Officer

Officer

Officer

Admin. Sergeant

Detective Bureau

Juvenile Officer
HS – MS SRO

K-5 School
Resource Officer

Dispatchers

Clerical Assistant

School Crossing
Guards

