

CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2019-2023



CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2019 - 2023

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City of Hudson, Ohio
FIVE YEAR PLAN 2019-2023 - ASSUMPTIONS & DEFINITIONS

CATEGORY

REVENUES

Municipal Income Taxes	Income tax rate is 2%. We projected a 9% increase for 2018 and assumed a 2.5% annual increase for 2019-2023 based on recent increased business growth. 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 a transfer done annually.
Property Taxes	Maintenance of current millages within the General, Cemeteries, and Police Pension Funds. We projected a 13% increase in property tax revenue for 2018 and a 2% increase in 2021 based on triennial county appraisal.
Electric Fund Administrative Charge	The administrative transfer from the Electric Fund to the General Fund has been replaced with the kilowatt hour tax which is reported in the General Fund.

EXPENDITURES

Personnel	Salary and fringe benefits costs assuming 2019 projected departmental staffing levels. Includes a cost of living increase of 2.0% for all years. Includes an adjustment in employee health insurance cost of coverage (5% increase for 2019 and 2.0% for 2020-2023). Includes estimated contribution for length of service award program (LOSAP) within Fire and EMS funds.
Operating	2019 department budget estimates for Professional Development, Contractual Services and Materials and Supplies. We assumed 1% growth for 2020-2023.
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 2019.
New Debt Service	Both principal and interest payments required on debt projected to be issued by the City from 2019-2023.

City of Hudson, Ohio
FIVE YEAR PLAN 2019-2023 - ASSUMPTIONS & DEFINITIONS

CATEGORY

PARKS

Golf Income Tax Revenue	Beginning in 2018 Parks will no longer have a portion of its income tax revenue distributed to the Golf Fund (505).
Golf Capital	All Golf Course capital will be charged to the Parks Fund (205) beginning in 2018.
Golf Debt Service	Golf Course Renovation and Expansion Debt Service will be charged to the Parks Fund (205) beginning in 2018.
Connectivity	All connectivity is included as park 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.
Major City Operating Funds	<p>The City of Hudson has 69 funds. This document reviews the major operating funds (as listed below) and capital projects funds. These funds comprise between 80 - 90% of the City expenditures on an annual basis.</p> <p>General Fund (101), primary sources: 2% municipal income taxes, real estate property taxes. Street Maintenance and Repair Fund (201), primary sources: license fees, gasoline tax and income tax transfers. Hudson Municipal Cemeteries (203), source: real estate property taxes and sales. Hudson Parks Fund (205), primary source: income taxes. Hudson Cable TV 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 Fleet Maintenance (601) primary source: inter-departmental charges.</p>
Compensated Absences	<p>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, 2017 the total obligation of all funds was \$3,290,388 .</p>

City of Hudson, Ohio
FIVE YEAR PLAN 2019-2023 - COUNCIL PRIORITIES

Annual Infrastructure			
Description	Annual Funding Desired	Annual Funding Allocated	Funding Gap
Street & Sidewalk Construction - Annual	\$2,300,000	\$2,300,000	\$0
Storm Water	\$1,850,000	\$1,850,000	\$0
Connectivity Plan	\$1,760,000	\$672,220	(\$1,087,780)

City Facilities, Infrastructure, and Development Projects/Bonds				
Description	Estimated Cost	Opening	Annual Debt Service	Debt Period
City Administration Building	\$4,500,000	2019	\$361,092	2019- 2038
Downtown Phase II	Unknown	Unknown	Placeholder \$500,000	20 Years
Velocity Broadband	\$3,400,000	2016	\$284,806	2020-2034
N. Main St. Downtown Project	\$1,200,000	2018	\$96,291	2019- 2038
Barlow Road Improvements	\$2,300,000	2018	\$184,558	2019-2037
Road Reconstruction *	\$5,000,000	2013	\$563,809	2014-2023

* Road Reconstruction Bonds were issued in 2013 to accelerate the replacement of poorly constructed neighborhood roads.

City of Hudson, Ohio
FIVE YEAR PLAN 2019-2023 - COUNCIL PRIORITIES

General Fund Debt Ratio					
	2019	2020	2021	2022	2023
Existing Debt Service	\$1,771,672	\$1,769,437	\$1,775,601	\$1,774,592	\$1,771,353
New Debt	\$643,383	\$1,428,189	\$1,428,189	\$1,428,189	\$1,428,189
Total Debt	\$2,415,055	\$3,197,626	\$3,203,790	\$3,202,781	\$3,199,542
General Fund Revenue	\$23,299,457	\$24,384,573	\$25,017,944	\$25,540,365	\$26,022,414
Debt Percent of General Fund Revenue	10.37%	13.11%	12.81%	12.54%	12.30%

Explanation: 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%

General Fund Balance Floor - 25%					
	2019	2020	2021	2022	2023
Ratio Ending Balances to Disbursements	30.30%	30.94%	36.32%	38.61%	41.74%
Amount Over (Under) 40%	(\$2,322,439)	(\$2,188,604)	(\$877,370)	(\$343,575)	\$437,346
Amount Over (Under) Floor	\$1,268,505	\$1,435,673	\$2,698,143	\$3,357,275	\$4,199,178

Note: The projected December 31, 2017 General Fund balance was \$6,112,006 or 26.73% of disbursements. The actual December 31, 2017 General Fund was \$7,274,066 or 32.95% of disbursements. The actual December 31, 2017 balance was \$1,162,060 higher than projected.

City of Hudson, Ohio
FIVE YEAR PLAN 2019-2023 - GENERAL FUND DEFERRALS

	2019	2020	2021	2022	2023	Unfunded
Next Generation 911 (Fund 101)	(\$180,000)	\$180,000				
Data Center at new MSC (Fund 101)	(\$50,000)					\$50,000
Citywide Access Control/Video Management Platform (Fund 101)	(\$120,000)					\$120,000
Parking terrace repairs (Fund 101)	(\$220,000)	\$110,000	\$110,000		(\$100,000)	\$100,000
First & Main Parking Lots (Per agreement, City responsible starting 2021) (Fund 101)			(\$75,000)			\$75,000
Replace skid steer trailer (Fund 201)	(\$5,648)	\$5,648				
Replace Hot Patch Trailer (Fund 201)	(\$30,000)	\$30,000				
Replace small leaf vac (Fund 201)		(\$15,000)	\$15,000			
Replace fork lift (Fund 201)		(\$30,600)	\$30,600			
Replace Sewer Jet (Fund 201)				(\$60,000)	\$60,000	
Replace 2003 Trailer (Fund 201)					(\$15,300)	\$15,300
Replace 2008 Dura Patch Trailer (Fund 201)					(\$93,000)	\$93,000
Replace 2008 Concrete Saw (Fund 201)					(\$23,000)	\$23,000
Owen Brown Bridge Design (NEORS to pay \$100,000, total of \$200,000) (Fund 504)	(\$200,000)	\$100,000				\$100,000
Sullivan Rd Culvert Replace - Design (SR 8 reconstruction) (Fund 504)	(\$35,000)		\$35,000			
Division Street (E. Main - College St.) Storm Sewer Improvement (Fund 504)		(\$200,000)				\$200,000
Barlow CC Pond Dam Improvements (ODNR reqt) Constr (Fund 504)		(\$350,000)		\$350,000		
Sullivan Rd Culvert Replace - Design (SR 8 reconstruction) (Fund 504)			(\$150,000)	\$150,000		
Nottingham Gate Devel Outlet Pipe Replacement Project Constr (Fund 504)				(\$150,000)		\$150,000
Additional Public Properties Maintenance Position (Fund 101)	(\$75,000)	(\$76,500)	(\$78,030)	(\$79,591)	(\$81,182)	\$390,303
Additional Police Officer (Fund 101)	(\$86,000)					\$86,000
Total Deferrals	(\$1,001,648)	(\$246,452)	(\$112,430)	\$210,409	(\$252,482)	\$1,402,603

Moved out of the Five Year Plan and into Unfunded
 Moved to a later year in the Five Year Plan

**CITY OF HUDSON
FIVE YEAR PLAN**

<u>GENERAL FUND (101)</u>	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$11,099,631	\$8,219,758	\$7,690,136	\$7,690,136	\$7,893,581	\$7,253,411	\$7,476,135	\$8,657,330	\$9,525,359
<u>Revenue:</u>									
Income Taxes	\$13,703,309	\$15,610,641	\$15,854,989	\$17,015,599	\$17,440,989	\$17,877,013	\$18,323,939	\$18,782,037	\$19,251,588
Property Taxes	\$2,652,366	\$2,771,855	\$2,730,253	\$3,093,662	\$3,093,662	\$3,093,662	\$3,155,535	\$3,155,535	\$3,155,535
Estate Tax	\$1,464,763	\$1,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local Government	\$423,243	\$390,503	\$416,708	\$416,708	\$390,000	\$390,000	\$390,000	\$390,000	\$390,000
KWH Tax	\$720,914	\$820,161	\$730,000	\$702,483	\$730,000	\$730,000	\$730,000	\$730,000	\$730,000
Zoning & Building Permits, Inspections	\$94,596	\$163,610	\$150,000	\$124,227	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Fines & Forfeitures	\$65,633	\$86,386	\$85,000	\$100,730	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Interest on Investments	\$263,983	\$368,856	\$270,678	\$525,892	\$473,302	\$473,302	\$473,302	\$473,302	\$473,302
State Permits	\$28,553	\$36,177	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
County Permits, Royalties & Misc	\$214,221	\$361,110	\$65,000	\$166,230	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Broadband Service Revenue	\$0	\$381,793	\$568,259	\$543,829	\$706,193	\$853,931	\$977,137	\$1,040,079	\$1,051,183
Phase II Downtown Revenue	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000
Admin Charges/Advances	\$306,731	\$140,069	\$149,971	\$190,971	\$135,311	\$136,664	\$138,030	\$139,411	\$140,805
Total Revenue	\$19,938,312	\$21,132,916	\$21,050,858	\$22,910,329	\$23,299,457	\$24,384,573	\$25,017,944	\$25,540,365	\$26,022,414

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont)

	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Disbursements:									
Personnel - Pg. 8 (1)	\$7,045,445	\$8,205,457	\$8,746,719	\$8,746,719	\$9,201,980	\$9,341,020	\$9,481,940	\$9,671,579	\$9,865,010
Operating - Pg. 9 (2)	\$3,695,326	\$4,027,076	\$4,050,355	\$4,469,513	\$4,254,496	\$4,199,403	\$4,256,319	\$4,355,875	\$4,373,523
Carryover Encumbrances	\$448,105	\$416,069	\$416,069	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$11,188,876	\$12,648,602	\$13,213,143	\$13,216,232	\$13,456,476	\$13,540,423	\$13,738,259	\$14,027,454	\$14,238,534
Capital Improvements/Purchases - Pg. 10	\$122,889	\$437,211	\$343,385	\$457,740	\$775,595	\$583,800	\$394,700	\$252,100	\$175,800
Subtotal	\$11,311,764	\$13,085,812	\$13,556,528	\$13,673,972	\$14,232,071	\$14,124,223	\$14,132,959	\$14,279,554	\$14,414,334
Transfers/Advances Out:									
Street Maint & Repair - 201	\$1,917,000	\$2,350,000	\$2,325,000	\$2,325,000	\$2,500,000	\$2,750,000	\$2,800,000	\$2,900,000	\$3,000,000
Existing Debt Service - 301 - Pg. 55	\$1,080,996	\$1,772,797	\$1,748,835	\$1,748,835	\$1,771,672	\$1,769,437	\$1,775,601	\$1,774,592	\$1,771,353
New Debt Service - (Barlow Rd, N. Main, Downtown)	\$0	\$0	\$186,000	\$186,000	\$282,291	\$782,291	\$782,291	\$782,291	\$782,291
New Debt Service (New MSC)	\$0	\$0	\$0	\$0	\$361,092	\$361,092	\$361,092	\$361,092	\$361,092
New Debt Service (PW Facility)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Broadband Debt Service	\$0	\$0	\$17,000	\$17,000	\$17,000	\$284,806	\$284,806	\$284,806	\$284,806
Str & Sidewalk Const. - 430	\$2,005,000	\$2,135,000	\$1,270,000	\$2,750,000	\$3,275,500	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000
Wastewater Fund - 502	\$1,650,000	\$700,000	\$606,078	\$606,078	\$0	\$0	\$0	\$0	\$0
Stormwater Fund - 504	\$1,200,000	\$1,795,000	\$1,400,000	\$1,400,000	\$1,500,000	\$1,600,000	\$1,650,000	\$2,300,000	\$2,200,000
Economic Development Fund - 225	\$365,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Downtown TIF Fund - 321	\$523,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ellsworth Meadows Transfer - 505	\$50,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EMS Fund - 224	\$0	\$200,000	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Transfers/Advances Out	\$8,792,196	\$8,992,797	\$7,777,913	\$9,032,913	\$9,707,555	\$10,037,626	\$9,703,790	\$10,392,781	\$10,664,542
Total Disbursements	\$20,103,960	\$22,078,609	\$21,334,441	\$22,706,885	\$23,939,626	\$24,161,849	\$23,836,749	\$24,672,335	\$25,078,876
Run Rate (Revenue less Expenditures)	(\$165,648)	(\$945,693)	(\$283,583)	\$203,445	(\$640,169)	\$222,724	\$1,181,195	\$868,029	\$943,538
ENDING BALANCE, DECEMBER 31	\$10,933,983	\$7,274,065	\$7,406,553	\$7,893,581	\$7,253,411	\$7,476,135	\$8,657,330	\$9,525,359	\$10,468,897
Ratio Ending Balances to Disbursements	55.63%	33.58%	35.41%	34.76%	30.30%	30.94%	36.32%	38.61%	41.74%

(1) Added 1 full-time police officers beginning in 2019 to over-fill for potential retirements and factored in a retirement in 2020.

(2) Approximately \$80,000 of the 2019 increase is due to additional costs related to the purchase of the Pasco building. In 2020 the rent for the current MSC Building ends.

**CITY OF HUDSON
FIVE YEAR PLAN**

<u>GENERAL FUND (cont)</u>	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>Personnel Expenditures</u>									
Police Department (1)	\$3,425,325	\$3,731,707	\$3,979,165	\$3,979,165	\$4,259,123	\$4,299,306	\$4,339,392	\$4,426,179	\$4,514,703
Community Development (2)	\$639,618	\$681,452	\$650,743	\$650,743	\$547,126	\$558,068	\$569,230	\$580,614	\$592,227
Economic Development	\$0	\$141,653	\$154,435	\$154,435	\$166,718	\$170,052	\$173,453	\$176,922	\$180,461
Street Trees & ROW	\$35,045	\$40,173	\$41,322	\$41,322	\$42,253	\$43,098	\$43,960	\$44,839	\$45,736
City Council & Clerk	\$107,713	\$119,207	\$125,020	\$125,020	\$127,406	\$129,954	\$132,553	\$135,205	\$137,909
City Solicitor	\$50,561	\$188,344	\$209,234	\$209,234	\$202,333	\$206,380	\$210,507	\$214,717	\$219,012
Administration (2)	\$600,353	\$671,649	\$588,189	\$588,189	\$650,977	\$663,996	\$677,276	\$690,822	\$704,638
Finance (3)	\$660,397	\$636,231	\$784,740	\$784,740	\$945,123	\$964,025	\$983,306	\$1,002,972	\$1,023,031
Information Services	\$0	\$0	\$150,611	\$150,611	\$134,003	\$136,683	\$139,416	\$142,205	\$145,049
Broadband	\$0	\$195,483	\$225,486	\$225,486	\$229,693	\$234,287	\$238,972	\$243,752	\$248,627
Engineering Department (3), (4)	\$943,282	\$1,129,019	\$1,133,717	\$1,133,717	\$1,150,502	\$1,173,512	\$1,196,982	\$1,220,921	\$1,245,340
Public Properties	\$195,385	\$253,062	\$277,015	\$277,015	\$300,058	\$306,059	\$312,181	\$318,424	\$324,793
Public Works - Administrative Support	\$387,765	\$417,475	\$427,042	\$427,042	\$446,666	\$455,600	\$464,712	\$474,006	\$483,486
Total Personnel Expenditures	\$7,045,445	\$8,205,457	\$8,746,719	\$8,746,719	\$9,201,980	\$9,341,020	\$9,481,940	\$9,671,579	\$9,865,010

- (1) Added 1 full-time police officer beginning in 2019 to over-fill for potential retirements. Factored in the retirement in 2020.
- (2) An administrative position was moved from Community Development to Administration beginning in 2019.
- (3) An administrative position was moved from Engineering to Finance beginning in 2019.
- (4) A position left unfilled due to retirement in the 2018 budget was filled.

**CITY OF HUDSON
FIVE YEAR PLAN**

<u>GENERAL FUND (cont)</u>	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>Operating Expenditures</u>									
Police Department	\$514,314	\$663,100	\$567,771	\$589,274	\$574,660	\$581,819	\$592,265	\$602,954	\$613,894
Health District	\$305,328	\$315,465	\$316,224	\$316,224	\$328,160	\$331,442	\$334,756	\$338,104	\$341,485
Community Development	\$164,912	\$165,810	\$77,789	\$108,006	\$64,176	\$64,994	\$65,921	\$66,865	\$67,828
Economic Development	\$0	\$73,641	\$64,050	\$92,823	\$64,290	\$64,933	\$65,582	\$66,238	\$66,900
Street Trees & ROW	\$295,756	\$336,176	\$305,162	\$315,182	\$311,312	\$313,168	\$316,682	\$320,243	\$323,851
RITA	\$415,988	\$468,092	\$466,753	\$490,091	\$502,343	\$514,901	\$527,774	\$540,968	\$554,493
City Council & Clerk	\$46,110	\$33,300	\$44,126	\$46,172	\$37,867	\$38,111	\$38,492	\$38,877	\$39,265
City Solicitor	\$202,120	\$129,119	\$37,801	\$94,716	\$42,250	\$42,673	\$43,099	\$43,530	\$43,966
Administration (3)	\$672,492	\$431,758	\$396,539	\$412,055	\$401,634	\$305,583	\$308,743	\$311,937	\$315,166
Finance	\$202,626	\$237,723	\$324,670	\$337,576	\$327,755	\$329,568	\$332,863	\$336,192	\$339,554
Information Services	\$0	\$0	\$244,496	\$244,496	\$246,916	\$249,417	\$251,944	\$254,497	\$257,077
Broadband (1)	\$0	\$215,575	\$295,528	\$349,870	\$339,787	\$343,304	\$346,860	\$392,117	\$354,507
Engineering Department	\$212,166	\$224,550	\$183,378	\$235,149	\$208,853	\$211,041	\$214,270	\$217,565	\$220,927
Public Properties (2)	\$506,261	\$612,431	\$623,992	\$730,626	\$701,005	\$703,665	\$710,902	\$718,218	\$725,613
Public Works - Administrative Support	\$157,252	\$120,336	\$102,076	\$107,253	\$103,487	\$104,785	\$106,165	\$107,570	\$108,999
Total Operating Expenditures	\$3,695,326	\$4,027,076	\$4,050,355	\$4,469,513	\$4,254,496	\$4,199,403	\$4,256,319	\$4,355,875	\$4,373,523

- (1) Increase caused by additional Momentum charges due to increased phone line sales.
- (2) Approximately \$80,000 of increase is due to additional costs related to the purchase of the Pasco building.
- (3) Rent for the current MSC ends after 2019.

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

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

	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
Police Department								
New cruiser upfit/equipment and graphics	2	\$15,000	\$15,000	\$10,900	\$11,300	\$11,800		\$64,000
RADAR replacement-cruiser dash mount (3)	2	\$1,795						\$1,795
Axon Tasers	3	\$9,300	\$9,300	\$9,300	\$9,300	\$9,500		\$46,700
Body Worn Cameras (10)	3	\$14,500	\$4,500	\$4,500	\$4,500	\$4,500		\$32,500
Weapon Mounted Lights & Holsters	3	\$11,000						\$11,000
Next Generation 911 - Airbus System	2		\$180,000					\$180,000
Dispatch Console (Radio Interfaces to all Radio Systems)	3	\$576,000						\$576,000
Total Police Department		\$627,595	\$208,800	\$24,700	\$25,100	\$25,800	\$0	\$911,995
Information Services								
Computer Replacements	2	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000		\$100,000
Main VMWare Server Components	3		\$30,000					\$30,000
Exchange Upgrade	3		\$20,000					\$20,000
Total Information Services		\$20,000	\$70,000	\$20,000	\$20,000	\$20,000	\$0	\$150,000
Broadband								
Replacement Equipment	2	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$250,000
Total Broadband		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$250,000
Public Properties								
Police Alarm Update	2	\$13,000	\$13,000					\$26,000
Police interior carpet replacement	2	\$30,000						\$30,000
Police HVAC component replacements	2				\$100,000			\$100,000
Parking terrace repairs	2		\$110,000	\$110,000			\$100,000	\$320,000
Barlow CC exterior masonry maintenance	2	\$15,000						\$15,000
Clock Tower Face Restoration	2	\$20,000						\$20,000
Update Police Exterior Lighting to LED	3		\$20,000					\$20,000
Tridium HVAC Control System	2		\$12,000					\$12,000
Replace Police Building Access/Security/Camera System	3		\$100,000					\$100,000
Safety Center Roof Top Unit	2			\$15,000				\$15,000
Barlow CC Roof Top Unit	2			\$15,000				\$15,000
Clock Tower Masonry	2			\$10,000				\$10,000
First & Main Parking Lots (Per agreement, City responsible starting 2021)	2			\$75,000			\$75,000	\$150,000
Replacement of Bridge Coatings	2			\$75,000				\$75,000
Parking Deck Sealant	2				\$35,000			\$35,000
Gazebo & Pergola Maintenance	2				\$22,000			\$22,000
Fire/EMS Roof Top Unit Replacements	2					\$40,000		\$40,000
Tuck Point Repairs at Police and Clock Tower	2					\$15,000		\$15,000
Town Hall Roof Replacement	2					\$25,000		\$25,000
Total Public Properties		\$78,000	\$255,000	\$300,000	\$157,000	\$80,000	\$175,000	\$1,045,000
TOTAL GENERAL FUND		\$775,595	\$583,800	\$394,700	\$252,100	\$175,800	\$175,000	\$2,206,995

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont)

	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Expenditures By Department									
Police Department									
Personnel	\$3,425,325	\$3,731,707	\$3,979,165	\$3,979,165	\$4,259,123	\$4,299,306	\$4,339,392	\$4,426,179	\$4,514,703
Professional Development	\$17,590	\$23,059	\$33,940	\$32,691	\$34,279	\$34,622	\$34,968	\$35,318	\$35,671
Contractual Services	\$451,136	\$589,395	\$477,331	\$499,747	\$483,316	\$489,562	\$499,085	\$508,842	\$518,841
Materials & Supplies	\$45,207	\$50,646	\$56,500	\$56,836	\$57,065	\$57,636	\$58,212	\$58,794	\$59,382
Capital	\$9,475	\$138,479	\$39,385	\$56,052	\$627,595	\$208,800	\$24,700	\$25,100	\$25,800
Refunds	\$381	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Police Department	\$3,949,115	\$4,533,285	\$4,586,321	\$4,624,491	\$5,461,378	\$5,089,924	\$4,956,357	\$5,054,234	\$5,154,397
Health District									
Contractual Services	\$305,328	\$315,465	\$316,224	\$316,224	\$328,160	\$331,442	\$334,756	\$338,104	\$341,485
Total Health District	\$305,328	\$315,465	\$316,224	\$316,224	\$328,160	\$331,442	\$334,756	\$338,104	\$341,485
Community Development									
Personnel	\$639,618	\$681,452	\$650,743	\$650,743	\$547,126	\$558,068	\$569,230	\$580,614	\$592,227
Professional Development	\$7,207	\$8,505	\$14,500	\$14,650	\$14,644	\$14,790	\$14,938	\$15,088	\$15,239
Contractual Services	\$151,997	\$152,229	\$53,789	\$84,945	\$39,952	\$40,528	\$41,210	\$41,907	\$42,620
Materials & Supplies	\$4,938	\$1,971	\$8,000	\$6,911	\$8,080	\$8,161	\$8,242	\$8,325	\$8,408
Capital	\$3,845	\$6,011	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refunds	\$770	\$3,105	\$1,500	\$1,500	\$1,500	\$1,515	\$1,530	\$1,545	\$1,561
Total Community Development	\$808,375	\$853,274	\$728,532	\$758,749	\$611,302	\$623,062	\$635,151	\$647,480	\$660,054
Economic Development									
Personnel	\$0	\$141,653	\$154,435	\$154,435	\$166,718	\$170,052	\$173,453	\$176,922	\$180,461
Professional Development	\$0	\$14,657	\$17,200	\$18,700	\$17,372	\$17,546	\$17,721	\$17,898	\$18,077
Contractual Services	\$0	\$58,780	\$45,850	\$71,981	\$45,908	\$46,367	\$46,831	\$47,299	\$47,772
Materials & Supplies	\$0	\$204	\$1,000	\$2,142	\$1,010	\$1,020	\$1,030	\$1,041	\$1,051
Total Economic Development	\$0	\$215,294	\$218,485	\$247,258	\$231,008	\$234,985	\$239,036	\$243,160	\$247,361
Street Trees & ROW									
Personnel	\$35,045	\$40,173	\$41,322	\$41,322	\$42,253	\$43,098	\$43,960	\$44,839	\$45,736
Professional Development	\$3,288	\$2,772	\$4,385	\$4,653	\$4,427	\$4,471	\$4,516	\$4,561	\$4,607
Contractual Services	\$268,296	\$316,735	\$277,922	\$286,427	\$283,802	\$285,383	\$288,619	\$291,899	\$295,224
Materials & Supplies	\$24,173	\$16,669	\$22,855	\$24,103	\$23,083	\$23,314	\$23,547	\$23,782	\$24,020
Total Street Trees & ROW	\$330,801	\$376,349	\$346,484	\$356,504	\$353,565	\$356,266	\$360,642	\$365,082	\$369,587
RITA									
Contractual Services	\$415,988	\$468,092	\$466,753	\$490,091	\$502,343	\$514,901	\$527,774	\$540,968	\$554,493
Total RITA	\$415,988	\$468,092	\$466,753	\$490,091	\$502,343	\$514,901	\$527,774	\$540,968	\$554,493

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont)

	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Expenditures By Department									
City Council & Clerk									
Personnel	\$107,713	\$119,207	\$125,020	\$125,020	\$127,406	\$129,954	\$132,553	\$135,205	\$137,909
Professional Development	\$12,020	\$8,382	\$11,700	\$11,650	\$11,817	\$11,935	\$12,055	\$12,175	\$12,297
Contractual Services	\$32,764	\$23,484	\$29,926	\$32,502	\$23,525	\$23,625	\$23,862	\$24,100	\$24,341
Materials & Supplies	\$1,327	\$1,434	\$2,500	\$2,020	\$2,525	\$2,550	\$2,576	\$2,602	\$2,628
Total City Council & Clerk	\$153,823	\$152,507	\$169,146	\$171,192	\$165,273	\$168,065	\$171,045	\$174,081	\$177,174
City Solicitor									
Personnel	\$50,561	\$188,344	\$209,234	\$209,234	\$202,333	\$206,380	\$210,507	\$214,717	\$219,012
Professional Development	\$0	\$1,656	\$6,901	\$6,901	\$10,900	\$11,009	\$11,119	\$11,230	\$11,343
Contractual Services	\$202,120	\$127,338	\$30,600	\$87,515	\$30,850	\$31,159	\$31,470	\$31,785	\$32,103
Materials & Supplies	\$0	\$125	\$300	\$300	\$500	\$505	\$510	\$515	\$520
Total City Solicitor	\$252,681	\$317,464	\$247,035	\$303,950	\$244,583	\$249,052	\$253,607	\$258,248	\$262,977
Administration									
Personnel	\$600,353	\$671,649	\$588,189	\$588,189	\$650,977	\$663,996	\$677,276	\$690,822	\$704,638
Professional Development	\$10,116	\$25,423	\$18,350	\$22,465	\$19,478	\$19,673	\$19,870	\$20,068	\$20,269
Contractual Services	\$362,381	\$293,740	\$199,189	\$209,997	\$201,156	\$103,101	\$104,235	\$105,384	\$106,548
Materials & Supplies	\$15,862	\$11,485	\$10,000	\$10,593	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487
Capital	\$35,082	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refunds	\$284,132	\$101,109	\$169,000	\$169,000	\$169,000	\$170,690	\$172,397	\$174,121	\$175,862
Total Administration	\$1,307,927	\$1,103,407	\$984,728	\$1,000,244	\$1,052,611	\$969,580	\$986,019	\$1,002,759	\$1,019,804
Finance									
Personnel	\$660,397	\$636,231	\$784,740	\$784,740	\$945,123	\$964,025	\$983,306	\$1,002,972	\$1,023,031
Professional Development	\$5,876	\$7,584	\$17,200	\$19,023	\$17,373	\$17,547	\$17,722	\$17,899	\$18,078
Contractual Services	\$191,544	\$220,245	\$300,970	\$311,634	\$303,827	\$305,400	\$308,454	\$311,539	\$314,654
Materials & Supplies	\$5,207	\$2,120	\$5,500	\$5,919	\$5,555	\$5,611	\$5,667	\$5,723	\$5,781
Capital	\$15,117	\$3,479	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$7,774	\$1,000	\$1,000	\$1,000	\$1,010	\$1,020	\$1,030	\$1,041
Total Finance	\$878,141	\$877,433	\$1,109,410	\$1,122,316	\$1,272,878	\$1,293,593	\$1,316,169	\$1,339,164	\$1,362,585
Information Services									
Personnel	\$0	\$0	\$150,611	\$150,611	\$134,003	\$136,683	\$139,416	\$142,205	\$145,049
Professional Development	\$0	\$0	\$15,700	\$15,700	\$15,857	\$16,016	\$16,176	\$16,337	\$16,501
Contractual Services	\$0	\$0	\$213,796	\$213,796	\$215,909	\$218,100	\$220,313	\$222,550	\$224,810
Materials & Supplies	\$0	\$0	\$15,000	\$15,000	\$15,150	\$15,302	\$15,455	\$15,609	\$15,765
Capital	\$0	\$0	\$134,000	\$134,000	\$20,000	\$70,000	\$20,000	\$20,000	\$20,000
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Information Services	\$0	\$0	\$529,107	\$529,107	\$400,919	\$456,100	\$411,360	\$416,701	\$422,125

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont)

	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Expenditures By Department									
Broadband									
Personnel	\$0	\$195,483	\$225,486	\$225,486	\$229,693	\$234,287	\$238,972	\$243,752	\$248,627
Professional Development	\$0	\$9,041	\$17,500	\$17,500	\$17,500	\$17,675	\$17,852	\$18,030	\$18,211
Contractual Services	\$0	\$182,356	\$248,028	\$300,542	\$291,987	\$295,026	\$298,099	\$342,869	\$304,766
Materials & Supplies	\$0	\$2,844	\$5,000	\$5,000	\$5,050	\$5,101	\$5,152	\$5,203	\$5,255
Capital	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Refunds	\$0	\$21,334	\$25,000	\$26,828	\$25,250	\$25,503	\$25,758	\$26,015	\$26,275
Total Broadband	\$0	\$411,059	\$521,014	\$575,356	\$619,480	\$627,591	\$635,833	\$685,869	\$653,134
Engineering Department									
Personnel	\$943,282	\$1,129,019	\$1,133,717	\$1,133,717	\$1,150,502	\$1,173,512	\$1,196,982	\$1,220,921	\$1,245,340
Professional Development	\$3,671	\$8,726	\$7,540	\$12,175	\$7,615	\$7,691	\$7,768	\$7,846	\$7,924
Contractual Services	\$199,723	\$211,571	\$166,838	\$213,442	\$192,148	\$194,169	\$197,229	\$200,354	\$203,544
Materials & Supplies	\$8,772	\$4,253	\$9,000	\$9,031	\$9,090	\$9,181	\$9,273	\$9,365	\$9,459
Capital	\$2,845	\$1,194	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$0	\$0	\$500	\$0	\$0	\$0	\$0	\$0
Total Engineering Department	\$1,158,293	\$1,354,762	\$1,317,095	\$1,368,866	\$1,359,355	\$1,384,553	\$1,411,252	\$1,438,486	\$1,466,267
Public Properties									
Personnel	\$195,385	\$253,062	\$277,015	\$277,015	\$300,058	\$306,059	\$312,181	\$318,424	\$324,793
Professional Development	\$1,025	\$1,671	\$2,150	\$2,150	\$2,172	\$2,194	\$2,216	\$2,238	\$2,260
Contractual Services	\$474,031	\$576,182	\$586,342	\$664,551	\$654,643	\$656,839	\$663,608	\$670,451	\$677,369
Materials & Supplies	\$25,682	\$23,769	\$30,000	\$25,690	\$38,690	\$39,077	\$39,468	\$39,862	\$40,261
Capital	\$53,324	\$288,048	\$170,000	\$267,688	\$78,000	\$255,000	\$300,000	\$157,000	\$80,000
Refunds	\$5,523	\$10,809	\$5,500	\$38,235	\$5,500	\$5,555	\$5,611	\$5,667	\$5,723
Total Public Properties	\$754,970	\$1,153,541	\$1,071,007	\$1,275,329	\$1,079,063	\$1,264,724	\$1,323,083	\$1,193,642	\$1,130,406
Public Works - Admin. Support									
Personnel	\$387,765	\$417,475	\$427,042	\$427,042	\$446,666	\$455,600	\$464,712	\$474,006	\$483,486
Professional Development	\$4,150	\$1,066	\$7,200	\$7,233	\$7,271	\$7,344	\$7,417	\$7,491	\$7,566
Contractual Services	\$146,538	\$116,638	\$88,461	\$93,057	\$89,737	\$90,897	\$92,139	\$93,403	\$94,690
Materials & Supplies	\$6,565	\$2,632	\$6,415	\$6,963	\$6,479	\$6,544	\$6,609	\$6,675	\$6,742
Capital	\$3,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Public Works - Admin. Support	\$548,217	\$537,811	\$529,118	\$534,295	\$550,153	\$560,385	\$570,877	\$581,576	\$592,485
Transfers/Advances Out									
Street Maint & Repair - 201	\$1,917,000	\$2,350,000	\$2,325,000	\$2,325,000	\$2,500,000	\$2,750,000	\$2,800,000	\$2,900,000	\$3,000,000
Debt Service - 301	\$1,080,996	\$1,772,797	\$1,951,835	\$1,951,835	\$2,432,055	\$3,197,626	\$3,203,790	\$3,202,781	\$3,199,542
Str & Sidewalk Const. - 430	\$1,595,000	\$2,135,000	\$1,270,000	\$2,750,000	\$3,188,000	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000
Wastewater Fund - 502	\$1,650,000	\$700,000	\$606,078	\$606,078	\$0	\$0	\$0	\$0	\$0
Stormwater Fund - 504	\$1,200,000	\$1,795,000	\$1,400,000	\$1,400,000	\$1,500,000	\$1,600,000	\$1,650,000	\$2,300,000	\$2,200,000
Other Funds	\$1,349,200	\$240,000	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Transfers/Advances Out	\$8,792,196	\$8,992,797	\$7,777,913	\$9,032,913	\$9,620,055	\$10,037,626	\$9,703,790	\$10,392,781	\$10,664,542
Total Departmental Expenditures	\$19,655,855	\$21,662,540	\$20,918,372	\$22,706,885	\$23,852,126	\$24,161,849	\$23,836,749	\$24,672,335	\$25,078,876

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

STREET & SIDEWALK CONST. (430)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	1,670,684	2,656,530	1,788,065	1,788,065	\$69,922	\$69,922	\$69,922	\$69,922	\$69,922
<u>Revenues:</u>									
General Fund Transfer (1)	\$2,005,000	\$2,135,000	\$1,270,000	\$2,750,000	\$3,275,500	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000
Grants	\$1,832,158	\$2,047,359	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$845,296							
Other	\$129,683	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,966,841	\$5,039,655	\$1,270,000	\$2,750,000	\$3,275,500	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000
Total Available	\$5,637,525	\$7,696,185	\$3,058,065	\$4,538,065	\$3,345,422	\$2,559,922	\$2,119,922	\$2,059,922	\$2,334,922
<u>Disbursements:</u>									
<u>Expenditures:</u>									
Carryover Encumbrances	\$1,301,544	\$1,418,143	\$1,418,143	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$1,221,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements, Pg. 15 (1)	\$3,890,338	\$4,686,519	\$1,470,000	\$4,468,143	\$3,275,500	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000
Total Expenditures	\$5,191,882	\$7,326,262	\$2,888,143	\$4,468,143	\$3,275,500	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000
Total Disbursements	\$5,191,882	\$7,326,262	\$2,888,143	\$4,468,143	\$3,275,500	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000
Run Rate (Revenue Less Expenditures)	(\$1,225,041)	(\$2,286,607)	(\$1,618,143)	(\$1,718,143)	\$0	\$0	\$0	\$0	\$0
<u>ENDING BALANCE, DECEMBER 31</u>	\$445,643	\$369,923	\$169,922	\$69,922	\$69,922	\$69,922	\$69,922	\$69,922	\$69,922
Ratio Ending Balance to Disbursements	8.58%	5.05%	5.88%	1.56%	2.13%	2.81%	3.41%	3.51%	3.09%
Ratio Ending Balance to Revenues	22.23%	17.33%	13.38%	2.54%	2.13%	2.81%	3.41%	3.51%	3.09%

(1) Due to a higher than projected 1/1/18 General Fund Balance and better than anticipated 2018 Income Tax Revenue the City

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

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

	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
Street & Sidewalk Construction Fund								
Annual Reconstruction/Resurfacing Program	2	\$1,650,000	\$1,630,000	\$1,620,000	\$1,645,000	\$1,640,000		\$8,185,000
Annual Concrete Road Overlay	2	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000		\$1,000,000
Annual Concrete Program	2	\$200,000	\$200,000	\$200,000	\$175,000	\$175,000		\$950,000
Annual Striping Program	2	\$175,000	\$180,000	\$185,000	\$185,000	\$185,000		\$910,000
Annual Crack Sealing	2	\$75,000	\$90,000	\$95,000	\$95,000	\$100,000		\$455,000
Total Annual Street & Sidewalk Construction Program		\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$0	\$11,500,000
Street & Sidewalk Individual Projects - Financed								
S. Main St. (Barlow to Veterans Way) Project (Final Design)	4	\$250,000						\$250,000
S. Main St. (Barlow to Veterans Way) Project (R/W Services)	4		\$80,000					\$80,000
S. Main St. (Barlow to Veterans Way) Project (Construction)	4			\$1,700,000				\$1,700,000
Total Street & Sidewalk Individual Projects - Financed		\$250,000	\$80,000	\$1,700,000	\$0	\$0	\$0	\$2,030,000
Street Improvement Projects - Pay as you go								
SR 91 Turn Lanes (V. View, Herrick, Hines H.) Constr (AMATS) (Cost 4.2 M) (Grant 2.8 M). Lighting in Electric Fund. Trail in Park Fund. (1)	4	\$712,500						\$712,500
Construction Management & Backup Inspection (SR 91 Turn Lane Project)	3	\$150,000	\$45,000					\$195,000
Owen Brown St. Traffic Calming - Brick Pavers @ \$7.5/SF - Placeholder	2		\$100,000					\$100,000
Citywide Guardrail Replacement Program	2					\$125,000		\$125,000
Barlow Road/Young Road Intersection Design	3			\$60,000				\$60,000
Ingleside Drive Bridge (RW Services) (ODOT)	4	\$30,000						\$30,000
Ingleside Drive Bridge (Construction) (ODOT)	4		\$200,000					\$200,000
Veterans Bridge Painting and Rehabilitation Project	3	\$75,000						\$75,000
SR 303 West Downtown Corridor Imp.(SR 91 to Boston Mills) - Lane Reconfigure. Design	3					\$150,000		\$150,000
Blackberry Bridge Wingwall Repair	2		\$75,000					\$75,000
Lowering of Barlow Road	3	\$68,000						\$68,000
Total Street Improvement Projects - Pay as you go		\$1,035,500	\$420,000	\$60,000	\$0	\$275,000	\$0	\$1,790,500
TOTAL STREET & SIDEWALK PROJECTS		\$3,585,500	\$2,800,000	\$4,060,000	\$2,300,000	\$2,575,000	\$0	\$15,320,500
Other Sources of Funding								
State Highway Improvement Fund (202)		\$65,000	\$65,000	\$65,000	\$65,000	\$65,000		\$325,000
Permissive Auto Capital (401)		\$245,000	\$245,000	\$245,000	\$245,000	\$245,000		\$1,225,000
Debt Proceeds		\$0	\$0	\$1,700,000	\$0	\$0		\$1,700,000
Total Other Sources of Funding		\$310,000	\$310,000	\$2,010,000	\$310,000	\$310,000	\$0	\$3,250,000
TOTAL STREET & SIDEWALK FUND CHARGE		\$3,275,500	\$2,490,000	\$2,050,000	\$1,990,000	\$2,265,000	\$0	\$12,070,500

(1) Estimated cost of the project includes Right of Way Acquisitions.

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

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

	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
BEGINNING BALANCE, JANUARY 1	175,661	308,639	509,097	509,097	\$320,844	\$184,100	\$130,920	\$77,435	\$87,174
Revenues:									
Gasoline Tax	\$721,484	\$741,312	\$735,000	\$727,365	\$735,000	\$742,350	\$749,774	\$757,271	\$764,844
License Fees	\$131,645	\$120,254	\$135,000	\$145,950	\$135,000	\$136,350	\$137,714	\$139,091	\$140,482
Miscellaneous	\$7,586	\$23,806	\$0	\$27,548	\$0	\$0	\$0	\$0	\$0
Subtotal	\$860,715	\$885,372	\$870,000	\$900,864	\$870,000	\$878,700	\$887,487	\$896,362	\$905,325
Transfers In - General Fund	\$1,917,000	\$2,350,000	\$2,325,000	\$2,325,000	\$2,500,000	\$2,750,000	\$2,800,000	\$2,900,000	\$3,000,000
Total Available	\$2,953,376	\$3,544,011	\$3,704,097	\$3,734,961	\$3,690,844	\$3,812,800	\$3,818,407	\$3,873,797	\$3,992,499
Disbursements:									
Street Maint. & Repair									
Personnel (1)	\$1,049,474	\$1,089,709	\$1,166,683	\$1,166,683	\$1,311,013	\$1,337,233	\$1,363,978	\$1,391,258	\$1,419,083
Professional Development	\$1,636	\$3,127	\$6,950	\$8,335	\$7,019	\$7,089	\$7,160	\$7,232	\$7,304
Contractual Services	\$1,009,245	\$1,281,923	\$1,314,689	\$1,346,321	\$1,348,241	\$1,379,163	\$1,410,917	\$1,443,528	\$1,477,020
Materials & Supplies	\$490,182	\$433,424	\$443,800	\$526,818	\$448,238	\$452,720	\$457,248	\$461,820	\$466,438
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases - Pg. 17	\$25,757	\$0	\$40,000	\$109,637	\$101,050	\$178,023	\$152,975	\$129,975	\$213,975
Carryover Encumbrances	\$77,961	\$198,453	\$198,453	\$0	\$0	\$0	\$0	\$0	\$0
Total Street Maint. & Repair	\$2,654,256	\$3,006,636	\$3,170,575	\$3,157,794	\$3,215,561	\$3,354,229	\$3,392,278	\$3,433,812	\$3,583,820
Leaf Collection									
Personnel	\$168,470	\$174,409	\$167,296	\$167,296	\$170,633	\$174,046	\$177,527	\$181,078	\$184,699
Professional Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$24,222	\$26,525	\$25,000	\$26,382	\$25,250	\$25,503	\$25,758	\$26,015	\$26,275
Materials & Supplies	\$9,770	\$25,798	\$30,000	\$30,144	\$30,300	\$30,603	\$30,909	\$31,218	\$31,530
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases - Pg. 17	\$0	\$0	\$32,500	\$32,500	\$65,000	\$97,500	\$114,500	\$114,500	\$82,000
Carryover Encumbrances	\$13,321	\$9,653	\$9,653	\$0	\$0	\$0	\$0	\$0	\$0
Total Leaf Collection	\$215,783	\$236,385	\$264,449	\$256,322	\$291,183	\$327,652	\$348,694	\$352,811	\$324,505
Total Disbursements	\$2,870,039	\$3,243,021	\$3,435,024	\$3,414,116	\$3,506,744	\$3,681,880	\$3,740,971	\$3,786,623	\$3,908,325
Run Rate (Revenue Less Expenditures)	(\$92,324)	(\$7,649)	(\$240,024)	(\$188,253)	(\$136,744)	(\$53,180)	(\$53,484)	\$9,739	(\$2,999)
ENDING BALANCE, DECEMBER 31	\$83,337	\$300,991	\$269,073	\$320,844	\$184,100	\$130,920	\$77,435	\$87,174	\$84,175
Ratio Ending Balance to Disbursements	2.90%	9.28%	7.83%	9.40%	5.25%	3.56%	2.07%	2.30%	2.15%
Ratio Ending Balance to Revenues	3.00%	9.30%	8.42%	9.95%	5.46%	3.61%	2.10%	2.30%	2.16%

(1) The increase in personnel is due to an employee being charged to Storm Water in 2018 being moved to Service in 2019.

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

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

	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
<u>Street Maintenance & Repair</u>								
Replace skid steer trailer	3		\$5,648					\$5,648
Lease backhoe loader	3	\$26,050	\$26,050	\$26,050	\$26,050	\$26,050		\$130,250
Replace Hot Patch Trailer	3		\$30,000					\$30,000
Lease John Deer Tractor	3	\$75,000						\$75,000
Replace small leaf vac	3			\$15,000				\$15,000
Replace New Holland Tractor	3		\$75,000					\$75,000
Lease case loader	3		\$41,325	\$41,325	\$41,325	\$41,325		\$165,300
Replace fork lift	3			\$30,600				\$30,600
Replace 2 mobile signage boards	3			\$40,000				\$40,000
Replace Attenuator	3				\$32,000			\$32,000
Lease Boom Mower	3				\$30,600	\$30,600		\$61,200
Replace Sewer Jet	3					\$60,000		\$60,000
Replace 2003 Trailer	3						\$15,300	\$15,300
Replace 2003 Skid Steer	3					\$56,000		\$56,000
Replace 2008 Dura Patch Trailer	3						\$93,000	\$93,000
Replace 2008 Concrete Saw	3						\$23,000	\$23,000
Total Street Maintenance & Repair		\$101,050	\$178,023	\$152,975	\$129,975	\$213,975	\$131,300	\$907,298
<u>Leaf Collection</u>								
Lease 7 Old Dominion Brush leaf vac units	3	\$65,000	\$97,500	\$114,500	\$114,500	\$82,000		\$473,500
Total Leaf Collection		\$65,000	\$97,500	\$114,500	\$114,500	\$82,000	\$0	\$473,500
TOTAL STREET MAINTENANCE & REPAIR FUND		\$166,050	\$275,523	\$267,475	\$244,475	\$295,975	\$131,300	\$1,380,798

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

CEMETERIES FUND (203)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	219,455	175,920	166,550	166,550	\$145,072	\$112,131	\$86,118	\$71,965	\$54,612
<u>Revenues:</u>									
Real Estate Property Tax	\$142,991	\$149,474	\$169,187	\$167,192	\$167,192	\$167,192	\$167,192	\$167,192	\$167,192
Charges for Services	\$75,708	\$91,049	\$84,300	\$108,481	\$86,500	\$88,230	\$89,995	\$91,794	\$93,630
Miscellaneous	\$4,098	\$3,556	\$1,000	\$4,545	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Revenue	\$222,797	\$244,078	\$254,487	\$280,218	\$254,692	\$256,422	\$258,187	\$259,986	\$261,822
Total Available	\$442,252	\$419,997	\$421,037	\$446,768	\$399,764	\$368,553	\$344,305	\$331,951	\$316,435
<u>Disbursements:</u>									
Cemetery									
Personnel	\$155,816	\$194,970	\$212,592	\$212,592	\$214,713	\$219,007	\$223,387	\$227,855	\$232,412
Professional Development	\$432	\$646	\$950	\$1,121	\$950	\$960	\$969	\$979	\$989
Contractual Services	\$27,300	\$32,358	\$34,322	\$36,813	\$33,485	\$33,849	\$34,228	\$34,611	\$35,000
Materials & Supplies	\$11,482	\$9,178	\$11,028	\$11,169	\$13,485	\$13,620	\$13,756	\$13,894	\$14,033
Refunds	\$960	\$2,496	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases - Pg. 19	\$19,840	\$3,800	\$24,000	\$24,000	\$25,000	\$15,000	\$0	\$0	\$0
Advance to General Fund (1)	\$20,000	\$10,000	\$16,000	\$16,000	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$6,917	\$5,980	\$5,980	\$0	\$0	\$0	\$0	\$0	\$0
Total Cemetery	\$242,746	\$259,427	\$304,872	\$301,696	\$287,633	\$282,435	\$272,340	\$277,339	\$282,433
Total Disbursements	\$242,746	\$259,427	\$304,872	\$301,696	\$287,633	\$282,435	\$272,340	\$277,339	\$282,433
Run Rate (Revenue Less Expenditures)	(\$19,949)	(\$15,350)	(\$50,385)	(\$21,478)	(\$32,941)	(\$26,013)	(\$14,153)	(\$17,352)	(\$20,611)
<u>ENDING BALANCE, DECEMBER 31</u>	\$199,506	\$160,570	\$116,165	\$145,072	\$112,131	\$86,118	\$71,965	\$54,612	\$34,002
Ratio Ending Balance to Disbursements	82.19%	61.89%	38.10%	48.09%	38.98%	30.49%	26.42%	19.69%	12.04%
Ratio Ending Balance to Revenues	89.55%	65.79%	45.65%	51.77%	44.03%	33.58%	27.87%	21.01%	12.99%

(1) Advances to General Fund were repayments for St. Mary's/Markillie cemetery expansion project.

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

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

	Project Code	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Unfunded</u>	<u>Total</u>
<u>Cemetery</u>								
Columbarium Unit	3	\$25,000						\$25,000
Mower	2		\$15,000					\$15,000
Total Cemetery		\$25,000	\$15,000	\$0	\$0	\$0	\$0	\$40,000
TOTAL CEMETERY FUND		\$25,000	\$15,000	\$0	\$0	\$0	\$0	\$40,000

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

PARKS FUND (205)

	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	2,367,864	2,360,379	2,128,422	2,128,422	\$1,152,968	\$657,168	\$1,029,756	\$1,289,538	\$1,575,746
Revenues:									
Income Taxes	\$1,340,763	\$1,564,783	\$1,658,584	\$1,765,613	\$1,809,754	\$1,854,998	\$1,901,373	\$1,948,907	\$1,997,630
Grant Proceeds (1)	\$10,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$0	\$825,000	\$0	\$1,550,000	\$750,000	\$0	\$0	\$0
Park User Fees/Misc	\$44,822	\$110,806	\$12,000	\$21,575	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236
Interest Income	\$20,395	\$25,991	\$25,000	\$35,382	\$30,000	\$15,000	\$20,000	\$30,000	\$30,000
Royalties (Gas Wells)	\$17,582	\$5,155	\$7,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total Revenue	\$1,433,562	\$1,706,734	\$3,027,584	\$1,827,570	\$3,409,754	\$2,640,298	\$1,941,979	\$1,999,825	\$2,048,866
Total Available	\$3,801,426	\$4,067,114	\$5,156,006	\$3,955,992	\$4,562,722	\$3,297,465	\$2,971,734	\$3,289,363	\$3,624,612
Disbursements:									
Parks									
Personnel	\$544,529	\$572,146	\$708,464	\$708,464	\$720,801	\$735,217	\$749,922	\$764,920	\$780,218
Professional Development	\$3,481	\$4,071	\$5,030	\$6,682	\$5,079	\$5,130	\$5,181	\$5,233	\$5,285
Contractual Services	\$107,945	\$154,841	\$170,642	\$180,205	\$167,629	\$169,839	\$172,087	\$174,374	\$176,700
Materials & Supplies	\$106,479	\$95,044	\$104,000	\$106,590	\$105,040	\$106,090	\$107,151	\$108,223	\$109,305
Refunds	\$2,727	\$3,679	\$0	\$604	\$3,687	\$3,724	\$3,761	\$3,799	\$3,837
Capital Purchases - Pg. 21	\$175,557	\$816,337	\$1,917,000	\$1,381,999	\$2,544,100	\$1,010,000	\$130,000	\$140,000	\$121,000
Debt Service (2)	\$297,947	\$292,573	\$418,480	\$418,480	\$359,218	\$237,709	\$241,095	\$244,069	\$241,893
New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$273,000	\$273,000	\$273,000
Carryover Encumbrances	\$57,685	\$299,510	\$299,510	\$0	\$0	\$0	\$0	\$0	\$0
Total Parks	\$1,296,349	\$2,238,201	\$3,623,126	\$2,803,024	\$3,905,554	\$2,267,709	\$1,682,197	\$1,713,617	\$1,711,239
Total Disbursements	\$1,296,349	\$2,238,201	\$3,623,126	\$2,803,024	\$3,905,554	\$2,267,709	\$1,682,197	\$1,713,617	\$1,711,239
Run Rate (Revenue Less Expenditures)	\$137,213	(\$531,467)	(\$595,542)	(\$975,454)	(\$495,801)	\$372,588	\$259,782	\$286,208	\$337,627
<u>ENDING BALANCE, DECEMBER 31</u>	\$2,505,077	\$1,828,913	\$1,532,880	\$1,152,968	\$657,168	\$1,029,756	\$1,289,538	\$1,575,746	\$1,913,373
Ratio Ending Balance to Disbursements	193.24%	81.71%	42.31%	41.13%	16.83%	45.41%	76.66%	91.95%	111.81%
Ratio Ending Balance to Revenues	174.74%	107.16%	50.63%	63.09%	19.27%	39.00%	66.40%	78.79%	93.39%

(1) 2018 Grant Proceeds are for Veterans Trail Phase 4.

(2) Decrease in Debt Service over the 5 year period is due to the 2008 and 2011 Refunding Issuances ending in the Parks Fund.

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

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

	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
Parks								
Sidewalk Connectivity Plan	3	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$500,000
Boston Mills Road Trail Connection Design	2	\$150,000						\$150,000
Boston Mills Road Trail Construction	2		\$750,000					\$750,000
Veteran's Trail - Phase 3 (Cascade Park) (1)	4	\$600,000						\$600,000
Veteran's Trail - Phase 4 Construction (Terex to Ellsworth GC) (2)	4	\$400,000						\$400,000
Veteran's Trail - Phase 4 Construction (SR 91 to Ellsworth GC)	3	\$400,000						\$400,000
Two fairway mowers (Ellsworth Meadows)	2	\$80,000						\$80,000
Sprayer (Ellsworth Meadows)	2		\$40,000					\$40,000
Irrigation system (Ellsworth Meadows)	2						\$600,000	\$600,000
Playground Equipment	3	\$30,000	\$30,000	\$30,000				\$90,000
Truck	3		\$40,000		\$40,000			\$80,000
Master Plan Update	3	\$50,000						\$50,000
Golf Drainage	3	\$75,000	\$50,000					\$125,000
Mower	3	\$60,000						\$60,000
Pave Failing Areas of Colony Trail	3	\$30,000						\$30,000
Sign Machine Replacement	3	\$8,000						\$8,000
Barlow Road Widening - Bike Trail West of Terex to Wilshire Dr.	3	\$123,025						\$123,025
Infield Rake	3					\$16,000		\$16,000
Core Harvester	3					\$5,000		\$5,000
SR 91 Turn Lanes (V. View, Herrick, Hines H.) Constr (AMATS) (Cost 4.2 M) (Grant 2.8 M). Trails Portion and ROW Takes.	1	\$438,075						\$438,075
Total Parks		\$2,544,100	\$1,010,000	\$130,000	\$140,000	\$121,000	\$600,000	\$4,545,100
TOTAL PARKS FUND		\$2,544,100	\$1,010,000	\$130,000	\$140,000	\$121,000	\$600,000	\$4,545,100

(1) Total project cost \$1,100,000. AMATS grant \$500,000; city share \$600,000.

(2) Total project cost \$900,000. ODNR grant \$500,000; city share \$400,000.

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

HUDSON COMMUNITY TV FUND (206)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	87,686	51,495	20,620	20,620	\$56,963	\$80,959	\$107,482	\$128,674	\$144,429
<u>Revenues:</u>									
Franchise Fees	\$313,944	\$292,223	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Charges for Services	\$3,410	\$1,845	\$2,000	\$2,484	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Grants & Donations (1)	\$9,209	\$38,830	\$500	\$19,451	\$500	\$500	\$500	\$500	\$500
Total Revenue	\$326,563	\$332,898	\$302,500	\$321,935	\$302,500	\$302,500	\$302,500	\$302,500	\$302,500
Total Available	\$414,250	\$384,393	\$323,120	\$342,555	\$359,463	\$383,459	\$409,982	\$431,174	\$446,929
<u>Disbursements:</u>									
Cable TV									
Personnel	\$233,742	\$285,749	\$241,144	\$241,144	\$241,097	\$245,918	\$250,837	\$255,854	\$260,971
Professional Development	\$442	\$920	\$1,000	\$1,148	\$1,000	\$1,010	\$1,020	\$1,030	\$1,041
Contractual Services	\$23,130	\$38,957	\$17,677	\$18,267	\$16,257	\$16,777	\$17,057	\$17,343	\$17,635
Materials & Supplies	\$28,487	\$11,148	\$11,500	\$12,352	\$11,910	\$12,029	\$12,149	\$12,271	\$12,394
Refunds	\$165	\$123	\$240	\$490	\$240	\$242	\$245	\$247	\$250
Capital Purchases - Pg. 23 (1)	\$46,959	\$26,877	\$0	\$12,192	\$8,000	\$0	\$0	\$0	\$0
Advance to General Fund	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$6,930	\$9,386	\$9,386	\$0	\$0	\$0	\$0	\$0	\$0
Total Cable TV	\$354,854	\$373,159	\$280,947	\$285,592	\$278,503	\$275,977	\$281,308	\$286,745	\$292,290
Total Disbursements	\$354,854	\$373,159	\$280,947	\$285,592	\$278,503	\$275,977	\$281,308	\$286,745	\$292,290
Run Rate (Revenue Less Expenditures)	(\$28,291)	(\$40,261)	\$21,553	\$36,343	\$23,997	\$26,523	\$21,192	\$15,755	\$10,210
<u>ENDING BALANCE, DECEMBER 31</u>	\$59,396	\$11,234	\$42,173	\$56,963	\$80,959	\$107,482	\$128,674	\$144,429	\$154,640
Ratio Ending Balance to Disbursements	16.74%	3.01%	15.01%	19.95%	29.07%	38.95%	45.74%	50.37%	52.91%
Ratio Ending Balance to Revenues	18.19%	3.37%	13.94%	17.69%	26.76%	35.53%	42.54%	47.75%	51.12%

(1) HCTV received a \$4,400 grant and \$9,000 in donations to replace equipment in 2018.

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

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

	<u>Project Code</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Unfunded</u>	<u>Total</u>
<u>Cable TV</u>								
2 Mac computers for editing	3	\$8,000						\$8,000
Total Cable TV		\$8,000	\$0	\$0	\$0	\$0	\$0	\$8,000
TOTAL CABLE TV FUND		\$8,000	\$0	\$0	\$0	\$0	\$0	\$8,000

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

FIRE FUND (221)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
BEGINNING BALANCE, JANUARY 1	\$1,313,012	\$2,291,957	\$2,404,415	\$2,404,415	\$2,153,214	\$1,835,618	\$1,801,609	\$1,848,239	\$1,966,181
Revenues:									
Income Taxes	\$1,440,763	\$1,624,783	\$1,653,917	\$1,771,013	\$1,815,289	\$1,860,671	\$1,907,188	\$1,954,867	\$2,003,739
Income Tax Allocated to EMS	\$0	\$0	\$0	(\$225,000)	(\$250,000)	(\$150,000)	(\$150,000)	(\$100,000)	(\$150,000)
Miscellaneous	\$42,205	\$121,544	\$15,000	\$61,820	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236
Total Revenue	\$1,482,967	\$1,746,327	\$1,668,917	\$1,607,834	\$1,580,289	\$1,725,971	\$1,772,794	\$1,870,786	\$1,869,976
Total Available	\$2,795,979	\$4,038,283	\$4,073,332	\$4,012,248	\$3,733,503	\$3,561,589	\$3,574,403	\$3,719,025	\$3,836,156
Disbursements:									
Fire									
Personnel	\$831,573	\$797,575	\$1,085,335	\$1,085,335	\$1,126,242	\$1,148,767	\$1,171,742	\$1,195,177	\$1,219,080
Professional Development	\$17,939	\$11,761	\$36,200	\$37,785	\$37,200	\$37,572	\$37,948	\$38,327	\$38,710
Contractual Services	\$167,458	\$270,631	\$197,431	\$225,151	\$196,393	\$198,547	\$200,728	\$202,937	\$205,174
Materials & Supplies	\$98,024	\$42,261	\$57,850	\$69,581	\$64,450	\$65,095	\$65,745	\$66,403	\$67,067
Capital Purchases - Pg. 25	\$72,770	\$311,642	\$200,000	\$241,183	\$273,600	\$110,000	\$50,000	\$50,000	\$110,000
Replacement Reserve	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Carryover Encumbrances	\$116,275	\$113,775	\$113,775	\$0	\$0	\$0	\$0	\$0	\$0
Total Fire	\$1,504,040	\$1,747,644	\$1,890,591	\$1,859,034	\$1,897,885	\$1,759,980	\$1,726,163	\$1,752,844	\$1,840,032
Total Disbursements	\$1,504,040	\$1,747,644	\$1,890,591	\$1,859,034	\$1,897,885	\$1,759,980	\$1,726,163	\$1,752,844	\$1,840,032
Run Rate (Revenue Less Expenditures)	(\$21,073)	(\$1,317)	(\$221,674)	(\$251,201)	(\$317,596)	(\$34,009)	\$46,630	\$117,941	\$29,943
ENDING BALANCE, DECEMBER 31	\$1,291,939	\$2,290,640	\$2,182,741	\$2,153,214	\$1,835,618	\$1,801,609	\$1,848,239	\$1,966,181	\$1,996,124
Ratio Ending Balance to Disbursements	85.90%	131.07%	115.45%	115.82%	96.72%	102.37%	107.07%	112.17%	108.48%
Ratio Ending Balance to Revenues	87.12%	131.17%	130.79%	133.92%	116.16%	104.38%	104.26%	105.10%	106.75%
REPLACEMENT RESERVE (480)									
Beginning Balance	\$724,509	\$501,706	\$707,231	\$707,231	\$915,108	\$1,117,608	\$1,320,208	\$1,522,908	\$1,725,708
Plus: Additional Reserve Amount	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Interest Income/Misc.	\$10,315	\$5,524	\$7,877	\$7,877	\$2,500	\$2,600	\$2,700	\$2,800	\$2,900
Less: Equip/Vehicle Replacements	(\$41,592)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$893,232	\$707,231	\$915,108	\$915,108	\$1,117,608	\$1,320,208	\$1,522,908	\$1,725,708	\$1,928,608

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

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

	<u>Project Code</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Unfunded</u>	<u>Total</u>
<u>Fire</u>								
Communications Equipment	3	\$20,600						\$20,600
Various smaller equipment items	2	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$250,000
Replace 2010 Utility Pickup Truck	2	\$60,000						\$60,000
Replace 2010 Fire Marshal's Car	2		\$60,000					\$60,000
Replace 2013 Fire Chief Vehicle	2					\$60,000		\$60,000
Pave Fire Parking Lot	2	\$143,000						
Safety Center addition/renovation (50% budgeted by EMS)	3						\$750,000	\$750,000
Total Fire		\$273,600	\$110,000	\$50,000	\$50,000	\$110,000	\$750,000	\$1,343,600
TOTAL FIRE FUND		\$273,600	\$110,000	\$50,000	\$50,000	\$110,000	\$750,000	\$1,343,600

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

EMS FUND (224)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$99,313	\$145,988	210,384	210,384	\$337,677	\$351,490	\$346,294	\$348,729	\$343,655
Revenues:									
Income Taxes	\$864,458	\$974,870	\$992,344	\$1,044,774	\$1,070,893	\$1,097,666	\$1,125,107	\$1,153,235	\$1,182,066
Additional Income Tax - Fire (1)	\$0	\$0	\$0	\$225,000	\$250,000	\$150,000	\$150,000	\$100,000	\$150,000
Ambulance Billing	\$442,414	\$509,354	\$471,000	\$528,081	\$480,000	\$489,600	\$499,392	\$509,380	\$519,567
Charges for Training Classes	\$17,767	\$27,848	\$35,000	\$38,357	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Note Proceeds (2)	\$0	\$138,231	\$103,671	\$103,671	\$69,111	\$34,551	\$0	\$0	\$0
Transfer From General Fund	\$0	\$200,000	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous (3)	\$14,652	\$24,370	\$1,100	\$30,555	\$11,100	\$1,100	\$1,122	\$1,144	\$1,167
Total Revenue	\$1,339,291	\$1,874,672	\$1,828,115	\$1,970,438	\$1,916,104	\$1,807,917	\$1,810,621	\$1,798,759	\$1,887,801
Total Available	\$1,438,604	\$2,020,660	\$2,038,499	\$2,180,822	\$2,253,781	\$2,159,406	\$2,156,915	\$2,147,488	\$2,231,456
Disbursements:									
EMS									
Personnel (4)	\$921,257	\$1,174,237	\$1,147,129	\$1,147,129	\$1,258,371	\$1,283,538	\$1,309,209	\$1,335,393	\$1,362,101
Professional Development	\$39,741	\$44,619	\$80,270	\$85,397	\$81,497	\$82,312	\$83,135	\$83,966	\$84,806
Contractual Services	\$207,309	\$235,240	\$209,727	\$244,526	\$208,276	\$210,645	\$213,046	\$215,480	\$217,948
Materials & Supplies	\$71,527	\$61,016	\$82,658	\$92,276	\$82,258	\$83,081	\$83,911	\$84,750	\$85,598
Refunds	\$6,817	\$482	\$8,000	\$9,319	\$8,000	\$8,080	\$8,161	\$8,242	\$8,325
Debt Service (2)	\$0	\$173,655	\$138,923	\$138,923	\$104,190	\$69,457	\$34,724	\$0	\$0
Capital Purchases, Pg. 27	\$77,703	\$121,027	\$109,320	\$125,575	\$159,700	\$76,000	\$76,000	\$76,000	\$125,000
Carryover Encumbrances	\$70,065	\$83,633	\$83,633	\$0	\$0	\$0	\$0	\$0	\$0
Total EMS	\$1,394,419	\$1,893,909	\$1,859,660	\$1,843,145	\$1,902,291	\$1,813,112	\$1,808,186	\$1,803,833	\$1,883,778
Total Disbursements	\$1,394,419	\$1,893,909	\$1,859,660	\$1,843,145	\$1,902,291	\$1,813,112	\$1,808,186	\$1,803,833	\$1,883,778
Run Rate (Revenue Less Expenditures)	(\$55,128)	(\$19,237)	(\$31,545)	\$127,293	\$13,813	(\$5,196)	\$2,435	(\$5,074)	\$4,023
<u>ENDING BALANCE, DECEMBER 31</u>	\$44,185	\$126,751	\$178,839	\$337,677	\$351,490	\$346,294	\$348,729	\$343,655	\$347,678
Ratio Ending Balance to Disbursements	3.17%	6.69%	9.62%	18.32%	18.48%	19.10%	19.29%	19.05%	18.46%
Ratio Ending Balance to Revenues	3.30%	6.76%	9.78%	17.14%	18.34%	19.15%	19.26%	19.11%	18.42%

- (1) In May 2018 voters approved the combining of income taxes for Fire and EMS purposes.
- (2) Note Proceeds and Debt Service include the paying down of the internal Ambulance Note issued in 2016.
- (3) Miscellaneous revenue in 2018 includes a \$7,770 BWC refund and 2019 includes a \$10,000 grant for bulletproof vest funding.
- (4) Personnel includes the addition of 2 new full-time paramedics in 2019.

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

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

	<u>Project Code</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Unfunded</u>	<u>Total</u>
EMS								
Ambulance Lease #4021 (Five year lease approved in 2014)	2	\$30,000						\$30,000
Ambulance Lease #4012	2	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000		\$175,000
Ambulance Lease #4016	2		\$35,000	\$35,000	\$35,000	\$35,000		\$140,000
Replacement Sedan #4066 - 2008 Explorer	2	\$50,000						\$50,000
Communications / Computer Equipment	3	\$15,600						\$15,600
Various smaller/other equipment items	2	\$13,100						\$13,100
Ballistic Vests, Helmets & Equipment for Active Shooter Rescue Team	4	\$10,000						\$10,000
Rescue/Medical equipment	2	\$6,000	\$6,000	\$6,000	\$6,000			\$24,000
Replacement Sedan # 4036 - 2013 Explorer	2					\$55,000		\$55,000
Safety Center addition/renovation (50% budgeted by Fire)	3						\$750,000	\$750,000
Total EMS		\$159,700	\$76,000	\$76,000	\$76,000	\$125,000	\$750,000	\$1,262,700
TOTAL EMS FUND		\$159,700	\$76,000	\$76,000	\$76,000	\$125,000	\$750,000	\$1,262,700

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

WATER FUND (501)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
BEGINNING BALANCE, JANUARY 1	277,403	1,247,638	1,390,778	1,390,778	\$226,416	\$514,228	\$567,377	\$446,729	\$791,443
Operating Revenue:									
Customer Sales	\$1,683,505	\$1,725,582	\$1,685,932	\$1,706,508	\$1,723,573	\$1,740,809	\$1,758,217	\$1,775,799	\$1,793,557
Other Charges (1)	\$26,544	\$60,104	\$10,000	\$72,097	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500
Total Operating Revenue	\$1,710,048	\$1,785,686	\$1,695,932	\$1,778,605	\$1,735,073	\$1,752,309	\$1,769,717	\$1,787,299	\$1,805,057
Operating Expenses:									
Water Admin/Treatment									
Personnel	\$296,635	\$313,013	\$353,198	\$353,198	\$385,182	\$392,886	\$400,743	\$408,758	\$416,933
Professional Development	\$785	\$1,664	\$3,825	\$4,201	\$3,825	\$3,863	\$3,902	\$3,941	\$3,980
Contractual Services	\$94,924	\$101,315	\$94,147	\$97,327	\$94,382	\$95,863	\$97,374	\$98,917	\$100,493
Materials & Supplies (2)	\$115,480	\$140,095	\$126,950	\$132,477	\$141,700	\$48,117	\$48,598	\$49,084	\$49,575
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Charge	\$118,997	\$130,069	\$133,971	\$133,971	\$135,311	\$136,664	\$138,031	\$139,411	\$140,805
Carryover Encumbrances	\$29,691	\$17,229	\$17,229	\$0	\$0	\$0	\$0	\$0	\$0
Total Water Admin/Treatment	\$656,511	\$703,385	\$729,320	\$721,174	\$760,400	\$677,393	\$688,648	\$700,111	\$711,786
Water Distribution									
Personnel	\$253,096	\$364,981	\$340,682	\$340,682	\$376,588	\$384,120	\$391,803	\$399,639	\$407,631
Professional Development	\$1,766	\$873	\$3,950	\$4,042	\$3,950	\$3,990	\$4,029	\$4,070	\$4,110
Contractual Services	\$62,365	\$117,251	\$119,750	\$129,520	\$117,391	\$119,797	\$122,264	\$124,794	\$127,388
Materials & Supplies	\$17,547	\$29,991	\$41,800	\$46,976	\$46,800	\$47,268	\$47,741	\$48,218	\$48,700
Refunds	\$1,259	\$669	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$17,157	\$13,281	\$13,281	\$0	\$0	\$0	\$0	\$0	\$0
Total Water Distribution	\$353,190	\$527,047	\$519,463	\$521,220	\$544,729	\$555,174	\$565,837	\$576,720	\$587,830
Operating Income	\$700,347	\$555,255	\$447,150	\$536,211	\$429,944	\$519,742	\$515,232	\$510,468	\$505,440
Non-Operating Revenue:									
Debt Proceeds	\$0	\$814,926	\$1,200,000	\$1,200,000	\$1,000,000	\$0	\$0	\$2,500,000	\$0
Grant Proceeds	\$0	\$34,801	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Repair/Replacement Fee	\$118,568	\$224,066	\$226,437	\$229,480	\$230,000	\$232,300	\$234,623	\$236,969	\$239,339
Water Tower Leases	\$62,369	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439
Investment & Tap Fees (1)	\$8,674	\$43,274	\$15,000	\$39,280	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Non-Operating Revenue	\$189,611	\$1,185,505	\$1,509,876	\$1,537,199	\$1,318,439	\$320,739	\$323,062	\$2,825,408	\$327,778
Non-Operating Expenses:									
Capital Expenditures - Pg. 29	\$81,455	\$311,570	\$1,710,000	\$3,000,673	\$1,100,000	\$360,000	\$535,000	\$2,560,000	\$560,000
Debt Service	\$635,428	\$1,316,560	\$237,100	\$237,100	\$264,280	\$265,990	\$262,600	\$269,820	\$267,748
New Debt Service	\$0	\$0	\$0	\$0	\$96,291	\$161,342	\$161,342	\$161,342	\$323,971
Carryover Encumbrances	\$57,287	\$807,411	\$807,411	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$774,170	\$2,435,540	\$2,754,511	\$3,237,773	\$1,460,571	\$787,332	\$958,942	\$2,991,162	\$1,151,719
Net Income	\$115,788	(\$694,780)	(\$797,485)	(\$1,164,362)	\$287,812	\$53,149	(\$120,648)	\$344,714	(\$318,501)
ENDING BALANCE, DECEMBER 31	\$393,191	\$552,858	\$593,293	\$226,416	\$514,228	\$567,377	\$446,729	\$791,443	\$472,942
Ratio Ending Balance to Disbursements	22.04%	15.08%	14.82%	5.05%	18.59%	28.09%	20.18%	18.54%	19.29%
Ratio Ending Balance to Revenues	20.70%	18.61%	18.51%	6.83%	16.84%	27.37%	21.35%	17.16%	22.17%

(1) 2018 Other Charges and Tap Fees include a large number of residential tap-ins.

(2) Material and supply costs are expected to decrease in 2020 due to the completion of the Brine Well and a reduction in chemical purchases.

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

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

	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
<u>Water Administration/Treatment</u>								
Water Well Rehab	2		\$35,000	\$35,000	\$35,000	\$35,000		\$140,000
Softener Repairs	2	\$35,000						\$35,000
Upgrade Program Logistic Controllers	3	\$20,000						\$20,000
Upgrade Chart Recorder for Towers	3	\$20,000						\$20,000
Total Water Administration/Treatment		\$75,000	\$35,000	\$35,000	\$35,000	\$35,000	\$0	\$215,000
<u>Water Distribution</u>								
Water Meter Replacement Program	2	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		\$50,000
Valve Inserts for Infrastructure	2	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000		\$75,000
Hudson Gate Waterline Extension	2	\$1,000,000						\$1,000,000
SR 91 (S. Main St) Nantucket to J. Clark Lane (Construction)	2			\$475,000				\$475,000
W. Case Drive Water Main Replacement (Construction)	2					\$500,000		\$500,000
N. Oviatt Street Waterline Replacement (Ellsworth Ct to Church St)	3		\$300,000					\$300,000
Reserve at River Oaks Subdivision (City Share)	3						\$500,000	\$500,000
Manor Drive Water Main Replacement (Phase 2 Construction)	3					\$270,000		\$270,000
SR 303 Transmission Line Replacement (Construction)	2				\$2,500,000			\$2,500,000
E. Streetsboro Watermain Replacement (E. Main to College - Constr)	2						\$225,000	\$225,000
Hartford Rd Watermain Replacement (W. Case to E. Case)	2						\$525,000	\$525,000
W. Streetboro 6" Watermain Replacement (W. Case to Lennox)	2						\$575,000	\$575,000
Maple Street Water Main Replacement	2						\$350,000	\$350,000
Roslyn Water Main Replacement	2						\$350,000	\$350,000
W. Division Street Water Main Replacement	3						\$230,000	\$230,000
SR 91 Transmission Line Extention (Prospect to Middleton)	3						\$2,200,000	\$2,200,000
Total Water Distribution		\$1,025,000	\$325,000	\$500,000	\$2,525,000	\$525,000	\$5,225,000	\$10,125,000
TOTAL WATER FUND		\$1,100,000	\$360,000	\$535,000	\$2,560,000	\$560,000	\$5,225,000	\$10,340,000

CITY OF HUDSON, OHIO FIVE YEAR PLAN									
ELECTRIC FUND (503)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
BEGINNING BALANCE, JANUARY 1	12,700,363	10,757,505	10,998,356	10,998,356	\$8,358,451	\$7,640,275	\$8,691,490	\$9,779,405	\$10,694,949
Operating Revenue:									
Customer Sales	\$18,459,869	\$20,068,949	\$20,188,210	\$21,567,656	\$21,783,333	\$22,001,166	\$22,221,178	\$22,443,389	\$22,667,823
Other (1)	\$217,107	\$1,120,075	\$697,000	\$622,259	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000
Total Operating Revenue	\$18,676,976	\$21,189,024	\$20,885,210	\$22,189,915	\$22,023,333	\$22,241,166	\$22,461,178	\$22,683,389	\$22,907,823
Operating Expenses:									
Electric-Purchase of Power									
Personnel	\$549,147	\$560,867	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development	\$3,361	\$736	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$13,930,062	\$15,365,866	\$15,324,263	\$15,791,868	\$15,477,506	\$15,632,281	\$15,788,603	\$15,946,490	\$16,105,954
Materials & Supplies	\$6,372	\$7,001	\$0	\$221	\$0	\$0	\$0	\$0	\$0
Refunds	\$38,857	\$44,015	\$0	\$31,940	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$297,550	\$527,443	\$527,443	\$0	\$0	\$0	\$0	\$0	\$0
Total Electric-Purchase of Power	\$14,825,349	\$16,505,928	\$15,851,706	\$15,824,029	\$15,477,506	\$15,632,281	\$15,788,603	\$15,946,490	\$16,105,954
Electric-Operations									
Personnel	\$2,142,585	\$2,498,324	\$3,360,252	\$3,360,252	\$3,555,952	\$3,627,071	\$3,699,612	\$3,773,604	\$3,849,076
Professional Development	\$15,237	\$13,437	\$47,270	\$49,954	\$47,270	\$47,743	\$48,220	\$48,702	\$49,189
Contractual Services	\$830,884	\$782,409	\$1,243,257	\$1,362,318	\$1,274,296	\$1,293,245	\$1,312,570	\$1,332,279	\$1,352,383
Materials & Supplies	\$99,843	\$113,294	\$129,600	\$151,767	\$130,100	\$131,401	\$132,715	\$134,042	\$135,383
Refunds	\$0	\$0	\$65,000	\$65,000	\$65,000	\$65,650	\$66,307	\$66,970	\$67,639
Carryover Encumbrances	\$243,898	\$156,043	\$156,043	\$0	\$0	\$0	\$0	\$0	\$0
Total Electric-Operations	\$3,332,446	\$3,563,507	\$5,001,422	\$4,989,291	\$5,072,618	\$5,165,109	\$5,259,423	\$5,355,597	\$5,453,671
Operating Income	\$519,181	\$1,119,590	\$32,082	\$1,376,595	\$1,473,209	\$1,443,776	\$1,413,151	\$1,381,302	\$1,348,198
Non-Operating Revenue:									
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800,000	\$0	\$0
Non-Operating Expenses:									
Capital Purchases, Pg. 31	\$313,731	\$1,353,740	\$882,850	\$3,817,314	\$1,985,500	\$190,000	\$1,915,000	\$115,000	\$115,000
Debt Service	\$206,548	\$208,486	\$199,186	\$199,186	\$205,886	\$202,561	\$210,236	\$206,321	\$203,316
New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$144,437	\$144,437
Carryover Encumbrances	\$261,037	\$1,783,783	\$1,783,783	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$781,316	\$3,346,008	\$2,865,819	\$4,016,500	\$2,191,386	\$392,561	\$2,125,236	\$465,758	\$462,753
Net Income	(\$262,136)	(\$2,226,418)	(\$2,833,737)	(\$2,639,905)	(\$718,177)	\$1,051,215	\$1,087,915	\$915,544	\$885,445
ENDING BALANCE, DECEMBER 31	\$12,438,227	\$8,531,087	\$8,164,619	\$8,358,451	\$7,640,275	\$8,691,490	\$9,779,405	\$10,694,949	\$11,580,394
Ratio Ending Balance to Disbursements	65.67%	36.43%	34.42%	33.66%	33.60%	41.02%	42.20%	49.13%	52.58%
Ratio Ending Balance to Revenues	66.60%	40.26%	39.09%	37.67%	34.69%	39.08%	40.31%	47.15%	50.55%

(1) 2018 includes \$457,000 for the sale of equipment to First Energy.

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

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	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
Electric								
New Service Extensions/Intersection Upgrades	2	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000		\$200,000
LED Conversions (Various Streets)	2	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000		\$375,000
Hudson Industrial Pkwy Circuit Upgrade	2	\$75,000						\$75,000
Season's Greene Eco-Industrial Park	2	\$37,000						\$37,000
Elmcrest Poleline rebuild	3	\$30,000						\$30,000
Hines Hill Substation Construction	3						\$4,500,000	\$4,500,000
69 KV Transmission Line Improvements	2			\$1,800,000				\$1,800,000
69 KV Transmission Line pole replacements	2	\$30,000						\$30,000
Relay, Controls and Breaker Improvements	2	\$406,000						\$406,000
System-wide Residential Meter Changeout	2	\$650,000						\$650,000
Outage Management Services	3	\$30,000						\$30,000
Paving of the Employee parking area at Hudson Gate / HPP	3	\$50,000						\$50,000
SR 91 Turn Lanes (V. View, Herrick, Hines H.) Constr (AMATS) (Cost 4.2 M) (Grant 2.8 M) Lighting Costs	1	\$350,000						\$350,000
City Wide Traffic Signal System recounting and modeling	2		\$75,000					\$75,000
Various equipment purchases, replacements	3	\$212,500						\$212,500
TOTAL ELECTRIC FUND		\$1,985,500	\$190,000	\$1,915,000	\$115,000	\$115,000	\$4,500,000	\$8,820,500

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

STORM WATER FUND (504)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
BEGINNING BALANCE, JANUARY 1	730,862	382,748	634,966	634,966	\$91,366	\$67,261	\$64,516	\$52,795	\$143,993
Revenues:									
Income Tax Transfer	\$1,200,000	\$1,795,000	\$1,400,000	\$1,400,000	\$1,500,000	\$1,600,000	\$1,650,000	\$2,300,000	\$2,200,000
NEORSF Fee (City's Share)	\$0	\$253	\$110,000	\$0	\$0	\$100,000	\$0	\$350,000	\$0
Other	\$8,940	\$19,688	\$7,500	\$14,196	\$7,500	\$7,650	\$7,803	\$7,959	\$8,118
Total Revenue	\$1,208,940	\$1,814,941	\$1,517,500	\$1,414,196	\$1,507,500	\$1,707,650	\$1,657,803	\$2,657,959	\$2,208,118
Total Available	\$1,939,802	\$2,197,689	\$2,152,466	\$2,049,162	\$1,598,866	\$1,774,911	\$1,722,319	\$2,710,754	\$2,352,111
Disbursements:									
Storm Water Collection									
Personnel (1)	\$711,666	\$885,637	\$882,146	\$882,146	\$848,777	\$865,752	\$883,067	\$900,729	\$918,743
Professional Development	\$2,049	\$3,684	\$7,350	\$7,409	\$7,423	\$7,497	\$7,572	\$7,648	\$7,724
Contractual Services	\$133,468	\$144,213	\$184,823	\$223,322	\$185,833	\$186,854	\$188,723	\$190,610	\$192,516
Materials & Supplies	\$117,125	\$70,396	\$63,800	\$87,289	\$64,438	\$65,082	\$65,733	\$66,391	\$67,054
Refunds	\$0	\$5,044	\$0	\$156	\$0	\$0	\$0	\$0	\$0
Capital Purchases, P. 33	\$31,707	\$240,655	\$146,100	\$542,240	\$208,100	\$374,000	\$310,000	\$1,185,000	\$825,000
Debt Service	\$210,074	\$213,094	\$215,234	\$215,234	\$217,034	\$211,209	\$214,429	\$216,384	\$216,384
Carryover Encumbrances	\$162,443	\$475,518	\$475,518	\$0	\$0	\$0	\$0	\$0	\$0
Total Storm Water Collection	\$1,368,530	\$2,038,241	\$1,974,971	\$1,957,796	\$1,531,605	\$1,710,395	\$1,669,524	\$2,566,761	\$2,227,422
Total Disbursements	\$1,368,530	\$2,038,241	\$1,974,971	\$1,957,796	\$1,531,605	\$1,710,395	\$1,669,524	\$2,566,761	\$2,227,422
Run Rate (Revenue Less Expenditures)	(\$159,590)	(\$223,300)	(\$457,471)	(\$543,600)	(\$24,105)	(\$2,745)	(\$11,721)	\$91,198	(\$19,304)
ENDING BALANCE, DECEMBER 31	\$571,272	\$159,448	\$177,495	\$91,366	\$67,261	\$64,516	\$52,795	\$143,993	\$124,689
Ratio Ending Balance to Disbursements	41.74%	7.82%	8.99%	4.67%	4.39%	3.77%	3.16%	5.61%	5.60%
Ratio Ending Balance to Revenues	47.25%	8.79%	11.70%	6.46%	4.46%	3.78%	3.18%	5.42%	5.65%
STORM SEWER IMPROVEMENT (431)									
Beginning Balance	\$482,064	\$732,393	\$613,046	\$613,046	\$225,000	\$120,000	\$5,000	\$0	\$0
Plus: Transfer From General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Capital Improvements	(\$13,423)	(\$119,347)	(\$125,000)	(\$388,046)	(\$105,000)	(\$115,000)	(\$5,000)	\$0	\$0
Less: Carryover Encumbrances	(\$22,635)	(\$190,522)	(\$190,522)	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$446,006	\$422,524	\$297,524	\$225,000	\$120,000	\$5,000	\$0	\$0	\$0

(1) The decrease in personnel is due to an employee being charged to Storm Water in 2018 being moved to Service in 2019.

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

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

	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
<u>Storm Water Collection</u>								
Excavator Capital Lease Payment	2	\$21,100						\$21,100
Middleton Road/Middleton Extension Ditch Elimination	3	\$22,000						\$22,000
Valley View @ Turnpike Storm Pond (OTC grant) Design/ROW/Const	4	\$165,000						\$165,000
Milford Road Storm Sewer Replacement Constr	3					\$30,000		\$30,000
College Street Storm Sewer Improvement	3			\$25,000				\$25,000
Owen Brown Bridge Design (NEORS to pay \$100,000, total of \$200,000)	3		\$100,000					\$100,000
Trailer Replacement	3		\$14,000					\$14,000
Miscellaneous Catch Basin Repairs/Replacements	3		\$30,000	\$30,000	\$30,000	\$30,000		\$120,000
Sullivan Rd Culvert Replace - Design (SR 8 reconstruction)	2			\$35,000				\$35,000
Sullivan Road Culvert Replacement - Constr (Same as above)	2				\$150,000			\$150,000
Golf Course Study/Nicholson Outfall Design	3				\$30,000			\$30,000
Division Street (E. Main - College St.) Storm Sewer Improvement	3						\$200,000	\$200,000
Holland Drive Ditch Reconstruction (Complete w Barlow Rd Trail Project)	3		\$80,000					\$80,000
Nottingham Gate Devel Outlet Pipe Replacement Project Constr	3						\$150,000	\$150,000
Clairhaven/Colony Storm Sewer (Collector Line) Project	3			\$100,000				\$100,000
Barlow CC Pond Dam Improvements (ODNR reqt) Constr	1				\$350,000			\$350,000
Storm Sewer Pipe Lining Constr (Phases 1 and 2)	2			\$120,000	\$125,000	\$125,000		\$370,000
Brandywine Creek Watershed Project	3				\$500,000			\$500,000
Norfolk Southern RR Culvert	3					\$640,000		\$640,000
Tinkers Creek Watershed Study	2		\$150,000					\$150,000
Willows Pond Project Constr (Metro may permit embankment)	2						\$1,450,000	\$1,450,000
Total Storm Water Collection		\$208,100	\$374,000	\$310,000	\$1,185,000	\$825,000	\$1,800,000	\$4,702,100
TOTAL STORM WATER FUND		\$208,100	\$374,000	\$310,000	\$1,185,000	\$825,000	\$1,800,000	\$4,702,100
<u>Drainage Control</u>								
Storm Sewer Pipe Lining Constr (Phases 1 and 2)	2	\$105,000	\$115,000	\$5,000				\$225,000
Total Drainage Control		\$105,000	\$115,000	\$5,000	\$0	\$0	\$0	\$225,000
TOTAL STORM SEWER IMPROVEMENT FUND		\$105,000	\$115,000	\$5,000	\$0	\$0	\$0	\$225,000

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

ELLSWORTH MEADOWS (505)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	26,783	80,375	87,200	87,200	\$117,189	\$118,202	\$111,548	\$96,946	\$74,156
Operating Revenue:									
Greens Fees (2)	\$651,254	\$755,478	\$700,000	\$708,436	\$765,000	\$772,650	\$780,377	\$788,180	\$796,062
Cart Rental	\$165,363	\$137,515	\$130,000	\$135,153	\$130,000	\$131,300	\$132,613	\$133,939	\$135,279
Snack Bar	\$196,719	\$192,912	\$183,800	\$189,155	\$183,800	\$185,638	\$187,494	\$189,369	\$191,263
Pro Shop Sales	\$82,502	\$98,832	\$92,000	\$95,487	\$92,000	\$92,920	\$93,849	\$94,788	\$95,736
Range/Practice Facility	\$69,476	\$65,461	\$65,000	\$65,943	\$65,000	\$65,650	\$66,307	\$66,970	\$67,639
Other	\$62,660	\$48,420	\$39,000	\$46,645	\$39,000	\$39,390	\$39,784	\$40,182	\$40,584
Total Operating Revenue	\$1,227,974	\$1,298,618	\$1,209,800	\$1,240,819	\$1,274,800	\$1,287,548	\$1,300,423	\$1,313,428	\$1,326,562
Operating Expenses:									
Personnel (1)	\$694,355	\$650,575	\$660,796	\$705,796	\$768,625	\$783,997	\$799,677	\$815,671	\$831,984
Professional Development	\$5,475	\$6,349	\$7,857	\$9,155	\$9,945	\$10,044	\$10,145	\$10,246	\$10,349
Contractual Services	\$135,572	\$141,201	\$131,757	\$137,095	\$138,458	\$139,834	\$141,275	\$142,731	\$144,203
Materials & Supplies	\$296,709	\$303,552	\$320,034	\$319,745	\$320,034	\$323,234	\$326,467	\$329,731	\$333,029
Refunds	\$33,998	\$31,947	\$36,360	\$39,039	\$36,725	\$37,092	\$37,463	\$37,838	\$38,216
Carryover Encumbrances	\$6,328	\$13,902	\$13,902	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$1,172,437	\$1,147,526	\$1,170,706	\$1,210,830	\$1,273,787	\$1,294,202	\$1,315,026	\$1,336,217	\$1,357,781
Operating Income	\$55,537	\$151,092	\$39,094	\$29,989	\$1,013	(\$6,654)	(\$14,603)	(\$22,789)	(\$31,219)
Non-Operating Revenue:									
General Fund Transfer	\$50,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Tax Support	\$100,000	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Revenue	\$150,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating Expenses:									
Capital Purchases	\$57,459	\$112,977	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$138,518	\$145,193	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$195,977	\$258,169	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income	\$9,560	(\$7,077)	\$39,094	\$29,989	\$1,013	(\$6,654)	(\$14,603)	(\$22,789)	(\$31,219)
<u>ENDING BALANCE, DECEMBER 31</u>	\$36,343	\$73,298	\$126,294	\$117,189	\$118,202	\$111,548	\$96,946	\$74,156	\$42,937
Ratio Ending Balance to Disbursements	2.66%	5.21%	10.79%	9.68%	9.28%	8.62%	7.37%	5.55%	3.16%
Ratio Ending Balance to Revenues	2.64%	5.24%	10.44%	9.44%	9.27%	8.66%	7.45%	5.65%	3.24%

(1) Personnel increases in 2018 are due to the addition of an additional full-time employee.

(2) Revenue is expected to increase in 2018 and 2019 due to the cart paths and addition group sales initiated by the new employee.

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

FLEET FUND (601)	2013 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	480,224	535,283	801,550	801,550	\$310,817	\$282,275	\$262,874	\$356,496	\$509,319
Revenues:									
General Fund	\$264,062	\$307,568	\$351,621	\$339,264	\$349,441	\$359,925	\$370,722	\$381,844	\$393,299
SCMR (Service)	\$567,721	\$758,672	\$843,699	\$846,580	\$871,977	\$898,136	\$925,080	\$952,833	\$981,418
Cemetery	\$280	\$3,318	\$3,035	\$1,892	\$1,948	\$2,007	\$2,067	\$2,129	\$2,193
Parks	\$1,515	\$29,486	\$31,080	\$25,896	\$26,673	\$27,473	\$28,298	\$29,146	\$30,021
Cable TV	\$3,151	\$5,612	\$6,677	\$5,279	\$5,438	\$5,601	\$5,769	\$5,942	\$6,120
Fire	\$0	\$8,692	\$10,546	\$9,231	\$9,508	\$9,793	\$10,087	\$10,389	\$10,701
EMS	\$0	\$14,288	\$17,253	\$13,900	\$14,317	\$14,746	\$15,189	\$15,644	\$16,113
Water	\$34,289	\$78,938	\$97,939	\$85,868	\$88,444	\$91,097	\$93,830	\$96,645	\$99,544
Waste Water	\$51,417	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electric	\$257,398	\$285,873	\$330,257	\$301,258	\$310,296	\$319,605	\$329,193	\$339,069	\$349,241
Golf	\$864	\$3,026	\$2,162	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319
Other	\$30,026	\$30,871	\$0	\$15,430	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,210,723	\$1,526,344	\$1,694,269	\$1,646,597	\$1,680,102	\$1,730,505	\$1,782,420	\$1,835,893	\$1,890,969
Total Available	\$1,690,947	\$2,061,628	\$2,495,819	\$2,448,147	\$1,990,919	\$2,012,780	\$2,045,295	\$2,192,389	\$2,400,288
Disbursements:									
Vehicle Maintenance									
Personnel	\$171,961	\$289,159	\$317,534	\$317,534	\$313,513	\$319,783	\$326,179	\$332,703	\$339,357
Professional Development (1)	\$3,074	\$2,244	\$10,995	\$10,663	\$10,775	\$10,560	\$10,348	\$10,141	\$9,939
Contractual Services (1)	\$111,995	\$145,964	\$127,487	\$132,423	\$124,940	\$122,444	\$119,995	\$117,595	\$115,243
Materials & Supplies (1)	\$480,826	\$426,537	\$536,900	\$567,790	\$502,162	\$492,119	\$482,276	\$472,631	\$463,178
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases - pg. 36	\$7,971	\$3,360	\$0	\$0	\$7,300	\$55,000	\$0	\$0	\$0
Carryover Encumbrances	\$77,282	\$77,888	\$77,888	\$0	\$0	\$0	\$0	\$0	\$0
Total Vehicle Maintenance	\$853,110	\$945,152	\$1,070,804	\$1,028,411	\$958,690	\$999,905	\$938,799	\$933,070	\$927,717
Equipment Acquisitions									
Capital Purchases - pg. 36	\$266,585	\$392,814	\$748,377	\$1,108,919	\$749,954	\$750,000	\$750,000	\$750,000	\$750,000
Carryover Encumbrances	\$324,931	\$360,542	\$360,542	\$0	\$0	\$0	\$0	\$0	\$0
Total Equipment Acquisitions	\$591,516	\$753,356	\$1,108,919	\$1,108,919	\$749,954	\$750,000	\$750,000	\$750,000	\$750,000
Total Disbursements	\$1,444,627	\$1,698,508	\$2,179,723	\$2,137,330	\$1,708,644	\$1,749,905	\$1,688,799	\$1,683,070	\$1,677,717
Run Rate (Revenue Less Expenditures)	(\$233,903)	(\$172,164)	(\$485,454)	(\$490,733)	(\$28,542)	(\$19,400)	\$93,621	\$152,823	\$213,253
<u>ENDING BALANCE, DECEMBER 31</u>	\$246,321	\$363,120	\$316,096	\$310,817	\$282,275	\$262,874	\$356,496	\$509,319	\$722,572
Ratio Ending Balance to Disbursements	17.05%	21.38%	14.50%	14.54%	16.52%	15.02%	21.11%	30.26%	43.07%
Ratio Ending Balance to Revenues	20.34%	23.79%	18.66%	18.88%	16.80%	15.19%	20.00%	27.74%	38.21%

(1) Reduced operating costs anticipated for 2019-2022 due to improved replacement schedule.

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

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

	Project Code	2019	2020	2021	2022	2023	Unfunded	Total
<u>Vehicle Maintenance</u>								
Air Compressor	3		\$15,000					\$15,000
Tow Motor	3		\$40,000					\$40,000
Generator	3	\$7,300						\$7,300
Total Vehicle Maintenance		\$7,300	\$55,000	\$0	\$0	\$0	\$0	\$62,300
<u>Equipment Acquisitions</u>								
International Digger 4300 (HPP)	2	\$240,000						\$240,000
2500 GMC Sierra 4x4 (HPP)	2	\$29,964						\$29,964
Ford F250 4x4 (HPP)	2	\$43,967						\$43,967
Ford F250 4x4 (HPP)	2	\$32,705						\$32,705
Chevy Silverado 4x4 (HPP)	2	\$37,037						\$37,037
Ford F250 (Water Distribution)	2	\$37,144						\$37,144
Sterling Acterra Snow & Ice (Service/Streets)	2	\$185,000						\$185,000
Ford F250 4x4 (Water Resources)	2	\$33,833						\$33,833
GMC Savanna (Public Properties)	2	\$24,456						\$24,456
Ford Explorer (Police)	2	\$29,464						\$29,464
Ford Explorer (Police)	2	\$28,192						\$28,192
Ford Explorer (Police)	2	\$28,192						\$28,192
Fleet Replacement Placeholder	2		\$750,000	\$750,000	\$750,000	\$750,000		\$3,000,000
Total Vehicle Maintenance		\$749,954	\$750,000	\$750,000	\$750,000	\$750,000	\$0	\$3,749,954
TOTAL FLEET FUND		\$757,254	\$805,000	\$750,000	\$750,000	\$750,000	\$0	\$3,812,254

CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2019-2023



OTHER FUND SUMMARIES

**City of Hudson
Five Year Plan**

SPECIAL REVENUE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
State Highway Improvement, 202							
BEGINNING BALANCE, JANUARY 1	\$79,246	\$79,246	\$87,246	\$95,246	\$103,246	\$111,246	\$119,246
Revenue:							
License Fees	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Gasoline Tax	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000
Total Revenue	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
TOTAL AVAILABLE	\$152,246	\$152,246	\$160,246	\$168,246	\$176,246	\$184,246	\$192,246
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	\$87,246	\$87,246	\$95,246	\$103,246	\$111,246	\$119,246	\$127,246

SPECIAL REVENUE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Law Enforcement/Education - 213							
BEGINNING BALANCE, JANUARY 1	\$105,656	\$105,656	\$100,939	\$100,939	\$100,939	\$100,939	\$100,939
Revenue:							
Court Fees	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
TOTAL AVAILABLE	\$105,656	\$108,656	\$103,939	\$103,939	\$103,939	\$103,939	\$103,939
TOTAL DISBURSEMENTS	\$0	\$7,717	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$105,656	\$100,939	\$100,939	\$100,939	\$100,939	\$100,939	\$100,939

**City of Hudson
Five Year Plan**

SPECIAL REVENUE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Hudson Teen Program - 230

BEGINNING BALANCE, JANUARY 1	\$31,904	\$31,904	\$32,155	\$32,155	\$32,155	\$32,155	\$32,155
Revenue:							
Contributions/Sales	\$6,000	\$6,401	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
TOTAL AVAILABLE	\$37,904	\$38,305	\$38,155	\$38,155	\$38,155	\$38,155	\$38,155
TOTAL DISBURSEMENTS	\$6,000	\$6,150	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Encumbrances	\$150	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$31,754	\$32,155	\$32,155	\$32,155	\$32,155	\$32,155	\$32,155

DEBT SERVICE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Bond Retirement (301)

BEGINNING BALANCE, JANUARY 1	\$514,246	\$514,246	\$514,246	\$514,246	\$514,246	\$514,245	\$514,244
Revenue:							
Transfer In from General Fund	\$1,934,835	\$1,934,835	\$2,415,055	\$3,197,626	\$3,203,790	\$3,202,781	\$3,199,542
Refunded Bond Revenue	0	0	0	0	0	0	0
Issuance Cost Refund/Premium	0	0	0	0	0	0	0
Total Revenue	\$1,934,835	\$1,934,835	\$2,415,055	\$3,197,626	\$3,203,790	\$3,202,781	\$3,199,542
TOTAL AVAILABLE	\$2,449,081	\$2,449,081	\$2,929,301	\$3,711,872	\$3,718,036	\$3,717,026	\$3,713,786
Expenses:							
Bond Principal	\$1,610,187	\$1,610,187	\$2,122,570	\$2,935,264	\$2,972,152	\$3,004,040	\$3,035,928
Bond Interest	317,462	317,462	285,299	255,176	224,453	191,556	156,428
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	\$1,934,835	\$1,934,835	\$2,415,055	\$3,197,626	\$3,203,791	\$3,202,782	\$3,199,542
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$514,246	\$514,246	\$514,246	\$514,246	\$514,245	\$514,244	\$514,244

**City of Hudson
Five Year Plan**

DEBT SERVICE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Park Acquisition Debt, 315

BEGINNING BALANCE, JANUARY 1	\$16,049	\$16,049	\$16,049	\$16,049	\$16,049	\$16,049	\$16,049
Revenue:							
Real Property Taxes	\$555,000	\$185,000	\$0	\$0	\$0	\$0	\$0
Refunding Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$555,000	\$185,000	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$571,049	\$201,049	\$16,049	\$16,049	\$16,049	\$16,049	\$16,049
Expenses:							
County Auditor/Treasurer Fees	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0
Bond Principal	\$171,429	\$171,429	\$0	\$0	\$0	\$0	\$0
Bond Interest	\$8,571	\$8,571	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$185,000	\$185,000	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$386,049	\$16,049	\$16,049	\$16,049	\$16,049	\$16,049	\$16,049

DEBT SERVICE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Village South Bond Debt, 316

BEGINNING BALANCE, JANUARY 1	\$10,467	\$10,467	\$4,392	\$4,392	\$4,392	\$4,392	\$4,392
Revenue:							
Real Property Taxes	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0
Refunding Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$90,467	\$90,467	\$4,392	\$4,392	\$4,392	\$4,392	\$4,392
Expenses:							
County Auditor/Treasurer Fees	\$3,575	\$3,575	\$0	\$0	\$0	\$0	\$0
Bond Principal	\$78,571	\$78,571	\$0	\$0	\$0	\$0	\$0
Bond Interest	\$3,929	\$3,929	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$86,075	\$86,075	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$4,392	\$4,392	\$4,392	\$4,392	\$4,392	\$4,392	\$4,392

**City of Hudson
Five Year Plan**

DEBT SERVICE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Special Assessment, Debt, 318

BEGINNING BALANCE, JANUARY 1	\$131,925	\$131,925	\$46,268	\$42,299	\$42,299	\$42,299	\$42,299
Revenue:							
Eastside Water Dist. Special Assessments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Executive Parkway Special Assessments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Eastham/Terex Rd Special Assessments	\$34,000	\$34,000	\$34,000	\$0	\$0	\$0	\$0
Total Revenue	\$34,000	\$34,000	\$34,000	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$165,925	\$165,925	\$80,268	\$42,299	\$42,299	\$42,299	\$42,299
Expenses:							
County Auditor/Treasurer Fees	\$2,000	\$2,000	\$1,000	\$0	\$0	\$0	\$0
Bond Principal	\$110,000	\$110,000	\$35,000	\$0	\$0	\$0	\$0
Bond Interest	\$7,657	\$7,657	\$1,969	\$0	\$0	\$0	\$0
Total Expenses	\$119,657	\$119,657	\$37,969	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$46,268	\$46,268	\$42,299	\$42,299	\$42,299	\$42,299	\$42,299

DEBT SERVICE FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Library Construction Debt, 320							
BEGINNING BALANCE, JANUARY 1	\$24,826	\$24,826	\$26,826	\$26,826	\$26,826	\$26,826	\$26,826
Revenue:							
Real and Personal Property Taxes	\$820,000	\$820,000	\$815,000	\$0	\$0	\$0	\$0
Advance In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$820,000	\$820,000	\$815,000	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$844,826	\$844,826	\$841,826	\$26,826	\$26,826	\$26,826	\$26,826
Expenses:							
County Auditor/Treasurer Fees	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	\$0
Bond Principal	\$760,000	\$760,000	\$95,000	\$0	\$0	\$0	\$0
Bond Interest	\$38,000	\$38,000	\$700,000	\$0	\$0	\$0	\$0
Advance Out							
Total Expenses	\$818,000	\$818,000	\$815,000	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$26,826	\$26,826	\$26,826	\$26,826	\$26,826	\$26,826	\$26,826

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Permissive Capital Use, 401

BEGINNING BALANCE, JANUARY 1	\$153,274	\$153,274	\$171,274	\$189,274	\$207,274	\$225,274	\$243,274
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	\$263,000	\$263,000	\$263,000	\$263,000	\$263,000	\$263,000
TOTAL AVAILABLE	\$416,274	\$416,274	\$434,274	\$452,274	\$470,274	\$488,274	\$506,274
TOTAL DISBURSEMENTS	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$171,274	\$171,274	\$189,274	\$207,274	\$225,274	\$243,274	\$261,274

CAPITAL FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Broadband Capital (402)

BEGINNING BALANCE, JANUARY 1	\$765,999	\$765,999	\$0	\$0	\$0	\$0	\$0
Revenue:							
Debt Proceeds	\$0	\$3,400,000	\$0	\$0	\$0	\$0	\$0
Interest	\$0	\$7,000	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$3,407,000	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$765,999	\$4,172,999	\$0	\$0	\$0	\$0	\$0
TOTAL DISBURSEMENTS	\$62,557	\$4,172,999	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$213,614	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$489,828	\$0	\$0	\$0	\$0	\$0	\$0

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
City Acquisition & Construction (440)							
BEGINNING BALANCE, JANUARY 1	\$4,555,485	\$4,555,485	\$0	\$0	\$0	\$0	\$0
Revenue:							
Transfer In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$4,555,485	\$4,555,485	\$0	\$0	\$0	\$0	\$0
TOTAL DISBURSEMENTS	\$0	\$4,555,485	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$4,555,485	\$0	\$0	\$0	\$0	\$0	\$0

CAPITAL FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Downtown Phase II (441)							
BEGINNING BALANCE, JANUARY 1	\$240,708	\$240,708	\$0	\$0	\$0	\$0	\$0
Revenue:							
Transfer In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$5,405,856	\$6,871,864	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$5,405,856	\$6,871,864	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$5,646,564	\$7,112,572	\$0	\$0	\$0	\$0	\$0
TOTAL DISBURSEMENTS	\$5,478,368	\$7,112,572	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$234,092	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	(\$65,896)	\$0	\$0	\$0	\$0	\$0	\$0

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Barlow Road Widening (475)

BEGINNING BALANCE, JANUARY 1	\$107,255	\$107,255	\$18,080	\$18,080	\$18,080	\$18,080	\$18,080
Revenue:							
Note/Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$107,255	\$107,255	\$18,080	\$18,080	\$18,080	\$18,080	\$18,080
TOTAL DISBURSEMENTS	\$23,599	\$89,175	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$83,655	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$1	\$18,080	\$18,080	\$18,080	\$18,080	\$18,080	\$18,080

ENTERPRISE FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Wastewater Fund (502)

BEGINNING BALANCE, JANUARY 1	\$19,667	\$19,667	\$29,904	\$31,484	\$34,669	\$32,824	\$33,024
Revenue:							
Customer Sales	\$0	\$7,815	\$0	\$0	\$0	\$0	\$0
Interest Income/Misc	\$113,879	\$113,970	\$115,749	\$114,169	\$110,984	\$112,829	\$112,629
Transfer/Advance-In	\$606,078	\$606,078	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$719,957	\$727,863	\$115,749	\$114,169	\$110,984	\$112,829	\$112,629
TOTAL AVAILABLE	\$739,624	\$747,530	\$145,653	\$145,653	\$145,653	\$145,653	\$145,653
TOTAL DISBURSEMENTS	\$717,626	\$717,626	\$114,169	\$110,984	\$112,829	\$112,629	\$115,211
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$21,998	\$29,904	\$31,484	\$34,669	\$32,824	\$33,024	\$30,442

**City of Hudson
Five Year Plan**

ENTERPRISE FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Utility Deposit Fund (508)

BEGINNING BALANCE, JANUARY 1	\$399,263	\$399,263	\$399,263	\$399,263	\$399,263	\$399,263	\$399,263
Revenues:							
Utility Deposits	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
TOTAL AVAILABLE	\$489,263	\$489,263	\$489,263	\$489,263	\$489,263	\$489,263	\$489,263
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	\$399,263	\$399,263	\$399,263	\$399,263	\$399,263	\$399,263	\$399,263

INTERNAL SERVICE FUND GROUP

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Self Insurance Fund (602)

BEGINNING BALANCE, JANUARY 1	\$61,844	\$61,844	\$61,844	\$61,844	\$61,844	\$61,844	\$61,844
Revenues:							
Inter-department contributions	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
TOTAL AVAILABLE	\$241,844	\$241,844	\$241,844	\$241,844	\$241,844	\$241,844	\$241,844
TOTAL DISBURSEMENTS	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$61,844	\$61,844	\$61,844	\$61,844	\$61,844	\$61,844	\$61,844

City of Hudson
Five Year Plan

INTERNAL SERVICE FUND GROUP

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Flexible Benefits Fund (603)

BEGINNING BALANCE, JANUARY 1	\$3,697	\$3,697	\$3,697	\$3,697	\$3,697	\$3,697	\$3,697
Revenue:							
Employee Contributions	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
TOTAL AVAILABLE	\$138,697	\$138,697	\$138,697	\$138,697	\$138,697	\$138,697	\$138,697
TOTAL DISBURSEMENTS	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$3,697	\$3,697	\$3,697	\$3,697	\$3,697	\$3,697	\$3,697

INTERNAL SERVICE FUND GROUP

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Medical Self-Insurance Fund (605)

BEGINNING BALANCE, JANUARY 1	\$196,667	\$196,667	\$171,415	\$171,415	\$171,415	\$171,415	\$171,415
Revenue:							
Employer Contributions	\$376,000	\$190,000	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
Miscellaneous	\$0	\$3,616	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$376,000	\$193,616	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
TOTAL AVAILABLE	\$572,667	\$390,283	\$547,415	\$547,415	\$547,415	\$547,415	\$547,415
TOTAL DISBURSEMENTS	\$376,000	\$218,868	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
Encumbrances	\$0		\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$196,667	\$171,415	\$171,415	\$171,415	\$171,415	\$171,415	\$171,415

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 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	\$260,000	\$295,043	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000
TOTAL AVAILABLE	\$260,000	\$295,043	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000
TOTAL DISBURSEMENTS	\$260,000	\$295,043	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TRUST AND AGENCY FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Contractors Deposits, 727

BEGINNING BALANCE, JANUARY 1	\$340,210	\$340,945	\$158,794	\$158,794	\$158,794	\$158,794	\$158,794
Revenue:							
Inspection Fees	\$10,000	\$4,439	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Contractor's Deposits	100,000	247,945	100,000	100,000	100,000	100,000	100,000
Deposits - Barlow Community Center	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Revenue	\$111,000	\$253,383	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000
TOTAL AVAILABLE	\$451,210	\$594,328	\$269,794	\$269,794	\$269,794	\$269,794	\$269,794
Expenses:							
Engineering/Inspection Fees	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Developers' Deposits	100,000	435,534	100,000	100,000	100,000	100,000	100,000
Refunds	1,000	0	1,000	1,000	1,000	1,000	1,000
Total Expenses	\$111,000	\$435,534	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000
Encumbrances	\$247,539	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$92,671	\$158,794	\$158,794	\$158,794	\$158,794	\$158,794	\$158,794

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Culvert Bonds, 730							
BEGINNING BALANCE, JANUARY 1	\$660,713	\$515,613	\$355,449	\$377,949	\$400,449	\$422,949	\$445,449
Revenue:							
Deposits - Culvert Bonds	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Right-of-Way Fees	25,000	60,000	25,000	25,000	25,000	25,000	25,000
Total Revenue	\$125,000	\$160,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
TOTAL AVAILABLE	\$785,713	\$675,613	\$480,449	\$502,949	\$525,449	\$547,949	\$570,449
Expenses:							
Inspection Fees	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Refunds	100,000	317,664	100,000	100,000	100,000	100,000	100,000
Total Expenses	\$102,500	\$320,164	\$102,500	\$102,500	\$102,500	\$102,500	\$102,500
Encumbrances	\$221,832	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$461,381	\$355,449	\$377,949	\$400,449	\$422,949	\$445,449	\$467,949

TRUST AND AGENCY FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Emergency Medical Service Trust, 731							
BEGINNING BALANCE, JANUARY 1	\$12,036	\$12,036	\$13,286	\$12,286	\$11,286	\$10,286	\$9,286
Revenue:							
Interest	\$500	\$750	\$500	\$500	\$500	\$500	\$500
Contributions	1,000	3,000	1,000	1,000	1,000	1,000	1,000
Total Revenue	\$1,500	\$3,750	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL AVAILABLE	\$13,536	\$15,786	\$14,786	\$13,786	\$12,786	\$11,786	\$10,786
TOTAL DISBURSEMENTS	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Encumbrances	\$2	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$11,034	\$13,286	\$12,286	\$11,286	\$10,286	\$9,286	\$8,286

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Bandstand Trust, 736

BEGINNING BALANCE, JANUARY 1	\$12,781	\$12,781	\$12,931	\$10,051	\$10,171	\$10,291	\$10,411
Revenue:							
Interest	\$120	\$150	\$120	\$120	\$120	\$120	\$120
TOTAL AVAILABLE	\$12,901	\$12,931	\$13,051	\$10,171	\$10,291	\$10,411	\$10,531
TOTAL DISBURSEMENTS	\$3,000	\$0	\$3,000	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$9,901	\$12,931	\$10,051	\$10,171	\$10,291	\$10,411	\$10,531

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

TRUST AND AGENCY FUND GROUP:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Clock Tower Maintenance Trust, 737

BEGINNING BALANCE, JANUARY 1	\$6,975	\$6,975	\$7,050	\$7,125	\$7,200	\$7,275	\$7,350
Revenue:							
Interest	\$75	\$75	\$75	\$75	\$75	\$75	\$75
TOTAL AVAILABLE	\$7,050	\$7,050	\$7,125	\$7,200	\$7,275	\$7,350	\$7,425
TOTAL DISBURSEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$7,050	\$7,050	\$7,125	\$7,200	\$7,275	\$7,350	\$7,425

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

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS:

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Library Levv, 740

BEGINNING BALANCE, JANUARY 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue:							
Real and Personal Property Taxes	\$2,490,000	\$2,510,019	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000
TOTAL AVAILABLE	\$2,490,000	\$2,510,019	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000
Expenses:							
County Auditor/Treasurer Fees	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Proceeds to Hudson Library	2,430,000	2,450,019	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000
Total Expenses	\$2,490,000	\$2,510,019	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TRUST AND AGENCY FUNDS

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Dedicated Tax Revenue Fund (750)

BEGINNING BALANCE, JANUARY 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue:							
Income Taxes	\$1,404,540	\$1,500,000	\$1,530,000	\$1,560,600	\$1,591,812	\$1,623,648	\$1,656,121
TOTAL AVAILABLE	\$1,404,540	\$1,500,000	\$1,530,000	\$1,560,600	\$1,591,812	\$1,623,648	\$1,656,121
Expenses:							
RITA Fees	\$45,900	\$46,000	\$46,920	\$47,858	\$48,816	\$49,792	\$50,788
Proceeds to Hudson Schools	1,358,640	1,454,000	1,483,080	1,512,742	1,542,996	1,573,856	1,605,333
Muni Tax Refund							
Total Expenses	\$1,404,540	\$1,500,000	\$1,530,000	\$1,560,600	\$1,591,812	\$1,623,648	\$1,656,121
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**City of Hudson
Five Year Plan**

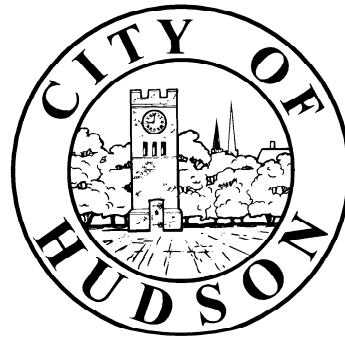
TRUST AND AGENCY FUNDS

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
FIRE/EMS Service Fund (LOSAP) - 760							
BEGINNING BALANCE, JANUARY 1	\$236,085	\$236,085	\$260,085	\$284,085	\$308,085	\$332,085	\$356,085
Revenue:							
Contributions from Fire/EMS Operating	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000
TOTAL AVAILABLE	\$295,085	\$295,085	\$319,085	\$343,085	\$367,085	\$391,085	\$415,085
TOTAL DISBURSEMENTS	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$260,085	\$260,085	\$284,085	\$308,085	\$332,085	\$356,085	\$380,085

TRUST AND AGENCY FUNDS

Fund/Category	2018 Budget	2018 Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Veteran's Memorial Garden (770)							
BEGINNING BALANCE, JANUARY 1	\$16,670	\$16,670	\$16,370	\$16,070	\$15,770	\$15,470	\$15,170
Revenue:							
Interest	\$200	\$200	\$200	\$200	\$200	\$200	\$200
TOTAL AVAILABLE	\$16,870	\$16,870	\$16,570	\$16,270	\$15,970	\$15,670	\$15,370
TOTAL DISBURSEMENTS	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$16,370	\$16,370	\$16,070	\$15,770	\$15,470	\$15,170	\$14,870

CITY OF HUDSON, OHIO
FIVE YEAR PLAN 2019-2023



SUPPLEMENTAL INFORMATION

**City of Hudson
Employee Totals**

Department	FT - 19	PT - 19	S - 19	V - 19	FT - 18	PT - 18	S - 18	V - 18	FT 17	PT - 17	S - 17	V - 17	FT - 16	PT - 16	S - 16	V - 16	FT 2013
Admin	6	1			6	1	2		6	1	2		7				5
Cable	3	2	4		2	2	6		2	2	6		1	4	8		1
Cemetery	2	1	3		2		2		2		2		2	1	1		3
Community Development	5	1			6				6				7	1			7
Council	1				1				1				1				1
EMS	6	27		25	4	26		22	4	26		22	4	30		46	4
Electric (HPP)	25				24				24				23				23
Engineering	9		3		10		3		10		3		9		4		9
Finance	8				6				6				6	1			6
Fire	5	2		33	5	2		37	5	2		37	4	2		40	6
Golf	5		65		4		57		4		57		4		61		5
Information Services	4				4				4				3				4
Broadband	2				2				2				2				
Legal	1	1			1	2			1	2				3			
Parks	5	2	18		5	2	15		5	2	15		5	2	19		5
Police	36	11			35	11		4	35	11		4	35	14		6	35
Public Properties	2				2				2				2				2
Public Works - Admin	5				5				5				4				4
Storm Water	9				10				10				13				9
Street Maintenance	10				10				10				9				9
Vehicle Maintenance	3				3				3				3				2
Water Treatment	3				3				3				3				3
Water Distribution	3				3				3				3				2
Waste Water																	5
TOTALS	158	48	93	58	153	46	85	63	153	46	85	63	150	58	93	92	150

Summary Totals	2019	2018	2017	2016	2013
Full Time	158	153	153	150	150
Part-Time	48	46	46	58	59
Seasonal	93	85	85	93	88
Volunteer	58	63	63	92	95
TOTAL STAFF	357	347	347	393	392

City of Hudson, Ohio
Current Outstanding Indebtedness 2019 - 2023
Debt Service Schedule - Long Term Obligations

DEBT BY FUNDING SOURCE	RES/ ORD	ORIGINAL PRINCIPAL	BALANCE @12/31/2018	TERM	INTEREST RATE	PAYMENT YEARS	PRINCIPAL AND INTEREST				
							2019	2020	2021	2022	2023
GENERAL FUND INCOME TAXES											
BARLOW COMM CENTER EXPANSION (301)	02-201 (2), (3)	\$330,000	\$110,000	20 YR	2.0-2.5%	2004-2023	\$22,438	\$22,038	\$21,638	\$26,188	\$25,625
POLICE FACILITY CONSTRUCTION (301)	02-201 (2), (3)	\$3,985,000	\$1,320,000	20 YR	2.0-2.5%	2004-2023	\$279,113	\$284,113	\$283,913	\$282,950	\$281,875
SEASONS/NORTON CONNECTOR (301)	02-203 (2)	\$1,200,000	\$390,000	20 YR	2.0-2.5%	2004-2023	\$83,600	\$82,100	\$85,600	\$83,800	\$82,000
MILFORD/RT 91 CONNECTOR (301)	04-74 (3)	\$4,200,000	\$1,740,000	20 YR	4.5 - 6.125%	2005-2024	\$309,823	\$305,623	\$310,423	\$310,088	\$308,960
ATTERBURY BLVD RECONSTRUCTION (301)	11-93	\$3,770,000	\$2,665,000	20 YR	1.25 - 4.0%	2012-2031	\$257,981	\$257,881	\$257,631	\$257,231	\$256,681
SEASONS ROAD INTERCHANGE (301)	11-94	\$1,175,000	\$830,000	20 YR	1.25 - 4.0%	2012-2031	\$82,406	\$80,756	\$79,106	\$77,456	\$80,806
YOUTH DEVELOPMENT CTR PROPERTY (301)	12-128	\$2,735,000	\$2,010,095	20 YR	1.50 - 2.50%	2013-2032	\$167,039	\$167,753	\$168,418	\$169,031	\$169,595
STREET IMPROVEMENT (301)	13-81	\$5,000,000	\$2,625,000	10 YR	2.00 - 3.00%	2014-2023	\$562,088	\$561,988	\$561,688	\$560,663	\$558,625
ATTERBURY BRIDGE (OPWC LOAN)	2009	\$143,714	\$82,635	20 YR	0.00%	2009-2028	\$7,186	\$7,186	\$7,186	\$7,186	\$7,186
GENERAL FUND TOTAL							\$1,771,672	\$1,769,437	\$1,775,601	\$1,774,592	\$1,771,353
BARLOW FARM PARK PHASE II (205)	00-52 (1)	\$1,100,000	\$85,000	20 YR	4.5 - 6.125%	2000-2019	\$88,400	\$0	\$0	\$0	\$0
YOUTH DEVELOPMENT CTR PROPERTY (205)	12-128	\$2,000,000	\$1,469,905	20 YR	1.50 - 2.50%	2013-2032	\$122,149	\$122,672	\$123,157	\$123,606	\$124,018
STORM WATER IMPROVEMENTS I (504)	02-201 (2), (3)	\$1,090,000	\$360,000	20 YR	2.0-2.5%	2004-2023	\$77,938	\$76,538	\$75,138	\$78,563	\$76,875
STORM WATER IMPROVEMENTS II (504)	02-201 (2), (3)	\$2,417,000	\$1,914,000	30 YR	3.0-5.0%	2006-2035	\$139,096	\$134,671	\$139,291	\$137,821	\$145,106
TOTAL INCOME TAXES - ALL FUNDS							\$2,199,254	\$2,103,317	\$2,113,187	\$2,114,582	\$2,117,352
SOURCE: REAL ESTATE TAXES											
LIBRARY IMPROVEMENT BONDS (320)	00-50 (1)	\$9,925,000	\$95,000	20 YR	4.4-5.8%	2000-2019	\$795,000	\$0	\$0	\$0	\$0
TOTAL REAL ESTATE TAXES							\$795,000	\$0	\$0	\$0	\$0

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN 2019 - 2023
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	5/3/2011	Repl / Increase	5	2016/2020	2017/2021	2.90	2.900
								2.900
Library Construction Bond	Debt Service	11/2/1999	Debt	20	99/2023	2000/2024	0.91	0.910
								0.910
Total							7.38	

CITY OF HUDSON, OHIO
Current Outstanding Indebtedness 2019 - 2023
Debt Service Schedule - Long Term Obligations (cont)

DEBT BY FUNDING SOURCE	RES/ ORD	ORIGINAL PRINCIPAL	BALANCE @12/31/2018	TERM	INTEREST RATE	PAYMENT YEARS	PRINCIPAL AND INTEREST				
							2019	2020	2021	2022	2023
SOURCE: FUND REVENUE-USER CHARGES											
WATER SYSTEM IMPROV - PHASE II (501)	02-204 (2), (3)	\$4,035,000	\$2,700,000	30 YR	2.0-3.5%	2002-2033	\$226,063	\$228,163	\$225,163	\$231,788	\$228,188
WATER SYSTEM IMPROV - PHASE III (501)	05-61 (3)	\$667,000	\$530,000	30 YR	3.0-5.0%	2006-2035	\$38,218	\$37,828	\$38,438	\$38,033	\$39,560
SEWER SYSTEM IMPROVMENTS I (502)	04-76 (3)	\$855,000	\$561,000	30 YR	2.7% - 4.25%	2005-2034	\$42,692	\$42,242	\$41,792	\$42,342	\$41,800
SEWER SYSTEM IMPROVMENTS II (502)	05-60 (3)	\$1,236,000	\$976,000	30 YR	3.0-5.0%	2006-2035	\$71,477	\$68,742	\$71,037	\$70,287	\$73,412
SEASONS ROAD SUBSTATION (503)	02-205 (2), (3)	\$2,230,000	\$730,000	20 YR	2.0-2.5%	2005-2023	\$156,100	\$153,300	\$160,500	\$157,125	\$153,750
SEASONS SUB TO MAIN SUB - TRANS/DIST (503)	04-75 (3)	\$1,000,000	\$654,000	30 YR.	2.7% - 4.25%	2004-2034	\$49,786	\$49,261	\$49,736	\$49,196	\$49,566
GOLF COURSE - RENOVATION (505)	98-148	\$690,000	\$30,000	20 YR.	4.3% - 5.10%	1998-2019	\$31,530	\$0	\$0	\$0	\$0
GOLF COURSE - EXPANSION (505)	02-202 (2), (3)	\$1,645,000	\$550,000	20 YR.	2.0-2.5%	2004-2023	\$117,138	\$115,038	\$117,938	\$120,463	\$117,875
Total Fund Revenue-User Charges							\$733,002	\$694,572	\$704,602	\$709,232	\$704,149
SOURCE: SPECIAL ASSESSMENTS											
TEREX RD / EASTHAM WAY WTR (318)	99-115	\$420,000	\$35,000	20 YR	3.9% - 5.625%	2000-2019	\$36,969	\$0	\$0	\$0	\$0
Total Special Assessments							\$36,969	\$0	\$0	\$0	\$0

Continuous Improvement Report – July 2018

Project Status

City administration and staff focuses on the continuous improvement process, which is an ongoing effort to improve our products, services and processes to make them more efficient and save money wherever possible. Following are examples of continuous improvements throughout the organization for the past 12-24 months.

Code Enforcement

- Created computer generated templates for standard case letters that are sent for complaints or notices.
- Computerized complaints into specific case numbers in the Viewpoint software. Archives and designates a permit number to every complaint. All files are in one location in the computer server, along with scans, photos and other case files in chronological order if the case must go to court.
- Created a notification and penalty process to be more standardized in the City.
- Reduced legal staff meetings to once a month for less than 1 hour each month. Agendas, list of questions, etc. Were implemented to reduce legal staff time on code issues and interruptions.
- Increased the proactive regular code sweeps of the City to once every 6 months. Working to quarterly in the short-term future.

Community Development

- The Community Development department participated in a Lean Kaizen event in November 2016 to review and revise the cumbersome plan review process and generate a more efficient process. As a result, the number of steps necessary from application to start of construction was significantly reduced.
- The installation of Viewpoint software in 2017 created a fully digital permit system which reduced the steps in the plan review process, allowed residents to submit online 24/7 which reduced paper use.
- Shortened the application deadlines to decrease the time between application and meeting date
- Currently reviewing the Land Development Code to create a streamlined, more user-friendly document.

Engineering

- Managing all engineering applications in the new software Viewpoint in collaboration with CD, to provide a more efficient application process. This software is 100% paperless, and no longer any need for physical files and all the files are issued an individual permit number, which allows the entire application plans, documents, etc. to be archived. This has helped to make our staff more efficient, by being able to find the archives in one general file source.
- One engineering office manager staff member was transferred to Finance, to permit the staff member to perform more Citywide finances and minimize additional FTE numbers in the City.
- Working with City Council and the Administration, the Engineering Dept. was able to model Brandywine Creek watershed with NEORS to improve the planning of future capital projects, to target the most effective and the least cost projects with the model.
- Improved the design process to minimize private property impacts and reduce acquisition costs.
- Reorganized staffing within the department to improve efficiencies and increase productivity, without increasing staff levels.

- Increased the number of concrete overlays to reduce long term maintenance on the concrete roads.

EMS

- Implemented EMS billing modifications that increased collection revenues from \$374,316 in 2016 to \$507,194 in 2017.
- Installation of one mobile 800 MHz radio in all EMS vehicles with a pyramid repeater system allowing interoperability with Hudson Police and most other agencies in Summit & Portage County. Cost savings of \$170,000 by using our existing 400 MHz portable radios with a repeater system rather than buying 31 all new 800 MHz portable radios.
- Remounted and refurbished a 2005 EMS ambulance in 2018 – Cost savings over new replacement \$92,000.
- Reduce overtime hours from 3392 hours to 1922 hours last year – 44% reduction.
- With donations from University Hospitals Foundation, EMS Outreach, Hudson Rotary, and Burton D. Morgan Foundation, purchased 2 LUCAS automatic chest compression devices. Improved consistency of CPR and reduced strain/exhaustion on EMS membership.
- Purchased new power cot and load system, improving safety for patients and reduced back strain and lifting injuries for EMS members. Funded through a donation of \$34,800 from OBWC and \$8000 from EMS Outreach
- Used \$4,800 grant to purchase High-Fidelity Child/Pediatric simulator for better member training.
- Moved collections to Ohio Attorney General which has the potential to improve percentage of collections and eliminate \$2500 per year in collection costs.
- Used in-house EMS instructors to teach most classes, saving \$5,000 per year.
- Implemented mandatory annual driver training for all EMS members – Potential reduction in accidents.
- Updated curriculum for EMT class – Reaching millennials better – Improved success rates
- Replacement of staff cars on a 10-year replacement cycle rather than 7-year – Extended life/cost saving.
- Improved/updated volunteer application process – Reduced hiring time from 8 weeks to 6 weeks.
- Improved/updated part-time hiring process – Reduced hiring time from 23 weeks to 11 weeks.
- Use of expired/out of date EMS supplies for EMT class training /simulations – Reduced training costs
- Hudson EMS has the top rated EMT course in Ohio with a 1st time pass rate of 92% - Great training product, superior state education reputation, high quality graduates
- Change to oxygen replacement policy – 30% reduction in oxygen costs last year
- Partnered with EMS Outreach, City of Hudson, HPD and HFD to create the RUOK Senior watch program.

Finance/Utility Billing/Human Resources

- With the retirement of the Accountant, work was redistributed between 3 other employees and the position was not filled. Savings of about \$90,000 per year.
- Discontinued the practice of putting shut-off tags on Utility Customers property when they are delinquent and about to be shut-off. They now receive their bill and a follow up letter if they are in danger of being shut-off.

- Equipment Lease consolidation of 13 leases into 2 leases. Savings is approximately \$20,000 a year for 5 years 2017-2021 in leases.
- Purchases through Amazon savings of \$17,590.32 (7/31/2016-7/31/2018).
- Amazon Business (2017) – Purchase Requisition control – set up in Amazon Business Account and now departments log in to their business account and submit the order directly to finance for approval, eliminating need for entering the information into a SmartSheet. Eliminates guessing whether the item is correct. PO numbers and lines are required when ordering. The items are shipped directly to their location.
- RightSignature (2018) software for Amazon invoice approvals by department managers.
- Costco (2018): Set up Costco membership and credit card which will provide cash back savings and extended warranties (will eliminate using the Huntington Finance credit card moving forward).
- SmartSheet (2018): Appropriation tracking for Engineering. Downtown Phase II project tracking & timeline.
- New Vendors (2018): Updated the New Vendor Packet for required w9 information & placed on Employee Portal.
- Purchasing (2016-2017): Met with departments to explain purchasing guidelines and suggested centralizing areas.
- PayGov (12/2016): Implemented the City receiving on-line payments via credit card for all departments with PayGov.
- Credit Card Request Form (2016): Now on Employee Portal and eliminates need to track separately as it is tracked in SmartSheet.
- VIP (2016): VIP group and individual training sessions to assist with a better understanding of VIP and purchasing procedures including a training manual for VIP.
- New Administrative Directive increasing purchasing quote limits (2016)
- Improved the Police Department’s holiday pay process by creating a spreadsheet that the officers used to calculate the holiday hours which they can then enter in Dovico. This saves both the officers and payroll time and reduces errors when completing payroll.
- Improved a shift differential pay by creating a spreadsheet which is checked by payroll and police department each pay. Previously had no verification process. Ensures no overpayments.
- Implemented the opt-out payment process. Created a direct import file for VIP software which eliminated hand entering opt-out amounts, thereby streamlining the process and reducing errors.
- All employees now on Dovico time-entry system. Electronic timesheets helped eliminate manual errors.
- Processing more invoices via EFT to reduce paper checks.
- Established check positive pay on payroll account for fraud prevention.
- Improvement to sick leave form. Employees only need to submit if they use more than 3 consecutive days.
- Cross training between Accounts payable - Accounts Receivable - Payroll and some other finance duties for when other employees are on leave.
- Have saved most payroll files electronically and have begun to create electronic versions of older files. Have started saving the documents as PDF instead of printing, filling and scanning.
- Accounts Receivable- Added Remote Deposit Capture Services to the lockbox which reduces the trips to the bank.
- Human Resources - Implemented software for new hires forms. New hire forms can be completed online now.

Fire

- Installation of mobile 800 MHz radio in all Fire vehicles with a pyramid repeater system allowing interoperability with HPD and most other EMS/FD's in Summit & Portage County as well as others across the State of Ohio. Cost savings of \$255,000 by our using existing 400 MHz portable radios with a repeater system rather than buying 45 all new 800 MHz portable radios
- Bullex fire extinguisher training prop - \$10,000 grant from Margaret Clark Morgan Foundation
- Fire Safety Trailer refurbishment - \$10,000 discount given by Kamper City
- Replacement of radio amplifiers, repeaters, antennas at the Milford Water Tower – Improved radio communications between Dispatch and all portable radios – Better distance and building penetration
- In house radio re-programming at \$13.00/hour rather than \$85.00/hour thru a radio repair company. Total savings in 2017 was more than \$8,500.
- Moving the radio voter sight from the Stow Road tower to the Hudson High School roof – Eliminates the annual tower lease of \$3800, allows easy repair access, improves radio communications inside HHS.
- Refurbished Heavy Rescue and Brush Truck, extending the life by 10 years.
- Internal maintenance crew work for Fire/EMS vehicles
- Repaired #2019 Aerial truck after dashboard electrical fire - \$5000 savings over outside estimate.
- Rewired Heavy Rescue emergency lighting with LEDs - \$1000 savings.
- Refurbished Brush Truck pump and lighting - \$4000 savings.
- Used volunteer firefighter at \$11.00/hour as a Fire Inspector for more than 100 routine/low hazard inspections rather than using a fulltime Fire Inspector at \$30.00/hour - \$2500 savings
- FEMA Fire Prevention & Safety Grant program Senior Education grant – \$51,000 grant - waiting for approval
- Replaced Fire Prevention Bureau (paper based) fire inspection/occupancy file system with the Mobile Eyes software program. This allows for syncing of information with all mobile data terminals and computers at EMS & HPD, allows inspectors to access the Ohio Fire Code in the field during inspections, improves consistency and quality of inspection documentation, allows for collecting building floor plans for use in field.

Information Technology

- After the Director's retirement, hired a Help Desk Technician position instead of a Director level. Redistributing responsibilities within the IT Department and reclassifications for existing staff, will save approximately \$40,000 annually.
- New software solution helped drive efficiencies, including AirWatch to remotely manage and administer iPads, OnBase—implementing an enterprise document management system for the storage and retrieval of scanned documents. Implementing a system such as this is a giant step in the right direction to help provide efficiencies.
- The elimination of software, including CityWorks PLL, Huddle, Sage, and Revelstone provides annual savings of more than \$28,000 per year.

Cemeteries

- A green burial area with walking path and gazebo in 2017.

- Planted perennials in one flower bed in 2017 to cut down on the City's flower purchase every year moving forward.
- Looking to replace mowers starting 2018 to minimize down time and maintenance.

Water Department

- Bill Miller retire and was replaced by Glenn Pask. Glenn's position was not replaced, generating savings.
- Combined the water line televising work group and the distribution work group and cross-trained to do the same duties, which maximizes efficiencies and savings.
- The Backflow program was outsourced to BSI, which has lowered the cost and the cost is directed to the customer.
- The back-flow operator has been reclassified to a regular operator like the others in the work group. The job position will stay in the water department but won't be filled at this time.
- A full-time position in the water plant was replaced with a part-time person that is shared with Cemeteries.
- With the Sanitary system taken over by Summit County, we changed our coding for televising to Cues coding rather than the PACP coding. This saves approximately \$2,000 a year for training.

Arborist/Public Properties

- The Arborist position has been reduced to 1/3 of an employee, with the Arborist sharing his full-time duties among three departments.
- Arborist provides site plan reviews for CD so contract landscape architect is unnecessary

Economic Development

- Added 1085 jobs throughout the City.
- Hudson Crossing grows to five buildings.
 - Jobs in park rise to 513
 - Payroll in park rises to 30,000,000
 - Total park investment to date 60,000,000
 - 2018 hopes to bring 2 new companies and a 100,000 sq. ft. building
- Seasons Greene was shown to three serious parties including companies from Japan and China
- YDC Property
 - Planning Commission approves rezoning to District 6 (Approved2/18)
 - Shown to several worldwide companies.
- No significant businesses were lost in 2017.
- Attained Smart21 Community recognition for 2018
- Met with State of Ohio CIO, Ohio Turnpike Exec. Director, and Ohio Dept. of Transportation
- Investigated the following: Community-Wide Broadband, Wireless fire detection, municipal lighting, traffic signals, parking technology, data center potential in new City Hall

Police

- Obtained a grant to purchase a "Cellbrite" forensic data analysis computer and training worth over \$19,000.
- Purchased evidence tracking and barcode reader. This saves officers valuable "On station" time, to process evidence quickly and efficiently to allow them to get back on patrol.

- Numerous equipment upgrades/updates to utilize advanced technology and increase efficiency such as, In car video cameras, AED's and VOIP phone/radio recorder.
- Target-specific enforcement to reduce school bus passing violations and educate the public.
- Online training while on duty to eliminate the costs associated with travel and attending off site training.
- Taking advantage of "in house" police officers who are trained instructors. They can train others thus saving the department in costs associated with utilizing outside companies.
- Utilizing additional vendors for uniforms and equipment to keep costs as low as possible.
- The addition of part-time dispatchers to reduce overtime.

Public Works-Golf, Parks and Cemeteries

- Cross-departmental sharing of equipment.
- Cross-sharing staff with other departments for projects.
- In- house labor for construction (#9 golf hole, trail renovation and repairs, trail installation)
- re purposing materials from other construction (bricks, waste receptacles, plant boxes and bike racks).
- Added local hotel stay and play packages for additional golf revenue.
- Using volunteer help for park and cemetery projects for additional savings.

Service/Fleet

- Built a hydraulically controlled leaf vacuum in-house to test efficiencies. Based on positive feedback from users, we are now purchasing this type of equipment to increase productivity while reducing employee injuries.
- Snow crew teams continue efforts to reduce the amount of salt used including within secondary routes. With the upcoming construction of the brine well, staff has begun experimenting with using larger quantities of brine.
- Work groups are sharing employees as needed to accomplish work tasks. These cross-training opportunities will help with the scheduling of work and task completion.
- Street sweeping is now being contracted to reduce overall costs associated with the program including the purchase and upkeep of machine.
- Monitoring and evaluating the effectiveness of our preferred trash hauler program. As the initial contract winds down, staff and EAB will recommend changes as needed.
- Increased volunteer hours through our Keep America Beautiful program.
- Vacated the Owen Brown Service Yard and moved all items while incurring very little expenses. Work occurred during normal work hours without the use of overtime.
- Mechanics now perform routine maintenance and repairs on Emergency Vehicles and Equipment. Previously this was outsourced.
- Staff decided to test new cutting edges for our salt trucks, resulting in our move towards longer lasting blades.
- Mechanics retrofit salt spinner assemblies on some new vehicles after the OEM equipment did not perform well resulting in more efficient spreading of salt.
- Sign crew replaces signs in an entire neighborhood to be more efficient rather than travel from one area to the next.
- New fuel vendor (Marathon) offers better pricing for fuel reducing city-wide fuel costs.