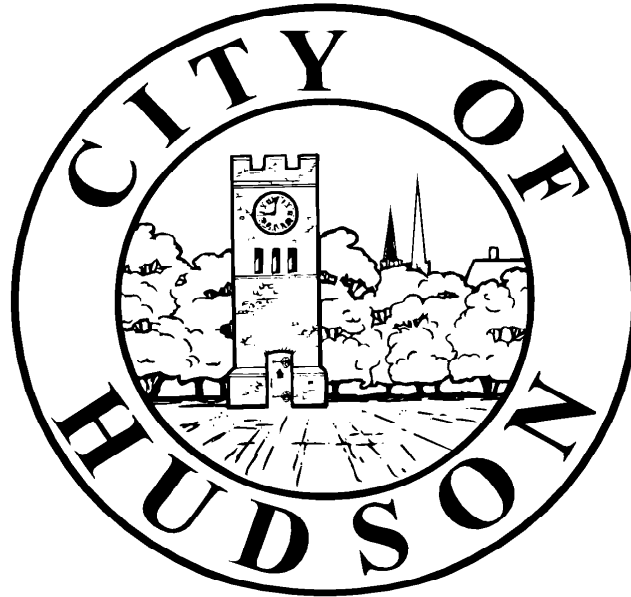


CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2021-2025



CITY OF HUDSON, OHIO

FIVE YEAR PLAN 2021 - 2025

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City of Hudson, Ohio
FIVE YEAR PLAN 2021-2025 - ASSUMPTIONS & DEFINITIONS

CATEGORY

REVENUES

Municipal Income Taxes	<p>Income tax rate is 2%. We projected a 5% decrease for 2020 and assumed a 2.5% annual increase for 2021-2025 based on conservative growth in business payroll.</p> <p>The voter approved minimum percentage allocation is Parks (15%), Fire/EMS (24%) and Community Learning Centers (13.5%) of the additional 1% income tax collections. The remaining balance is included in the General Fund. The General Fund supports the Stormwater Fund through an annual transfer.</p>
Property Taxes	<p>Maintenance of current millages within the General, Cemeteries, and Police Pension Funds. We projected a 4.5% increase in property tax revenue for 2020 and a 2% increase in 2021 and 2024 based on triennial county appraisal.</p>

EXPENDITURES

Personnel	<p>Salary and fringe benefits costs assuming 2021 projected departmental staffing levels and a 0% cola increase.</p> <p>Includes an adjustment in employee health insurance cost of coverage (10% increase for 2021).</p> <p>Includes an increase of 3.0% for 2022-2025.</p> <p>Includes estimated contribution for length of service award program (LOSAP) within Fire and EMS funds.</p>
Operating	<p>2021 operating budgets estimates for Professional Development, Contractual Services and Materials and Supplies were kept at 2020 levels. We assumed 1% growth for 2022-2025.</p>
Capital Improvements	<p>Major capital expenditures including construction and equipment costs.</p>
Debt Service	<p>Both principal and interest payments required on debt issued by the City prior to 2021.</p>
New Debt Service	<p>Both principal and interest payments required on debt projected to be issued by the City from 2021-2025.</p>

City of Hudson, Ohio
FIVE YEAR PLAN 2021-2025 - ASSUMPTIONS & DEFINITIONS

CATEGORY

PARKS

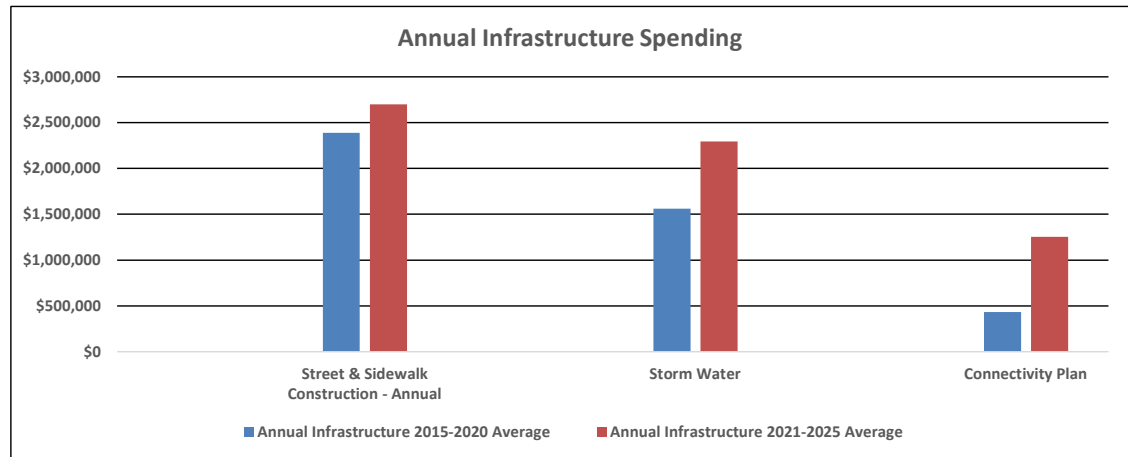
Golf Capital	All Golf Course capital will be charged to the Parks Fund (205).
Golf Debt Service	Golf Course Renovation and Expansion Debt Service will be charged to the Parks Fund (205).
Connectivity	All connectivity, excluding sidewalks, is included as part of Parks Capital.

OTHER

Run Rate	Defined as current year revenues less current year disbursements.
Ending Balance	Total available resources (January 1 beginning balance, current revenues) minus total disbursements. General Fund Carryover desired minimum is 30%
Major City Operating Funds	<p>The City of Hudson has 62 funds. This document reviews the major operating funds (as listed below) and capital projects funds. These funds comprise between 80 - 90% of the City expenditures on an annual basis.</p> <p>General Fund (101), primary sources: 2% municipal income taxes, real estate property taxes. Street Maintenance and Repair Fund (201), primary sources: license fees, gasoline tax and income tax transfers. Municipal Cemeteries (203), source: real estate property taxes and sales. Parks Fund (205), primary source: income taxes. HCTV Fund (206), primary source: cable franchise fees. Fire District (221), primary source: income taxes Emergency Medical Services (224), primary sources: income taxes, ambulance billing Street & Sidewalk Construction (430), primary source: income tax transfers. Water Fund (501), primary source: customer sales. Electric Fund (503), primary source: customer sales. Stormwater Fund (504), primary source: income taxes transfers Ellsworth Meadows Golf Course (505), primary sources: greens fees, cart rental, snack bar and pro shop sales Velocity Broadband Fund (510), primary source: customer sales. Fleet Maintenance (601) primary source: inter-departmental charges.</p>
Compensated Absences	<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, 2019 the total obligation of all funds was \$1,837,854.</p>

City of Hudson, Ohio
FIVE YEAR PLAN 2021-2025 - COUNCIL PRIORITIES

Annual Infrastructure			
	2015-2020	2021-2025	Funding
Description	Average	Average	Increase
Street & Sidewalk Construction - Annual	\$2,388,333	\$2,700,000	\$311,667
Storm Water	\$1,559,597	\$2,293,000	\$733,403
Connectivity Plan	\$433,849	\$1,252,000	\$818,152



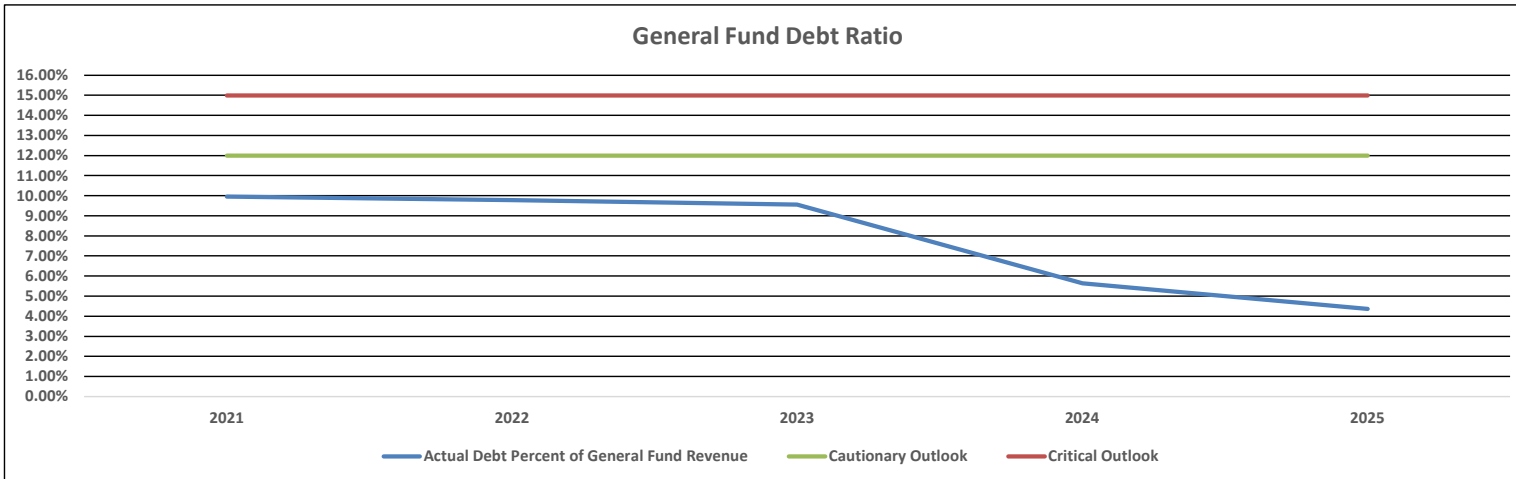
City of Hudson, Ohio
FIVE YEAR PLAN 2021-2025 - COUNCIL PRIORITIES

General Fund Debt Ratio					
	2021	2022	2023	2024	2025
Existing Debt Service	\$2,344,614	\$2,343,555	\$2,334,966	\$1,382,074	\$1,076,720
New Debt	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Total Debt	\$2,409,614	\$2,408,555	\$2,399,966	\$1,447,074	\$1,141,720
General Fund Revenue	\$24,200,078	\$24,618,236	\$25,093,545	\$25,647,556	\$26,146,885
Debt Percent of General Fund Revenue	9.96%	9.78%	9.56%	5.64%	4.37%

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

Critical Outlook: Ratio greater than 15%

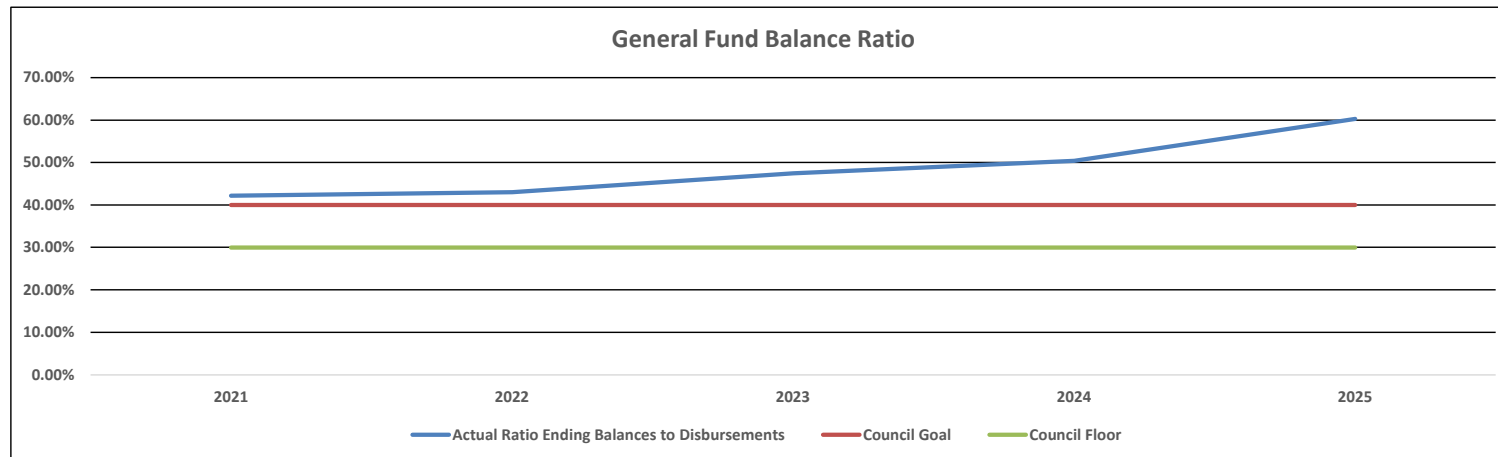
Cautionary Outlook: Ratio between 12% - 15%



City of Hudson, Ohio
FIVE YEAR PLAN 2021-2025 - COUNCIL PRIORITIES

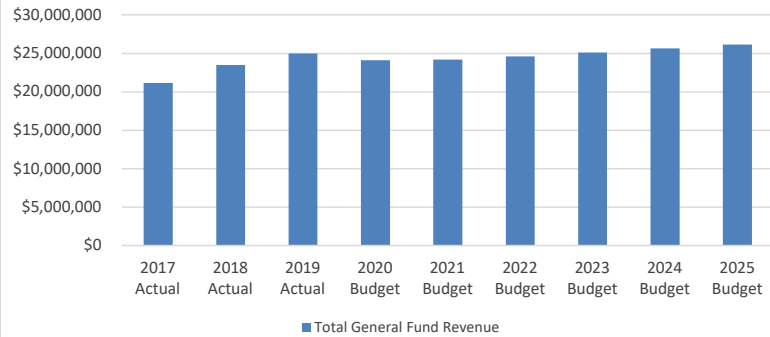
General Fund Balance Floor - 30%					
	2021	2022	2023	2024	2025
Ratio Ending Balances to Disbursements	42.21%	42.97%	47.41%	50.46%	60.28%
Amount Over (Under) 40%	\$534,939	\$724,043	\$1,787,516	\$2,577,761	\$4,881,013
Amount Over (Under) Floor	\$2,950,979	\$3,159,278	\$4,199,731	\$5,042,487	\$7,288,337

Note: The projected December 31, 2019 General Fund balance was \$8,265,501 or 33.83% of disbursements. The actual December 31, 2019 General Fund was \$9,412,780 or 40.03% of disbursements. The actual December 31, 2019 balance was \$1,147,279 higher than projected.



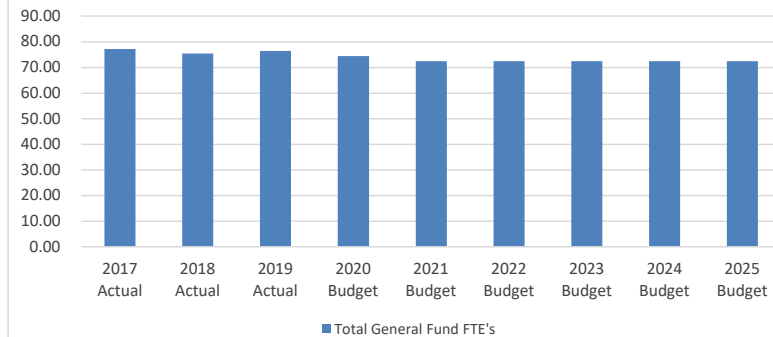
CITY OF HUDSON FIVE YEAR PLAN GENERAL FUND TRENDS

General Fund Revenue



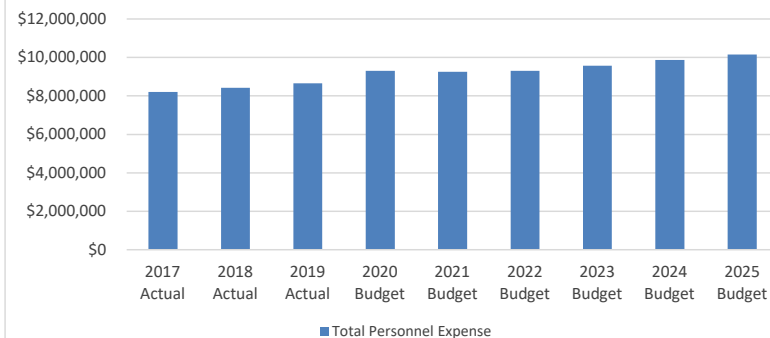
The main source of General Fund revenue is Income Tax which makes up about 75% of the total revenue. The other major source of revenue in the General Fund is Property Tax which is equal to about 13% of total revenue.

Full Time Employees



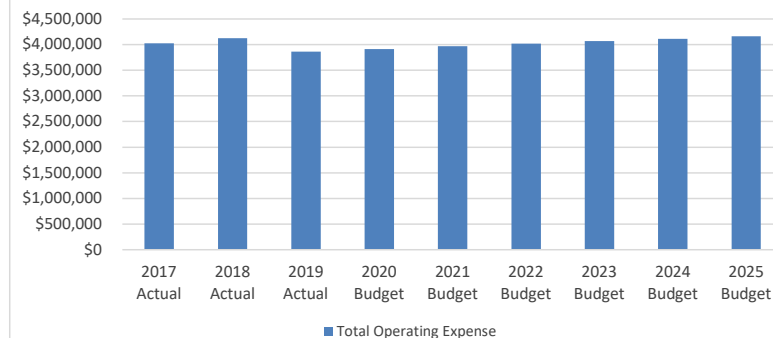
General Fund full time employees have been reduced from 77 in 2017 to 72.5 in 2021. This represents a 5.8% reduction. In 2021 through 2025 Police Department employees represent 36 of the 72.5 full time employee count.

Personnel Expense



General Fund personnel costs rise an average of 2.5% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

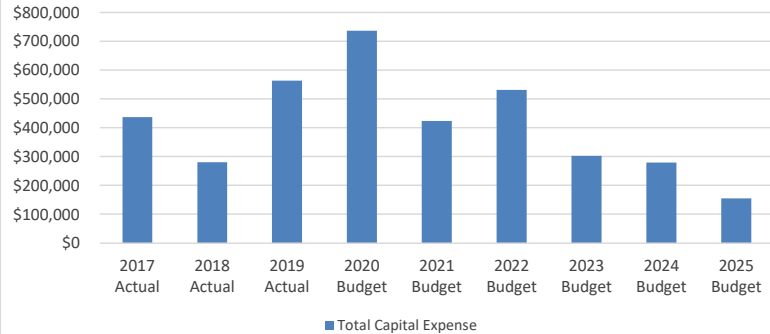
Operating Expense



General Fund operating costs rise an average of 1.41% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

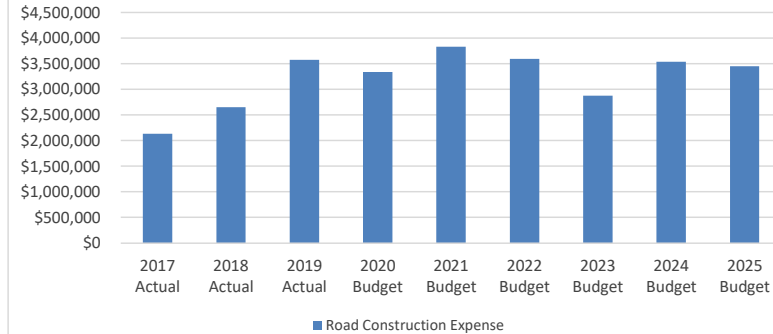
CITY OF HUDSON FIVE YEAR PLAN GENERAL FUND TRENDS

Capital Expense



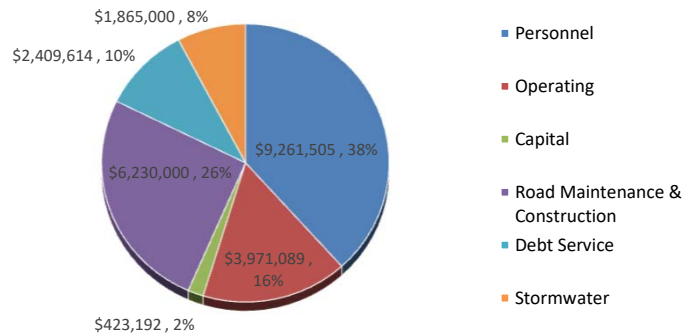
General Fund capital expenses are composed mostly of police vehicles and equipment and upkeep of City owned buildings.

Road Construction & Connectivity Expense



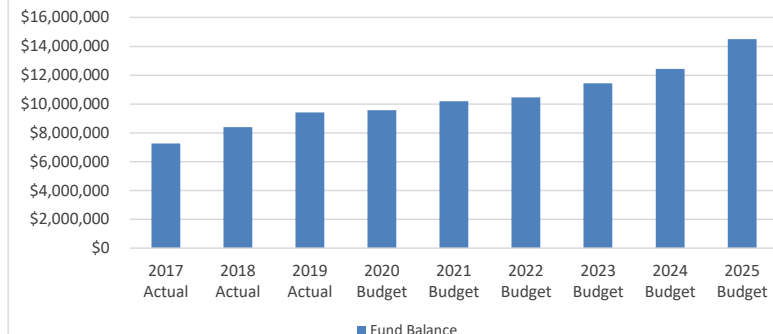
On an annual basis the General Fund transfers money to the 430 Fund to cover road reconstruction, repaving, and connectivity. The average from 2021 - 2025 is \$3,266,000 or 13.54% of the General Fund Budget.

2021 General Fund Expense by Category



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

Fund Balance



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

**CITY OF HUDSON
FIVE YEAR PLAN**

<u>GENERAL FUND (101)</u>	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$8,982,675	\$9,412,781	\$10,460,382	\$10,159,421	\$10,199,099	\$10,464,984	\$11,436,377	\$12,436,667
<u>Revenue:</u>								
Income Taxes	\$18,992,786	\$18,817,703	\$18,043,147	\$18,494,225	\$18,956,581	\$19,430,496	\$19,916,258	\$20,414,164
Property Taxes	\$3,134,733	\$3,163,747	\$3,276,512	\$3,342,042	\$3,342,042	\$3,342,042	\$3,408,883	\$3,408,883
Estate Tax	\$491	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local Government	\$458,075	\$400,000	\$430,752	\$430,000	\$430,000	\$430,000	\$430,000	\$430,000
KWH Tax	\$718,080	\$730,000	\$689,456	\$730,000	\$730,000	\$730,000	\$730,000	\$730,000
Zoning & Building Permits, Inspections	\$212,758	\$150,000	\$163,977	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Fines & Forfeitures	\$136,938	\$100,000	\$50,017	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Interest on Investments	\$648,702	\$499,388	\$701,201	\$455,780	\$410,202	\$410,202	\$410,202	\$410,202
State Permits	\$27,867	\$15,000	\$19,984	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
County Permits, Royalties & Misc. (1)	\$525,474	\$85,000	\$1,405,832	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Broadband Service Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Charges/Advances	\$135,311	\$136,664	\$136,664	\$138,030	\$139,411	\$140,805	\$142,213	\$143,635
Total Revenue	\$24,991,215	\$24,097,502	\$24,917,541	\$24,200,078	\$24,618,236	\$25,093,545	\$25,647,556	\$26,146,885

(1) 2020 Revenue includes \$1.1 million for the sales property on Executive Parkway. These funds are earmarked for the road program in 2021.

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>Disbursements:</u>								
Personnel	\$8,660,162	\$9,302,408	\$9,302,408	\$9,261,505	\$9,298,445	\$9,577,399	\$9,864,721	\$10,160,662
Operating	\$3,866,356	\$3,914,983	\$4,068,965	\$3,971,089	\$4,018,900	\$4,067,391	\$4,116,575	\$4,166,464
Carryover Encumbrances	\$1,047,602	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$13,574,119	\$13,217,391	\$13,371,373	\$13,232,594	\$13,317,345	\$13,644,790	\$13,981,296	\$14,327,126
Capital Improvements/Purchases	\$563,436	\$737,080	\$1,180,780	\$423,192	\$531,452	\$302,396	\$278,896	\$154,396
Subtotal	\$14,137,555	\$13,954,471	\$14,552,153	\$13,655,786	\$13,848,797	\$13,947,186	\$14,260,192	\$14,481,522
Transfers/Advances Out:								
Street Maint & Repair - 201	\$2,996,000	\$2,400,000	\$2,255,000	\$2,400,000	\$2,500,000	\$2,500,000	\$2,600,000	\$2,600,000
Existing Debt Service - 301	\$2,352,055	\$2,343,349	\$2,343,349	\$2,344,614	\$2,343,555	\$2,334,966	\$1,382,074	\$1,076,720
New Debt Service (City Hall)	\$0	\$0	\$0	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Str & Sidewalk Const. - 430	\$3,575,500	\$3,340,000	\$4,290,000	\$3,830,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000
Stormwater Fund - 504	\$1,500,000	\$1,900,000	\$1,778,000	\$1,865,000	\$2,000,000	\$2,400,000	\$2,800,000	\$2,400,000
Total Transfers/Advances Out	\$10,423,555	\$9,983,349	\$10,666,349	\$10,504,614	\$10,503,555	\$10,174,966	\$10,387,074	\$9,591,720
Total Disbursements	\$24,561,110	\$23,937,820	\$25,218,502	\$24,160,400	\$24,352,352	\$24,122,152	\$24,647,266	\$24,073,242
Run Rate (Revenue less Expenditures)	\$430,105	\$159,682	(\$300,961)	\$39,678	\$265,884	\$971,393	\$1,000,290	\$2,073,643
<u>ENDING BALANCE, DECEMBER 31</u>	\$9,412,780	\$9,572,462	\$10,159,421	\$10,199,099	\$10,464,984	\$11,436,377	\$12,436,667	\$14,510,310
Ratio Ending Balances to Disbursements	40.03%	39.99%	40.29%	42.21%	42.97%	47.41%	50.46%	60.28%

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

Personnel Expenditures

	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Police Department	\$3,936,700	\$4,380,791	\$4,380,791	\$4,376,922	\$4,395,408	\$4,527,270	\$4,663,088	\$4,802,981
Community Development	\$602,933	\$653,172	\$653,172	\$656,991	\$659,474	\$679,259	\$699,636	\$720,625
Economic Development	\$162,221	\$170,847	\$170,847	\$179,774	\$180,072	\$185,474	\$191,039	\$196,770
Street Trees & ROW	\$39,416	\$28,336	\$28,336	\$34,410	\$34,548	\$35,584	\$36,652	\$37,751
City Council & Clerk	\$124,364	\$131,230	\$131,230	\$137,562	\$138,542	\$142,699	\$146,980	\$151,389
City Solicitor	\$245,515	\$258,459	\$258,459	\$303,150	\$307,274	\$316,492	\$325,987	\$335,767
Administration	\$685,536	\$721,813	\$721,813	\$731,790	\$732,472	\$754,446	\$777,080	\$800,392
Finance	\$919,790	\$1,056,082	\$1,056,082	\$1,033,451	\$1,036,883	\$1,067,989	\$1,100,029	\$1,133,030
Information Services	\$135,497	\$143,680	\$143,680	\$154,339	\$154,589	\$159,227	\$164,003	\$168,924
Broadband	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Department	\$1,076,883	\$1,115,951	\$1,115,951	\$1,047,038	\$1,051,978	\$1,083,537	\$1,116,043	\$1,149,525
Public Properties	\$295,295	\$295,271	\$295,271	\$312,863	\$313,716	\$323,128	\$332,822	\$342,806
Public Works - Admin. Support	\$436,011	\$346,776	\$346,776	\$293,215	\$293,488	\$302,293	\$311,362	\$320,702
Total Personnel Expenditures	\$8,660,162	\$9,302,408	\$9,302,408	\$9,261,505	\$9,298,445	\$9,577,399	\$9,864,721	\$10,160,662

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

Operating Expenditures

	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Police Department	\$515,582	\$571,279	\$607,071	\$571,279	\$576,992	\$582,762	\$588,589	\$594,475
Health District	\$328,159	\$331,670	\$331,670	\$332,676	\$336,003	\$339,363	\$342,756	\$346,184
Community Development	\$84,109	\$79,046	\$62,101	\$79,046	\$79,836	\$80,635	\$81,441	\$82,256
Economic Development	\$39,113	\$62,526	\$62,747	\$62,526	\$63,151	\$63,783	\$64,421	\$65,065
Street Trees & ROW	\$316,275	\$319,044	\$319,141	\$319,044	\$322,234	\$325,457	\$328,711	\$331,998
RITA	\$557,428	\$514,900	\$514,900	\$540,000	\$553,500	\$567,338	\$581,521	\$596,059
City Council & Clerk	\$20,946	\$37,977	\$43,381	\$37,977	\$38,357	\$38,740	\$39,128	\$39,519
City Solicitor	\$46,658	\$43,100	\$50,029	\$43,100	\$43,531	\$43,966	\$44,406	\$44,850
Administration	\$397,038	\$318,472	\$324,502	\$318,472	\$321,657	\$324,873	\$328,122	\$331,403
Finance	\$270,455	\$327,380	\$346,859	\$327,380	\$330,654	\$333,960	\$337,300	\$340,673
Information Services	\$254,138	\$251,910	\$264,459	\$251,910	\$254,429	\$256,973	\$259,543	\$262,139
Broadband	\$17,966	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Department	\$253,003	\$197,089	\$220,104	\$197,089	\$199,060	\$201,050	\$203,061	\$205,092
Public Properties	\$659,396	\$749,646	\$817,321	\$779,646	\$787,442	\$795,317	\$803,270	\$811,303
Public Works - Administrative Support	\$106,089	\$110,944	\$104,679	\$110,944	\$112,053	\$113,174	\$114,306	\$115,449
Total Operating Expenditures	\$3,866,356	\$3,914,983	\$4,068,965	\$3,971,089	\$4,018,900	\$4,067,391	\$4,116,575	\$4,166,464

**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	2021	2022	2023	2024	2025	Unfunded	Total
<u>Police Department</u>								
1	New cruiser upfit/equipment and graphics	2	\$32,000	\$24,000	\$24,000	\$32,000	\$24,000	\$136,000
2	Cruiser Light Bars and Siren Controllers	2	\$13,200	\$9,900				\$23,100
3	Body Worn Cameras (Lease 10 Units)	2	\$39,396	\$39,396	\$39,396	\$39,396	\$39,396	\$196,980
4	Axon Tasers (Ongoing Lease)	2	\$7,656	\$7,656				\$15,312
5	APX 6000 Portable Radios (2)	2	\$9,208					\$9,208
6	Priority Dispatch (EMD)	2	\$39,732					\$39,732
7	Tyler Computer Aided Dispatch System	3		\$300,000	\$41,000	\$41,000	\$41,000	\$423,000
Total Police Department			\$141,192	\$380,952	\$104,396	\$112,396	\$104,396	\$0
<u>Information Services</u>								
1	Computer Replacements	2	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
2	New HR software	3	\$20,000					\$20,000
3	Archive and SPAM Filtering	2	\$12,000					\$12,000
4	New Storage Area Network	2		\$50,000				\$50,000
5	New City website	3					\$30,000	\$30,000
Total Information Services			\$52,000	\$70,000	\$20,000	\$20,000	\$20,000	\$30,000
<u>Public Properties</u>								
1	Parking Terrace Repairs	2	\$200,000					\$200,000
2	Gazebo & Pergola Maintenance	3	\$30,000					\$30,000
3	Painting at Town Hall	2		\$7,500				\$7,500
4	Police Locker Room Update	2		\$15,000				\$15,000
5	Clock Tower Masonry	3		\$10,000				\$10,000
6	Window Replacements at City Hall (south façade-32)	2		\$48,000				\$48,000
7	Window Replacements at City Hall (north façade-50)	2			\$75,000			\$75,000
8	Parking Terrace Sealing	3			\$35,000			\$35,000
9	Police Masonry	3			\$8,000			\$8,000
10	Town Hall Roof Replacement	2			\$25,000			\$25,000
11	Clock Tower Repairs to Timing Belt and Bushings	3			\$35,000			\$35,000
12	Police HVAC Component Replacements	2				\$100,000		\$100,000
13	Window Replacement at City Hall (east and west façade-31)	2				\$46,500		\$46,500
14	Replace Coatings on Pedestrian Bridges on Greens	2				\$30,000		\$30,000
Total Public Properties			\$230,000	\$80,500	\$178,000	\$146,500	\$30,000	\$0
TOTAL GENERAL FUND			\$423,192	\$531,452	\$302,396	\$278,896	\$154,396	\$30,000
								\$1,508,332

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>Expenditures By Department</u>								
Police Department								
Personnel	\$3,936,700	\$4,380,791	\$4,380,791	\$4,376,922	\$4,395,408	\$4,527,270	\$4,663,088	\$4,802,981
Professional Development	\$28,392	\$39,165	\$34,013	\$39,165	\$39,557	\$39,952	\$40,352	\$40,755
Contractual Services	\$422,986	\$462,052	\$492,356	\$462,052	\$466,673	\$471,339	\$476,053	\$480,813
Materials & Supplies	\$64,154	\$70,062	\$80,702	\$70,062	\$70,763	\$71,470	\$72,185	\$72,907
Capital	\$47,276	\$313,080	\$833,526	\$141,192	\$380,952	\$104,396	\$112,396	\$104,396
Refunds	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Police Department	\$4,499,559	\$5,265,150	\$5,821,388	\$5,089,393	\$5,353,351	\$5,214,428	\$5,364,073	\$5,501,852
Health District								
Contractual Services	\$328,159	\$331,670	\$331,670	\$332,676	\$336,003	\$339,363	\$342,756	\$346,184
Total Health District	\$328,159	\$331,670	\$331,670	\$332,676	\$336,003	\$339,363	\$342,756	\$346,184
Community Development								
Personnel	\$602,933	\$653,172	\$653,172	\$656,991	\$659,474	\$679,259	\$699,636	\$720,625
Professional Development	\$9,684	\$17,527	\$13,527	\$17,527	\$17,702	\$17,879	\$18,058	\$18,239
Contractual Services	\$70,480	\$55,300	\$39,193	\$55,300	\$55,853	\$56,412	\$56,976	\$57,545
Materials & Supplies	\$3,824	\$4,719	\$4,882	\$4,719	\$4,766	\$4,814	\$4,862	\$4,911
Capital	\$0	\$0	\$2,269	\$0	\$0	\$0	\$0	\$0
Refunds	\$120	\$1,500	\$4,500	\$1,500	\$1,515	\$1,530	\$1,545	\$1,561
Total Community Development	\$687,042	\$732,218	\$717,542	\$736,037	\$739,311	\$759,893	\$781,077	\$802,881
Economic Development								
Personnel	\$162,221	\$170,847	\$170,847	\$179,774	\$180,072	\$185,474	\$191,039	\$196,770
Professional Development	\$19,324	\$16,019	\$16,950	\$16,019	\$16,179	\$16,341	\$16,504	\$16,669
Contractual Services	\$19,456	\$45,497	\$44,787	\$45,497	\$45,952	\$46,411	\$46,876	\$47,344
Materials & Supplies	\$333	\$1,010	\$1,010	\$1,010	\$1,020	\$1,030	\$1,041	\$1,051
Total Economic Development	\$201,334	\$233,373	\$233,594	\$242,300	\$243,224	\$249,257	\$255,459	\$261,835
Street Trees & ROW								
Personnel	\$39,416	\$28,336	\$28,336	\$34,410	\$34,548	\$35,584	\$36,652	\$37,751
Professional Development	\$1,720	\$2,281	\$3,981	\$2,281	\$2,304	\$2,327	\$2,350	\$2,374
Contractual Services	\$297,396	\$295,944	\$294,257	\$295,944	\$298,903	\$301,892	\$304,911	\$307,961
Materials & Supplies	\$17,070	\$20,819	\$20,903	\$20,819	\$21,027	\$21,237	\$21,450	\$21,664
Total Street Trees & ROW	\$355,691	\$347,380	\$347,477	\$353,454	\$356,782	\$361,041	\$365,363	\$369,750
RITA								
Contractual Services	\$557,428	\$514,900	\$514,900	\$540,000	\$553,500	\$567,338	\$581,521	\$596,059
Total RITA	\$557,428	\$514,900	\$514,900	\$540,000	\$553,500	\$567,338	\$581,521	\$596,059

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>Expenditures By Department</u>								
City Council & Clerk								
Personnel	\$124,364	\$131,230	\$131,230	\$137,562	\$138,542	\$142,699	\$146,980	\$151,389
Professional Development	\$8,258	\$11,291	\$6,073	\$11,291	\$11,404	\$11,518	\$11,633	\$11,749
Contractual Services	\$10,885	\$24,161	\$35,290	\$24,161	\$24,403	\$24,647	\$24,893	\$25,142
Materials & Supplies	\$1,803	\$2,525	\$2,018	\$2,525	\$2,550	\$2,576	\$2,602	\$2,628
Total City Council & Clerk	\$146,388	\$169,207	\$174,611	\$175,539	\$176,899	\$181,439	\$186,107	\$190,908
City Solicitor								
Personnel	\$245,515	\$258,459	\$258,459	\$303,150	\$307,274	\$316,492	\$325,987	\$335,767
Professional Development	\$6,953	\$11,250	\$11,518	\$11,250	\$11,363	\$11,476	\$11,591	\$11,707
Contractual Services	\$39,572	\$31,350	\$37,661	\$31,350	\$31,664	\$31,980	\$32,300	\$32,623
Materials & Supplies	\$133	\$500	\$850	\$500	\$505	\$510	\$515	\$520
Total City Solicitor	\$292,173	\$301,559	\$308,488	\$346,250	\$350,805	\$360,459	\$370,393	\$380,617
Administration								
Personnel	\$685,536	\$721,813	\$721,813	\$731,790	\$732,472	\$754,446	\$777,080	\$800,392
Professional Development	\$35,698	\$21,448	\$22,230	\$21,448	\$21,662	\$21,879	\$22,098	\$22,319
Contractual Services	\$157,784	\$133,024	\$136,711	\$133,024	\$134,354	\$135,698	\$137,055	\$138,425
Materials & Supplies	\$12,740	\$14,000	\$15,060	\$14,000	\$14,140	\$14,281	\$14,424	\$14,568
Capital	\$4,942	\$0	\$40,436	\$0	\$0	\$0	\$0	\$0
Refunds	\$190,816	\$150,000	\$150,500	\$150,000	\$151,500	\$153,015	\$154,545	\$156,091
Total Administration	\$1,087,516	\$1,040,285	\$1,086,751	\$1,050,262	\$1,054,129	\$1,079,320	\$1,105,202	\$1,131,795
Finance								
Personnel	\$919,790	\$1,056,082	\$1,056,082	\$1,033,451	\$1,036,883	\$1,067,989	\$1,100,029	\$1,133,030
Professional Development	\$22,768	\$20,750	\$10,274	\$20,750	\$20,958	\$21,167	\$21,379	\$21,593
Contractual Services	\$243,363	\$300,130	\$329,763	\$300,130	\$303,131	\$306,163	\$309,224	\$312,316
Materials & Supplies	\$4,324	\$5,500	\$5,822	\$5,500	\$5,555	\$5,611	\$5,667	\$5,723
Capital	\$26,898	\$0	\$5,653	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$1,000	\$1,000	\$1,000	\$1,010	\$1,020	\$1,030	\$1,041
Total Finance	\$1,217,143	\$1,383,462	\$1,408,594	\$1,360,831	\$1,367,536	\$1,401,949	\$1,437,329	\$1,473,703
Information Services								
Personnel	\$135,497	\$143,680	\$143,680	\$154,339	\$154,589	\$159,227	\$164,003	\$168,924
Professional Development	\$8,594	\$13,702	\$13,702	\$13,702	\$13,839	\$13,977	\$14,117	\$14,258
Contractual Services	\$233,079	\$223,208	\$233,219	\$223,208	\$225,440	\$227,694	\$229,971	\$232,271
Materials & Supplies	\$12,465	\$15,000	\$17,538	\$15,000	\$15,150	\$15,302	\$15,455	\$15,609
Capital	\$83,443	\$100,000	\$112,183	\$52,000	\$70,000	\$20,000	\$20,000	\$20,000
Total Information Services	\$473,077	\$495,590	\$520,322	\$458,249	\$479,018	\$436,200	\$443,547	\$451,062

**CITY OF HUDSON
FIVE YEAR PLAN**

GENERAL FUND (cont.)

	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>Expenditures By Department</u>								
Broadband								
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$17,546	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials & Supplies	\$420	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Broadband	\$17,966	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Department								
Personnel	\$1,076,883	\$1,115,951	\$1,115,951	\$1,047,038	\$1,051,978	\$1,083,537	\$1,116,043	\$1,149,525
Professional Development	\$7,756	\$7,615	\$8,402	\$7,615	\$7,691	\$7,768	\$7,846	\$7,924
Contractual Services	\$237,634	\$180,384	\$202,356	\$180,384	\$182,188	\$184,010	\$185,850	\$187,708
Materials & Supplies	\$7,613	\$9,090	\$9,345	\$9,090	\$9,181	\$9,273	\$9,365	\$9,459
Capital	\$26,875	\$9,000	\$12,000	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Engineering Department	\$1,356,761	\$1,322,040	\$1,348,055	\$1,244,127	\$1,251,038	\$1,284,588	\$1,319,104	\$1,354,616
Public Properties								
Personnel	\$295,295	\$295,271	\$295,271	\$312,863	\$313,716	\$323,128	\$332,822	\$342,806
Professional Development	\$1,092	\$2,172	\$2,172	\$2,172	\$2,194	\$2,216	\$2,238	\$2,260
Contractual Services	\$536,519	\$703,284	\$731,963	\$733,284	\$740,617	\$748,023	\$755,503	\$763,058
Materials & Supplies	\$25,044	\$38,690	\$50,210	\$38,690	\$39,077	\$39,468	\$39,862	\$40,261
Capital	\$372,923	\$315,000	\$174,713	\$230,000	\$80,500	\$178,000	\$146,500	\$30,000
Refunds	\$96,741	\$5,500	\$32,976	\$5,500	\$5,555	\$5,611	\$5,667	\$5,723
Total Public Properties	\$1,327,613	\$1,359,917	\$1,287,306	\$1,322,509	\$1,181,659	\$1,296,445	\$1,282,592	\$1,184,109
Public Works - Admin. Support								
Personnel	\$436,011	\$346,776	\$346,776	\$293,215	\$293,488	\$302,293	\$311,362	\$320,702
Professional Development	\$2,141	\$7,271	\$3,481	\$7,271	\$7,344	\$7,417	\$7,491	\$7,566
Contractual Services	\$96,974	\$97,194	\$97,534	\$97,194	\$98,166	\$99,148	\$100,139	\$101,140
Materials & Supplies	\$6,973	\$6,479	\$3,664	\$6,479	\$6,544	\$6,609	\$6,675	\$6,742
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Public Works - Admin. Support	\$542,100	\$457,720	\$451,455	\$404,159	\$405,542	\$415,467	\$425,667	\$436,151
Transfers/Advances Out								
Street Maint & Repair - 201	\$2,996,000	\$2,400,000	\$2,255,000	\$2,400,000	\$2,500,000	\$2,500,000	\$2,600,000	\$2,600,000
Debt Service - 301	\$2,352,055	\$2,343,349	\$2,343,349	\$2,409,614	\$2,408,555	\$2,399,966	\$1,447,074	\$1,141,720
Str & Sidewalk Const. - 430	\$3,575,500	\$3,340,000	\$4,290,000	\$3,830,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000
Wastewater Fund - 502	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater Fund - 504	\$1,500,000	\$1,900,000	\$1,778,000	\$1,865,000	\$2,000,000	\$2,400,000	\$2,800,000	\$2,400,000
Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advance Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Transfers/Advances Out	\$10,423,555	\$9,983,349	\$10,666,349	\$10,504,614	\$10,503,555	\$10,174,966	\$10,387,074	\$9,591,720
Total Departmental Expenditures	\$23,513,508	\$23,937,820	\$25,218,502	\$24,160,400	\$24,352,352	\$24,122,152	\$24,647,266	\$24,073,242

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
STREET & SIDEWALK CONST. (430)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$1,654,449	\$1,521,743	\$2,407,516	\$780,022	\$570,022	\$570,022	\$570,022	\$570,022
<u>Revenues:</u>								
General Fund Transfer	\$3,575,500	\$3,340,000	\$4,290,000	\$3,830,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000
Grants	\$234,483	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$88,708	\$0	\$838,500	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,898,691	\$3,340,000	\$5,128,500	\$3,830,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000
Total Available	\$5,553,141	\$4,861,743	\$7,536,016	\$4,610,022	\$4,165,022	\$3,445,022	\$4,110,022	\$4,020,022
<u>Disbursements:</u>								
<u>Expenditures:</u>								
Carryover Encumbrances	\$885,772	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements	\$3,145,625	\$3,340,000	\$6,755,994	\$4,040,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000
Total Expenditures	\$4,031,397	\$3,340,000	\$6,755,994	\$4,040,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000
Total Disbursements	\$4,031,397	\$3,340,000	\$6,755,994	\$4,040,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000
Run Rate (Revenue Less Expenditures)	(\$132,706)	\$0	(\$1,627,494)	(\$210,000)	\$0	\$0	\$0	\$0
<u>ENDING BALANCE, DECEMBER 31</u>	\$1,521,743	\$1,521,743	\$780,022	\$570,022	\$570,022	\$570,022	\$570,022	\$570,022
Ratio Ending Balance to Disbursements	37.75%	45.56%	11.55%	14.11%	15.86%	19.83%	16.10%	16.52%
Ratio Ending Balance to Revenues	42.56%	45.56%	18.18%	14.88%	15.86%	19.83%	16.10%	16.52%

**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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
<u>Street Construction Annual Program</u>								
1	Annual Reconstruction/Resurfacing Program	2	\$2,165,000	\$2,150,000	\$2,135,000	\$2,125,000	\$2,115,000	\$10,690,000
2	Annual Asphalt Patching Program	2	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
3	Annual Concrete Program	2	\$130,000	\$135,000	\$140,000	\$140,000	\$140,000	\$685,000
4	Annual Striping Program	2	\$190,000	\$195,000	\$200,000	\$205,000	\$210,000	\$1,000,000
5	Annual Crack Sealing	2	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$625,000
	Total Street Construction Annual Program		\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$0 \$13,500,000
<u>Street Improvement Projects - Pay as you go</u>								
1	Concrete Overlays (3)	3	\$1,115,000					\$1,115,000
2	Ingleside Drive Bridge (ODOT Project, Construction and Construction Mgmt.) (1)	4	\$300,000					\$300,000
3	Quiet Zones @ Stow Rd., Hines Hill Rd., (Des. & Construction)	3	\$150,000					\$150,000
4	S. Main St. (Barlow to Stony Hill) Project (RW Services) (2)	4	\$25,000					\$25,000
5	S. Main St. (Barlow to Veterans Way) Project Construction and Construction Mgmt.) (2)	4		\$600,000				\$600,000
6	Opticom Traffic Signal Upgrades for Safety Services	2		\$105,000				\$105,000
7	Owen Brown St. (Rt. 91 to Morse Rd.) Partial Recon. & Traffic Calming w Brick Accents (Curb & Storm Imp - See 504)	2		\$500,000				\$500,000
8	Citywide Guardrail Replacement Program	2	\$60,000		\$60,000			\$120,000
9	S. Main Street Sidewalk Project at the ODOT Bridge	3			\$225,000			\$225,000
10	Adaptive Signals for Downtown (Design)	3			\$200,000			
11	Adaptive Signals for Downtown (Construction and Const Mgmt.)	3				\$1,000,000		\$1,000,000
12	Terex Road Resurfacing (ODOT Project, Londonairry to Barlow - Construction)	4				\$150,000		\$150,000
13	Barlow Road/Young Road Intersection (Design)	3					\$60,000	\$60,000
14	Road Project Placeholder (Future AMATS/ODOT Project)	3				\$1,000,000		\$1,000,000
15	Stow Road / Middleton Road Intersection (Design)	3					\$200,000	\$200,000
16	Adaptive Signals for Remaining System (Design)	3					\$650,000	\$650,000
17	Adaptive Signals for Remaining (Const and Const Mgmt.)	3					\$3,000,000	\$3,000,000
18	Barlow Road/Young Road Intersection (Construction)	3					\$850,000	\$850,000
19	Hines Hill Road RxR Grade Separation Project (Design)	3					\$2,000,000	\$2,000,000
20	Flashing School Zone Signs at WRA Campus	3					\$80,000	\$80,000
21	SR 303 West Downtown Corridor Imp.(SR 91 to Boston Mills) - Lane Reconfigure. Design	3					\$150,000	\$150,000
	Total Street Improvement Projects - Pay as you go		\$1,650,000	\$1,205,000	\$485,000	\$1,150,000	\$1,060,000	\$6,930,000 \$12,280,000
	TOTAL STREET & SIDEWALK PROJECTS		\$4,350,000	\$3,905,000	\$3,185,000	\$3,850,000	\$3,760,000	\$6,930,000 \$25,780,000

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

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

	Project Code	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
Other Sources of Funding								
1	State Highway Improvement Fund (202)	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000		\$325,000
2	Permissive Auto Capital (401)	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000		\$1,225,000
	Total Other Sources of Funding	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$0	\$1,550,000
	TOTAL STREET & SIDEWALK FUND CHARGE	\$4,040,000	\$3,595,000	\$2,875,000	\$3,540,000	\$3,450,000	\$6,930,000	\$24,230,000

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

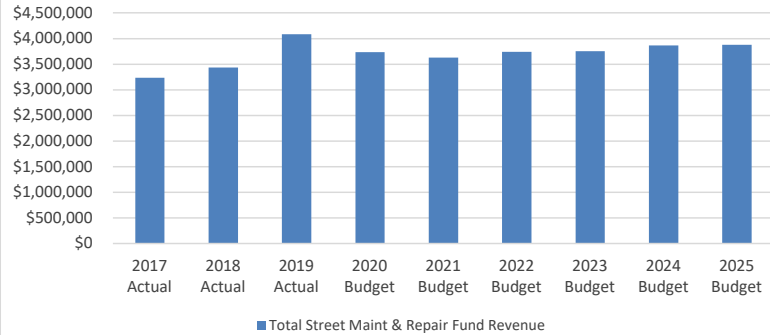
(2) Project split with Safety Funds (\$1.5 mil @ 90/10) + CMAQ Funds (\$2.5 mil @ 80/20) + Local funding

(3) Project is funded through the Executive Pkwy land sale.

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

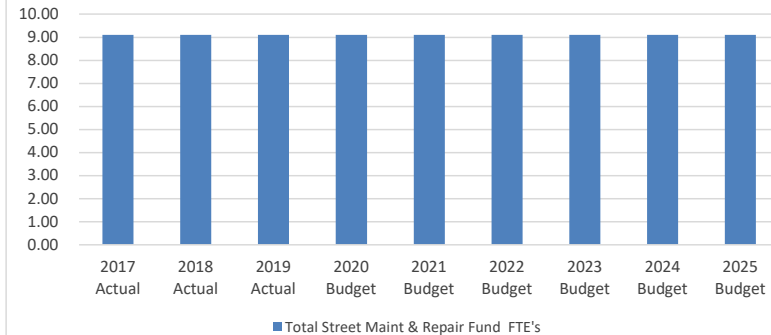
CITY OF HUDSON FIVE YEAR PLAN STREET MAINT. & REPAIR FUND TRENDS

Street Maint. & Repair Fund Revenue



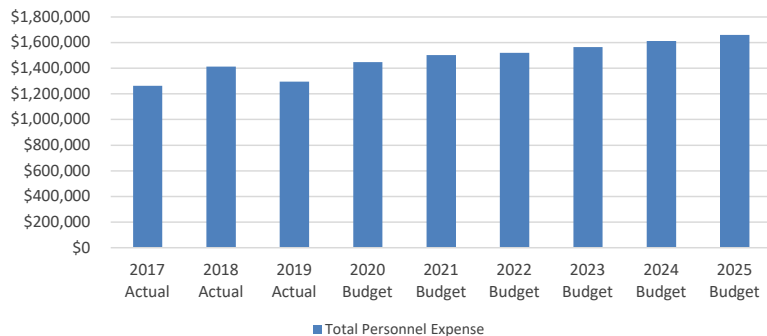
The main source of Street Maint. & Repair Fund revenue is a transfer from the General Fund which makes up about 70% of the total revenue. The other major sources of revenue are gas tax and license fees.

Full Time Employees



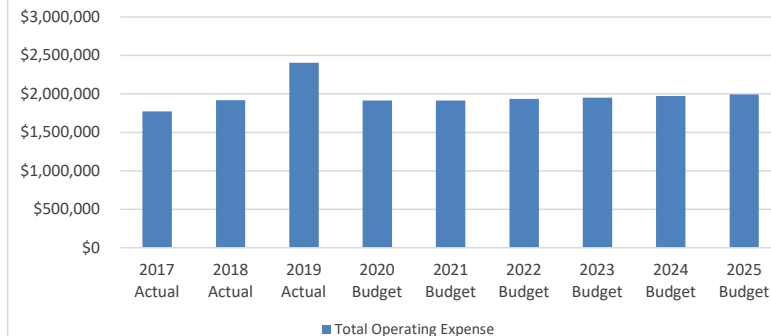
Street Maint. & Repair Fund full time employees have remained at 9.1 since 2017. This total is not anticipated to change through 2025.

Personnel Expense



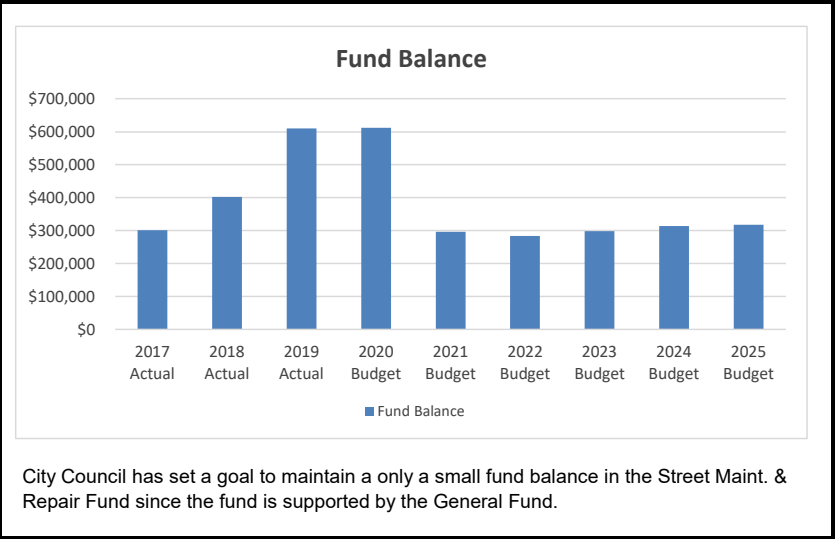
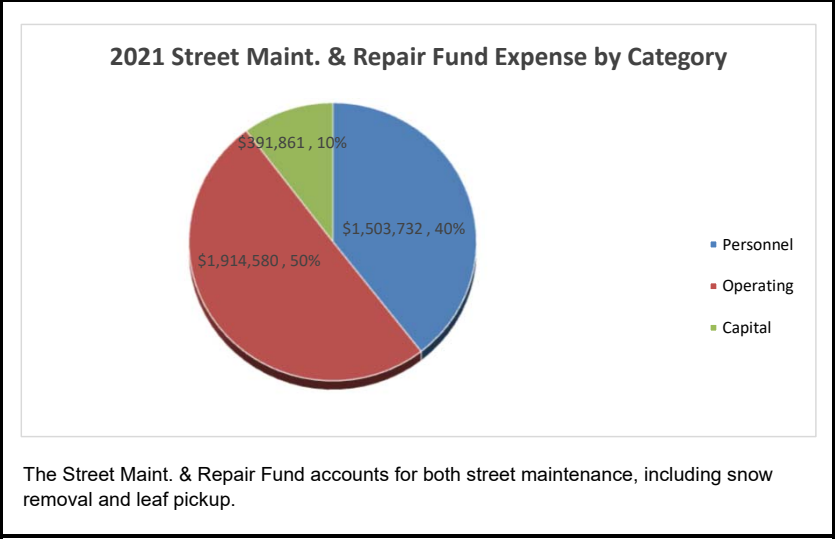
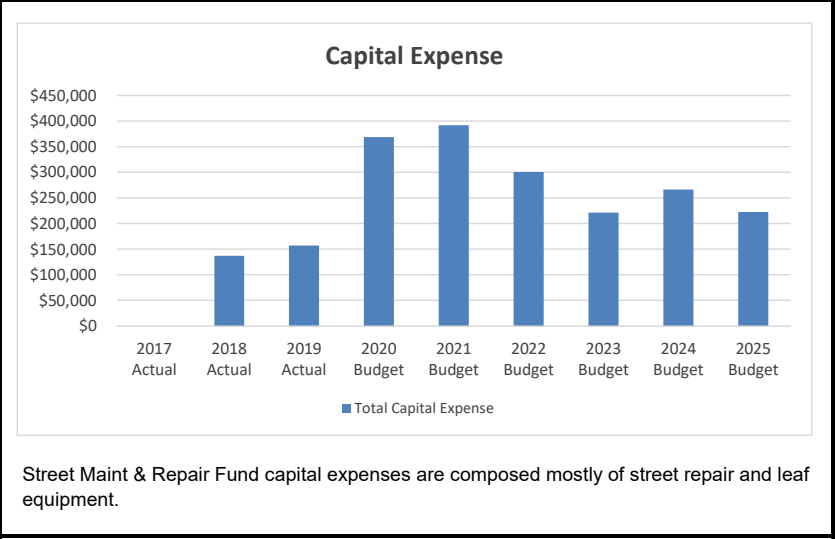
Street Maint & Repair Fund personnel costs rise an average of 3.7% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

Operating Expense



Street Maint & Repair Fund operating costs rise an average of 1.84% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

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



CITY OF HUDSON, OHIO FIVE YEAR PLAN								
STREET MAINTENANCE AND REPAIR FUND (201)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BEGINNING BALANCE, JANUARY 1	\$475,264	\$609,745	\$704,140	\$476,819	\$296,646	\$284,082	\$298,482	\$313,922
Revenues:								
Gasoline Tax	\$892,378	\$1,197,500	\$1,046,592	\$1,100,000	\$1,111,000	\$1,122,110	\$1,133,331	\$1,144,664
License Fees	\$127,113	\$135,000	\$111,116	\$130,000	\$131,300	\$132,613	\$133,939	\$135,279
Miscellaneous	\$69,491	\$0	\$31,958	\$0	\$0	\$0	\$0	\$0
Subtotal	\$1,088,982	\$1,332,500	\$1,189,667	\$1,230,000	\$1,242,300	\$1,254,723	\$1,267,270	\$1,279,943
Transfers In - General Fund	\$2,996,000	\$2,400,000	\$2,255,000	\$2,400,000	\$2,500,000	\$2,500,000	\$2,600,000	\$2,600,000
Total Available	\$4,560,246	\$4,342,245	\$4,148,806	\$4,106,819	\$4,038,946	\$4,038,805	\$4,165,752	\$4,193,864
Disbursements:								
Street Maint. & Repair								
Personnel	\$1,081,525	\$1,241,838	\$1,241,838	\$1,286,450	\$1,296,477	\$1,335,371	\$1,375,432	\$1,416,695
Professional Development	\$1,974	\$7,019	\$7,418	\$7,019	\$7,089	\$7,160	\$7,232	\$7,304
Contractual Services	\$1,313,902	\$1,297,823	\$1,337,782	\$1,297,823	\$1,310,801	\$1,323,909	\$1,337,148	\$1,350,520
Materials & Supplies	\$1,033,429	\$554,188	\$575,084	\$554,188	\$559,730	\$565,327	\$570,980	\$576,690
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$84,736	\$268,023	\$143,387	\$291,375	\$200,375	\$154,375	\$191,375	\$170,625
Carryover Encumbrances	\$89,491	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Street Maint. & Repair	\$3,605,058	\$3,368,891	\$3,305,510	\$3,436,855	\$3,374,472	\$3,386,142	\$3,482,167	\$3,521,834
Leaf Collection								
Personnel	\$213,378	\$205,538	\$205,538	\$217,282	\$223,800	\$230,514	\$237,430	\$244,553
Professional Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$24,622	\$25,250	\$25,466	\$25,250	\$25,503	\$25,758	\$26,015	\$26,275
Materials & Supplies	\$30,015	\$30,300	\$33,092	\$30,300	\$30,603	\$30,909	\$31,218	\$31,530
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$72,524	\$100,486	\$102,382	\$100,486	\$100,486	\$67,000	\$75,000	\$52,000
Carryover Encumbrances	\$4,903	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Leaf Collection	\$345,443	\$361,574	\$366,477	\$373,318	\$380,392	\$354,181	\$369,663	\$354,358
Total Disbursements	\$3,950,501	\$3,730,465	\$3,671,987	\$3,810,173	\$3,754,864	\$3,740,323	\$3,851,831	\$3,876,192
Run Rate (Revenue Less Expenditures)	\$134,481	\$2,035	(\$227,320)	(\$180,173)	(\$12,564)	\$14,400	\$15,440	\$3,751
ENDING BALANCE, DECEMBER 31	\$609,746	\$611,780	\$476,819	\$296,646	\$284,082	\$298,482	\$313,922	\$317,672
Ratio Ending Balance to Disbursements	15.43%	16.40%	12.99%	7.79%	7.57%	7.98%	8.15%	8.20%
Ratio Ending Balance to Revenues	14.93%	16.39%	13.84%	8.17%	7.59%	7.95%	8.12%	8.19%

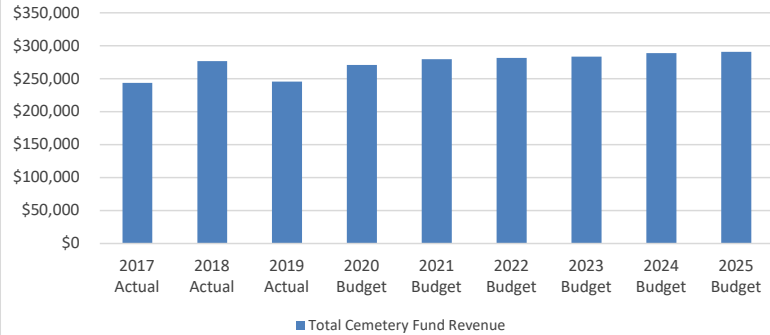
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
<u>Street Maintenance & Repair</u>								
1	Lease backhoe loader (Ongoing Lease)	2	\$26,050	\$26,050	\$26,050	\$26,050		\$104,200
2	Lease Case Wheel Loader (Ongoing Lease)	2	\$41,325	\$41,325	\$41,325	\$41,325	\$41,325	\$206,625
3	Replace Mobile Sign Board	2	\$24,000					\$24,000
4	Sewer Jet Truck Tank Replacement	2	\$100,000					\$100,000
5	New Holland Tractor Replacement	2	\$100,000					\$100,000
6	Purchase Tow Motor	3		\$40,000				\$40,000
7	Replace Attenuator	3		\$32,000				\$32,000
8	Lease Boom Mower	3		\$31,000	\$31,000	\$31,000		\$124,000
9	Guard Rail Mower	3		\$30,000				\$30,000
10	Replace Sewer Jet Trailer	3				\$60,000		\$60,000
11	Replace 2003 Skid Steer	3			\$56,000			\$56,000
12	Replace 2008 Durapatch Trailer	3			\$93,000			\$93,000
13	Replace 2003 Trailer	3				\$15,300		\$15,300
14	Replace 2008 Concrete Saw	3				\$23,000		\$23,000
Total Street Maintenance & Repair			\$291,375	\$200,375	\$154,375	\$191,375	\$170,625	\$0
<u>Leaf Collection</u>								
1	7 Old Dominion Brush leaf vacuum trailers (Ongoing Lease)	2	\$100,486	\$100,486	\$67,000	\$75,000	\$52,000	\$394,972
Total Leaf Collection			\$100,486	\$100,486	\$67,000	\$75,000	\$52,000	\$0
TOTAL STREET MAINTENANCE & REPAIR FUND			\$391,861	\$300,861	\$221,375	\$266,375	\$222,625	\$0
								\$1,403,097

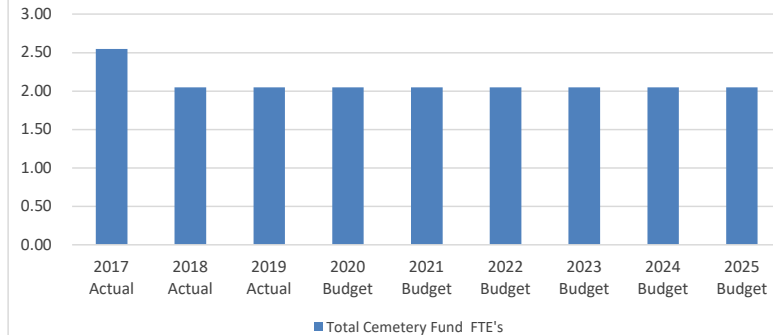
CITY OF HUDSON FIVE YEAR PLAN CEMETERY FUND TRENDS

Cemetery Fund Revenue



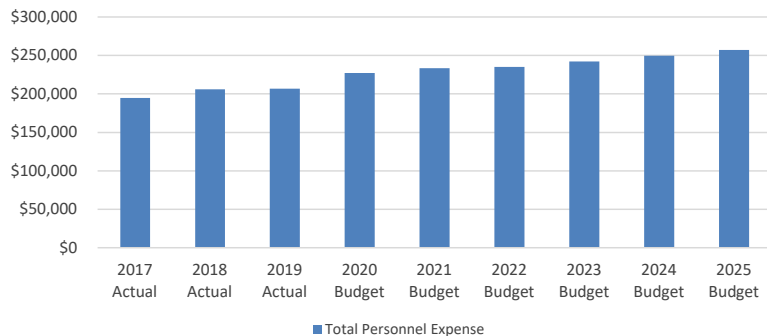
The main source of Cemetery Fund revenue is Property Taxes which makes up about 64% of the total revenue. The other major sources of revenue are charges for services.

Full Time Employees



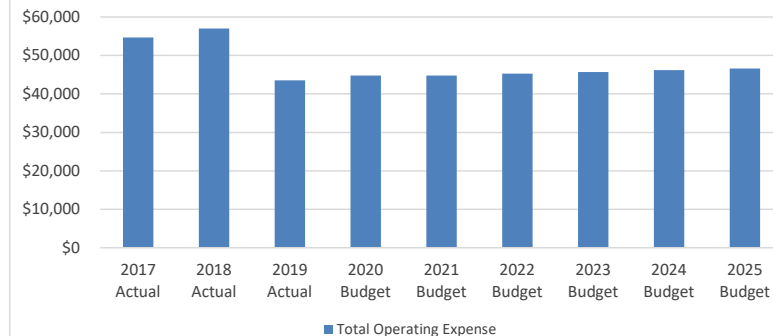
Cemetery Fund full time employees have remained at 2.05 since 2018. This total is not anticipated to change through 2025.

Personnel Expense



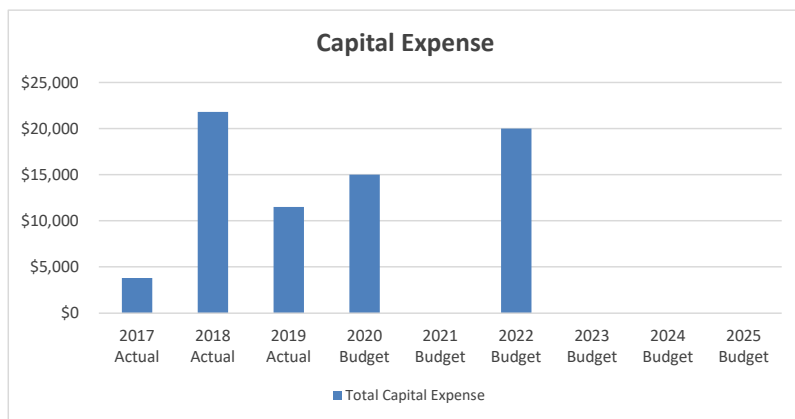
Cemetery Fund personnel costs rise an average of 4.27% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

Operating Expense

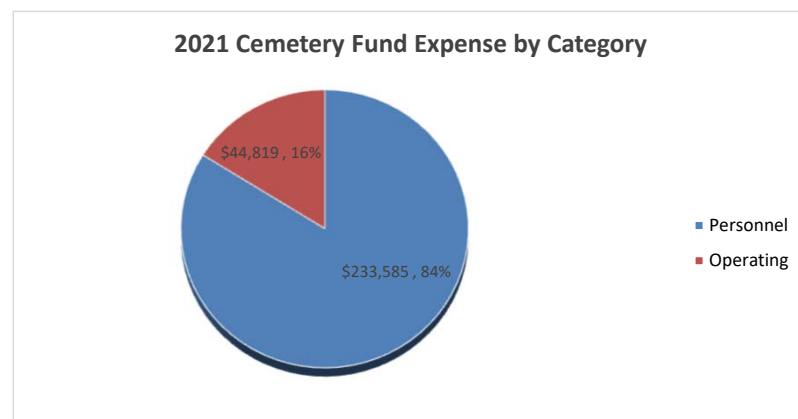


Cemetery Fund operating costs rise an average of 1.02% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

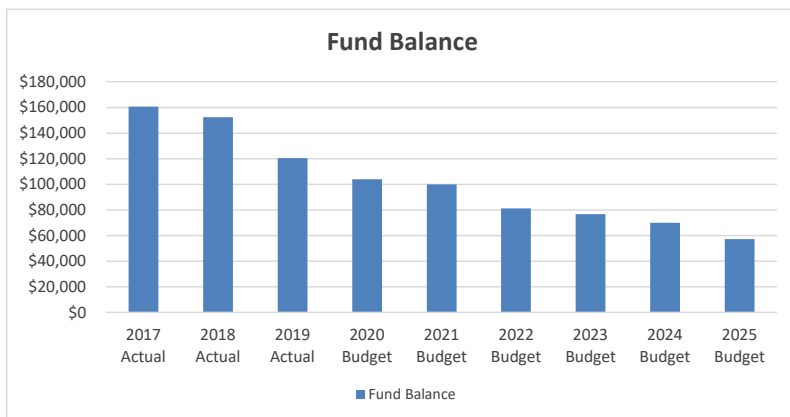
CITY OF HUDSON FIVE YEAR PLAN CEMETERY FUND TRENDS



Cemetery Fund capital expenses are composed mostly of street paving.



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



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

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

CEMETERIES FUND (203)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$158,946	\$120,425	\$143,158	\$98,688	\$99,983	\$81,137	\$76,791	\$70,008
<u>Revenues:</u>								
Real Estate Property Tax	\$170,614	\$171,350	\$176,022	\$179,198	\$179,198	\$179,198	\$182,438	\$182,438
Charges for Services	\$69,191	\$98,500	\$84,258	\$98,500	\$100,470	\$102,479	\$104,529	\$106,620
Miscellaneous	\$6,134	\$1,000	\$4,463	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total Revenue	\$245,939	\$270,850	\$264,742	\$279,698	\$281,668	\$283,677	\$288,967	\$291,057
Total Available	\$404,885	\$391,275	\$407,900	\$378,387	\$381,651	\$364,815	\$365,758	\$361,065
<u>Disbursements:</u>								
Cemetery								
Personnel	\$206,702	\$227,400	\$227,400	\$233,585	\$235,246	\$242,304	\$249,573	\$257,060
Professional Development	\$340	\$950	\$550	\$950	\$960	\$969	\$979	\$989
Contractual Services	\$33,453	\$35,468	\$34,796	\$35,468	\$35,823	\$36,181	\$36,543	\$36,908
Materials & Supplies	\$7,759	\$8,401	\$14,982	\$8,401	\$8,485	\$8,570	\$8,656	\$8,742
Refunds	\$1,965	\$0	\$800	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$11,509	\$15,000	\$30,684	\$0	\$20,000	\$0	\$0	\$0
Advance to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$22,733	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cemetery	\$284,460	\$287,219	\$309,212	\$278,404	\$300,513	\$288,023	\$295,750	\$303,699
Total Disbursements	\$284,460	\$287,219	\$309,212	\$278,404	\$300,513	\$288,023	\$295,750	\$303,699
Run Rate (Revenue Less Expenditures)	(\$38,521)	(\$16,369)	(\$44,469)	\$1,294	(\$18,845)	(\$4,346)	(\$6,783)	(\$12,641)
<u>ENDING BALANCE, DECEMBER 31</u>	\$120,425	\$104,056	\$98,688	\$99,983	\$81,137	\$76,791	\$70,008	\$57,367
Ratio Ending Balance to Disbursements	42.33%	36.23%	31.92%	35.91%	27.00%	26.66%	23.67%	18.89%
Ratio Ending Balance to Revenues	48.97%	38.42%	37.28%	35.75%	28.81%	27.07%	24.23%	19.71%

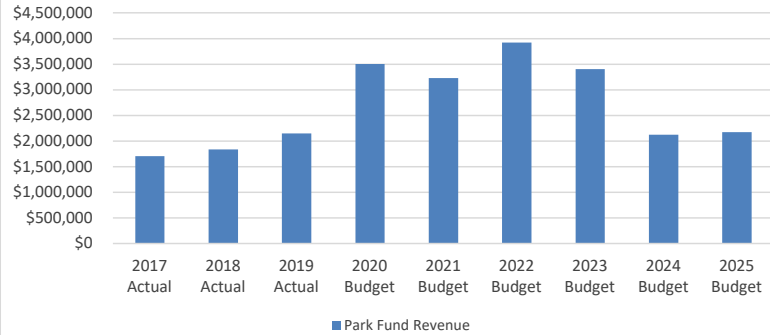
CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY

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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
<u>Cemetery</u>									
1	Street Paving	3		\$20,000					\$20,000
Total Cemetery			\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
TOTAL CEMETERY FUND			\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000

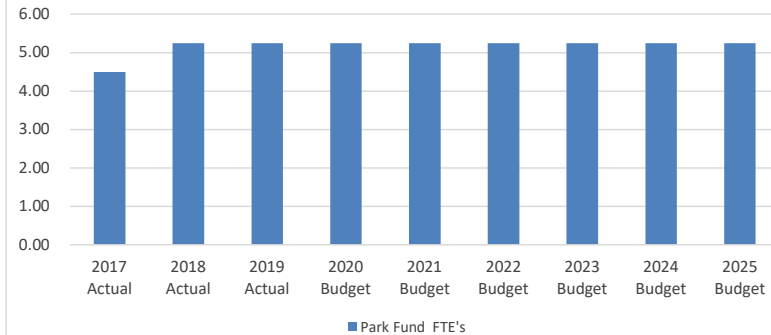
CITY OF HUDSON FIVE YEAR PLAN PARK FUND TRENDS

Park Fund Revenue



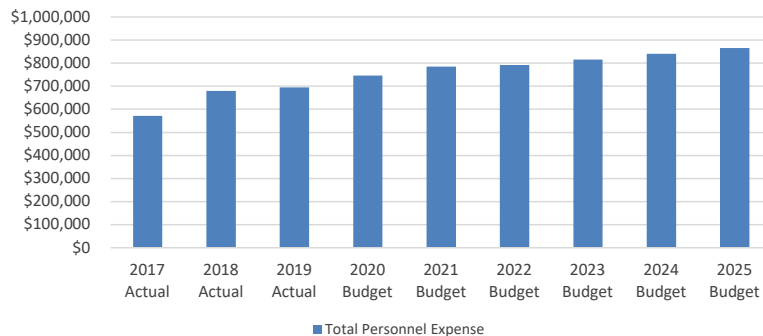
The main source of Park Fund revenue is income tax which makes up about 95% of the total revenue. 2020-2022 contains anticipated debt proceeds which increase the revenue significantly during those years.

Full Time Employees



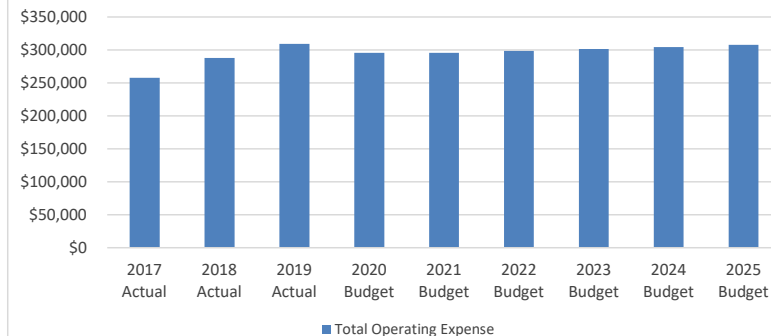
Park Fund full time employees have remained at 5.25 since 2018. This total is not anticipated to change through 2025.

Personnel Expense



Park Fund personnel costs rise an average of 4.3% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

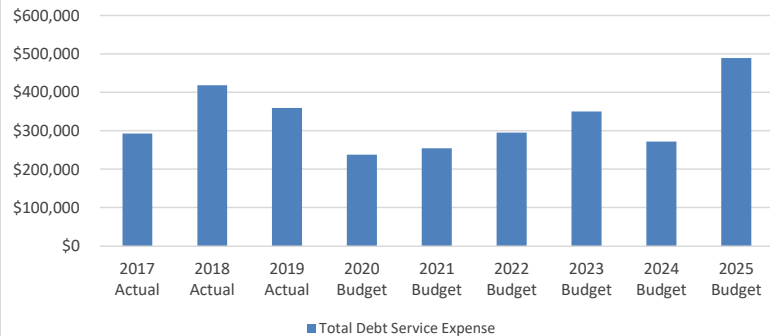
Operating Expense



Park Fund operating costs rise an average of 2.48% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

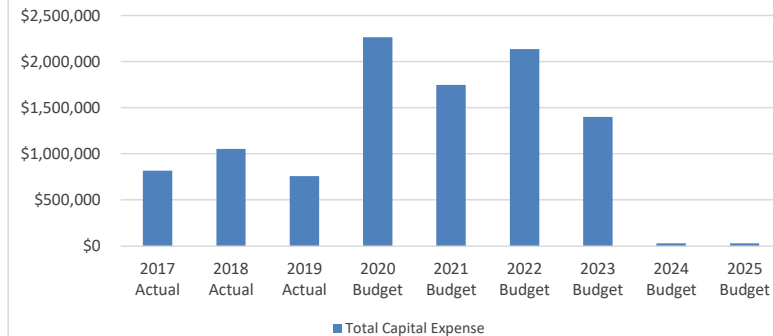
CITY OF HUDSON FIVE YEAR PLAN PARK FUND TRENDS

Debt Service Expense



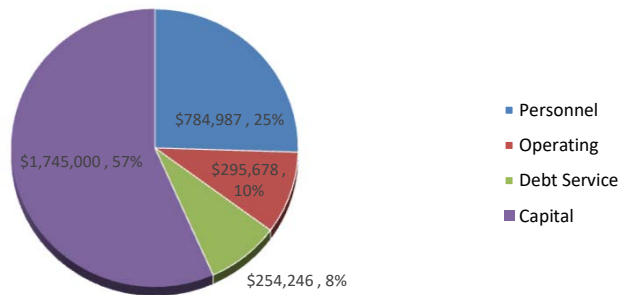
Park Fund debt service expenses are related to both the Parks and Golf Course. The increase in debt service throughout the budget is due to the anticipated issuance of \$4.9 million in bonds for connectivity.

Capital Expense



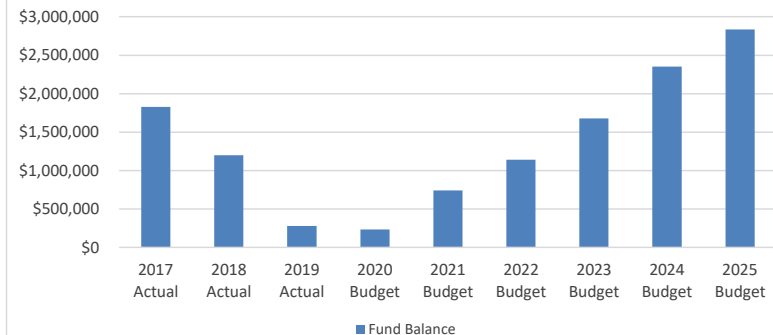
Park Fund capital expenses are composed mostly of trails and sidewalks..

2021 Park Fund Expense by Category



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

Fund Balance



Park Fund balance decreases significantly from 2019-2022 while the major connectivity items are being completed, but begins to rise again in 2023 when those items are complete.

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
PARKS FUND (205)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$1,526,612	\$279,085	\$1,557,214	\$589,581	\$741,203	\$1,142,321	\$1,676,536	\$2,351,919
<u>Revenues:</u>								
Income Taxes	\$1,978,468	\$1,901,955	\$1,879,544	\$1,926,533	\$1,974,696	\$2,024,064	\$2,074,665	\$2,126,532
Grant Proceeds	\$52,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$1,550,000	\$450,000	\$1,255,000	\$1,900,000	\$1,330,000	\$0	\$0
Park User Fees/Misc.	\$81,325	\$15,000	\$12,150	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236
Interest Income	\$35,622	\$30,000	\$30,518	\$30,000	\$27,000	\$27,000	\$27,000	\$27,000
Royalties (Gas Wells)	\$3,714	\$5,000	\$4,088	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total Revenue	\$2,151,629	\$3,501,955	\$2,376,300	\$3,231,533	\$3,921,996	\$3,401,670	\$2,122,583	\$2,174,768
Total Available	\$3,678,241	\$3,781,040	\$3,933,514	\$3,821,114	\$4,663,200	\$4,543,990	\$3,799,119	\$4,526,688
<u>Disbursements:</u>								
Parks								
Personnel	\$694,504	\$746,906	\$746,906	\$784,987	\$792,174	\$815,939	\$840,417	\$865,630
Professional Development	\$3,265	\$5,079	\$3,033	\$5,079	\$5,130	\$5,181	\$5,233	\$5,285
Contractual Services	\$193,635	\$181,872	\$202,687	\$181,872	\$183,691	\$185,528	\$187,383	\$189,257
Materials & Supplies	\$101,700	\$105,040	\$107,044	\$105,040	\$106,090	\$107,151	\$108,223	\$109,305
Refunds	\$10,904	\$3,687	\$3,916	\$3,687	\$3,724	\$3,761	\$3,799	\$3,837
Capital Purchases	\$757,802	\$2,265,000	\$2,042,636	\$1,745,000	\$2,135,000	\$1,400,000	\$30,000	\$30,000
Debt Service	\$359,216	\$237,711	\$237,711	\$241,096	\$244,070	\$241,894	\$124,145	\$124,230
New Debt Service	\$0	\$0	\$0	\$13,150	\$51,000	\$108,000	\$148,000	\$365,000
Carryover Encumbrances	\$1,278,129	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Parks	\$3,399,156	\$3,545,295	\$3,343,933	\$3,079,911	\$3,520,879	\$2,867,454	\$1,447,200	\$1,692,544
Total Disbursements	\$3,399,156	\$3,545,295	\$3,343,933	\$3,079,911	\$3,520,879	\$2,867,454	\$1,447,200	\$1,692,544
Run Rate (Revenue Less Expenditures)	(\$1,247,527)	(\$43,340)	(\$967,633)	\$151,622	\$401,117	\$534,215	\$675,384	\$482,225
<u>ENDING BALANCE, DECEMBER 31</u>	\$279,085	\$235,745	\$589,581	\$741,203	\$1,142,321	\$1,676,536	\$2,351,919	\$2,834,144
Ratio Ending Balance to Disbursements	8.21%	6.65%	17.63%	24.07%	32.44%	58.47%	162.52%	167.45%
Ratio Ending Balance to Revenues	12.97%	6.73%	24.81%	22.94%	29.13%	49.29%	110.80%	130.32%

**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	2021	2022	2023	2024	2025	Unfunded	Total
Parks								
1 Playground updates	2	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000		\$150,000
2 Golf irrigation valve replacement	2	\$25,000	\$25,000					\$50,000
3 W. Barlow Road Sidewalk (Construction, SR 91 to Ellsworth GC/Nicholson Dr) (3)	2	\$875,000						\$875,000
4 Colony Park Trunk Storm Replacement in Parking Lot	2	\$200,000						\$200,000
5 Lake refill well and pump repair	2	\$30,000						\$30,000
6 Core Harvester	2	\$6,000						\$6,000
7 Equipment lift Hudson Springs shop	2	\$9,000						\$9,000
8 Hudson Springs Dam Safety Plan	1	\$15,000						\$15,000
9 Veteran's Trail - Ph 4 (Constr, Ellsworth GC/Nicholson to Terex to Barlow) (2) (3)	4	\$380,000						\$380,000
10 Boston Mills Road Trail Connection (Design, Executive Pkwy over BWC to Lake Forest)	2	\$175,000						\$175,000
11 Boston Mills Road Trail (Construction, Executive Pkwy over BWC to Lake Forest) (3)	2		\$900,000					\$900,000
12 Veteran's Trail - Ph 3 (Construction, Milford Rd/Cascade Park to Barlow Rd) (1) (3)	3		\$1,000,000					\$1,000,000
13 Golf Clubhouse update/repairs	3		\$75,000					\$75,000
14 Boat dock	3		\$5,000					\$5,000
15 Colony Park trail paving	2		\$100,000					\$100,000
16 Valley View & Hunting Hollow Connectivity Project (Construction, SR 91 to Prospect St) (3)	3			\$580,000				\$580,000
17 E. Barlow Rd Connector Path Project (Barlow Farm Park to Metro Park) - Placeholder - Norfolk Southern Costs Undetermined at this time. (3)	3			\$750,000				\$750,000
18 Turnpike Pedestrian Bridge at Prospect Street (Design)	3			\$40,000				\$40,000
19 Park Truck replacement	3						\$40,000	\$40,000
20 Golf irrigation upgrade	2						\$550,000	\$550,000
Total Parks		\$1,745,000	\$2,135,000	\$1,400,000	\$30,000	\$30,000	\$590,000	\$5,930,000
TOTAL PARKS FUND		\$1,745,000	\$2,135,000	\$1,400,000	\$30,000	\$30,000	\$590,000	\$5,930,000

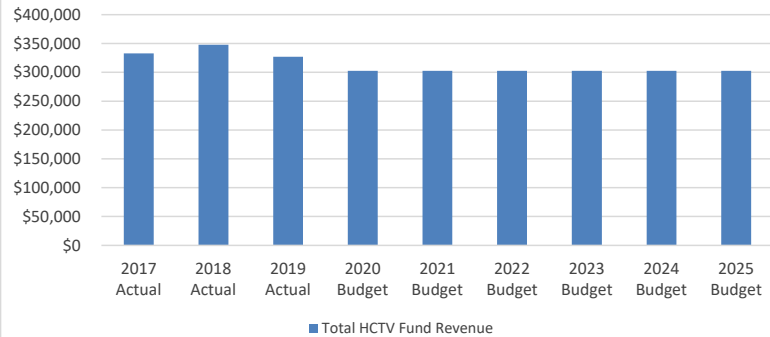
(1) Local Funds Only. Reduced scope.

(2) Total project cost \$880,000. ODNR grant \$500,000; city share \$380,000

(3) Project is projected to be financed through debt.

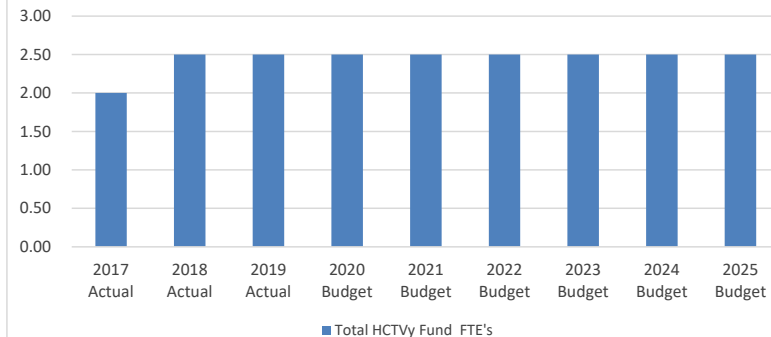
CITY OF HUDSON FIVE YEAR PLAN HCTV FUND TRENDS

HCTV Fund Revenue



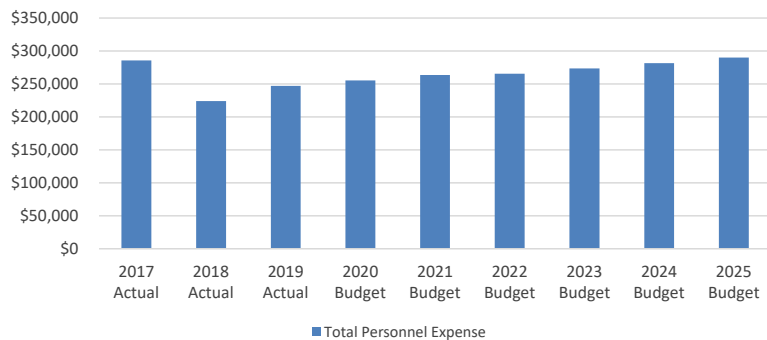
The main source of HCTV Fund revenue is franchise fees. The other major sources of revenue are donations and charges for services.

Full Time Employees



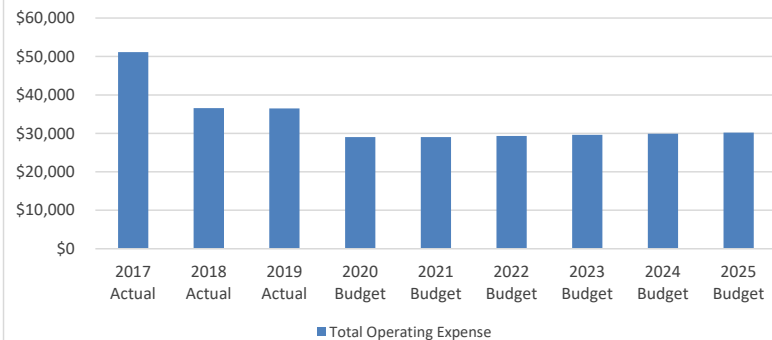
HCTV Fund full time employees have remained at 2.5 since 2018. This total is not anticipated to change through 2025.

Personnel Expense



HCTV Fund personnel costs rise an average of 3.51% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

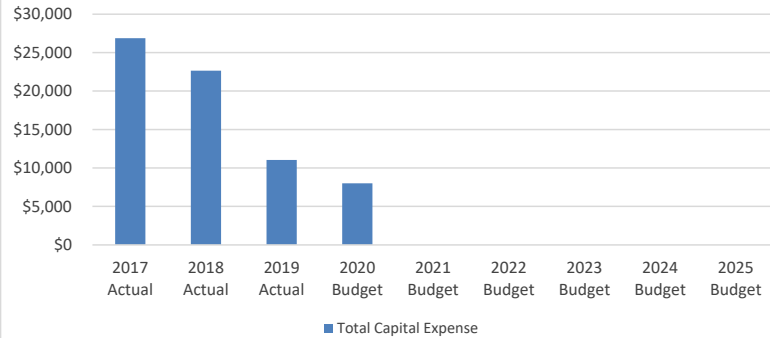
Operating Expense



HCTV Fund operating costs decrease an average of 4.56% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

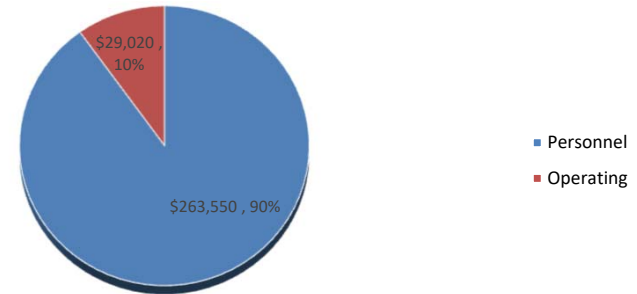
CITY OF HUDSON FIVE YEAR PLAN HCTV FUND TRENDS

Capital Expense



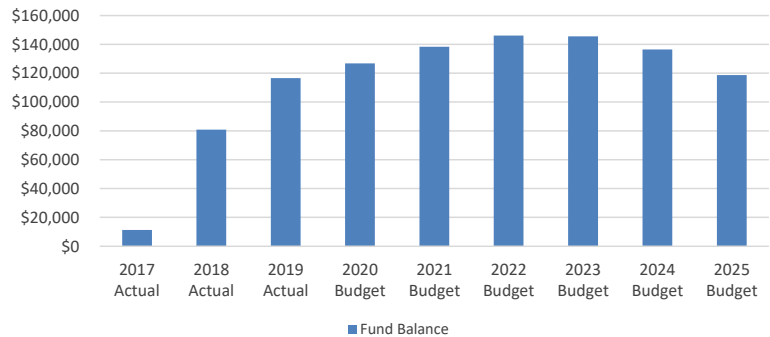
HCTV Fund capital expenses are composed mostly of equipment purchases.

2021 HCTV Fund Expense by Category



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

Fund Balance



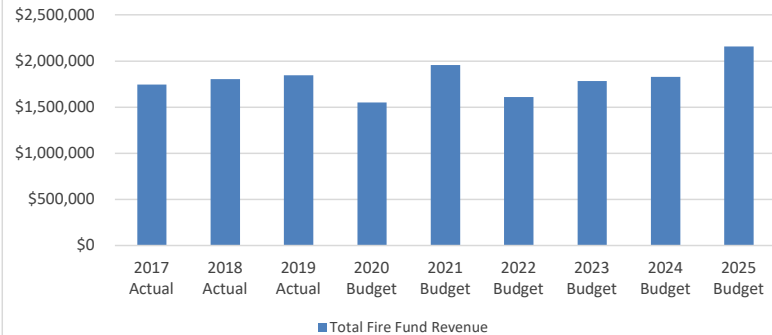
The HCTV Fund is showing a gradual decline in fund balance over the term of the Five Year Plan.

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

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
HUDSON COMMUNITY TV FUND (206)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$85,190	\$116,614	\$117,716	\$128,452	\$138,382	\$146,090	\$145,539	\$136,489
<u>Revenues:</u>								
Franchise Fees	\$310,599	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Charges for Services	\$2,290	\$2,000	\$2,820	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Grants & Donations	\$14,129	\$500	\$11,131	\$500	\$500	\$500	\$500	\$500
Total Revenue	\$327,018	\$302,500	\$313,951	\$302,500	\$302,500	\$302,500	\$302,500	\$302,500
Total Available	\$412,208	\$419,114	\$431,667	\$430,952	\$440,882	\$448,590	\$448,039	\$438,989
<u>Disbursements:</u>								
Cable TV								
Personnel	\$246,997	\$255,249	\$255,249	\$263,550	\$265,483	\$273,447	\$281,651	\$290,100
Professional Development	\$4,830	\$2,300	\$2,300	\$2,300	\$2,323	\$2,346	\$2,370	\$2,393
Contractual Services	\$14,020	\$14,570	\$14,639	\$14,570	\$14,716	\$14,863	\$15,011	\$15,162
Materials & Supplies	\$17,464	\$11,910	\$12,732	\$11,910	\$12,029	\$12,149	\$12,271	\$12,394
Refunds	\$152	\$240	\$245	\$240	\$242	\$245	\$247	\$250
Capital Purchases - Pg. 24	\$11,028	\$8,000	\$18,050	\$0	\$0	\$0	\$0	\$0
Advance to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$1,101	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cable TV	\$295,593	\$292,269	\$303,215	\$292,570	\$294,793	\$303,050	\$311,550	\$320,298
Total Disbursements	\$295,593	\$292,269	\$303,215	\$292,570	\$294,793	\$303,050	\$311,550	\$320,298
Run Rate (Revenue Less Expenditures)	\$31,425	\$10,231	\$10,737	\$9,930	\$7,707	(\$550)	(\$9,050)	(\$17,798)
<u>ENDING BALANCE, DECEMBER 31</u>	\$116,614	\$126,845	\$128,452	\$138,382	\$146,090	\$145,539	\$136,489	\$118,691
Ratio Ending Balance to Disbursements	39.45%	43.40%	42.36%	47.30%	49.56%	48.02%	43.81%	37.06%
Ratio Ending Balance to Revenues	35.66%	41.93%	40.91%	45.75%	48.29%	48.11%	45.12%	39.24%

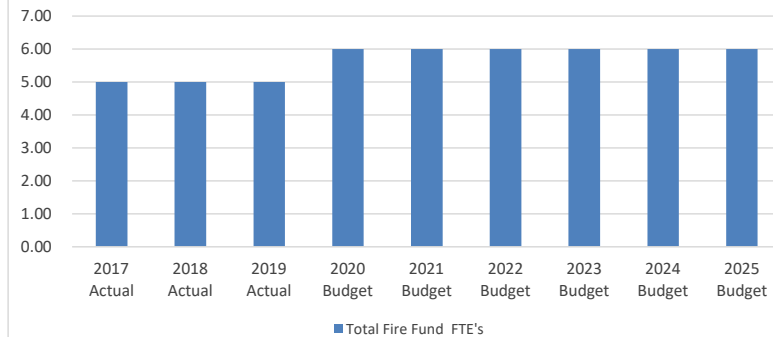
CITY OF HUDSON FIVE YEAR PLAN FIRE FUND TRENDS

Fire Fund Revenue



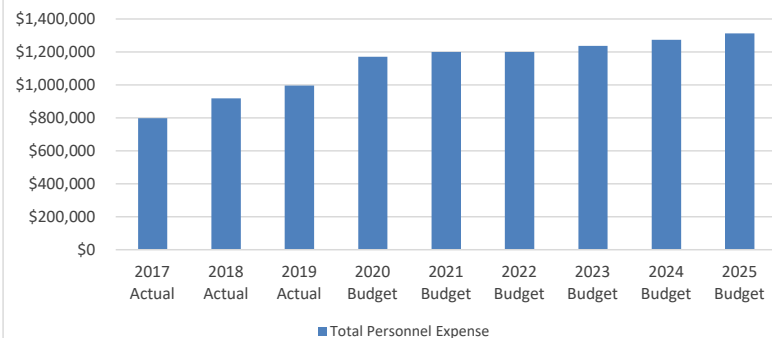
In May 2018 voters approved the combining of income taxes (24% of additional 1%) for Fire and EMS purposes. Of that 24% Fire is allocated to receive 15% in 2021, 12% in 2022, 13% in 2023, 13% in 2024, and 15% in 2025.

Full Time Employees



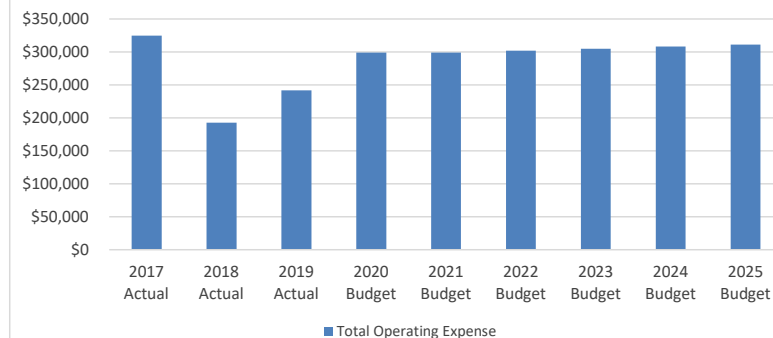
Fire Fund full time employees increased to 6 in 2020 with the addition of another inspector. This total is not anticipated to change through 2025.

Personnel Expense



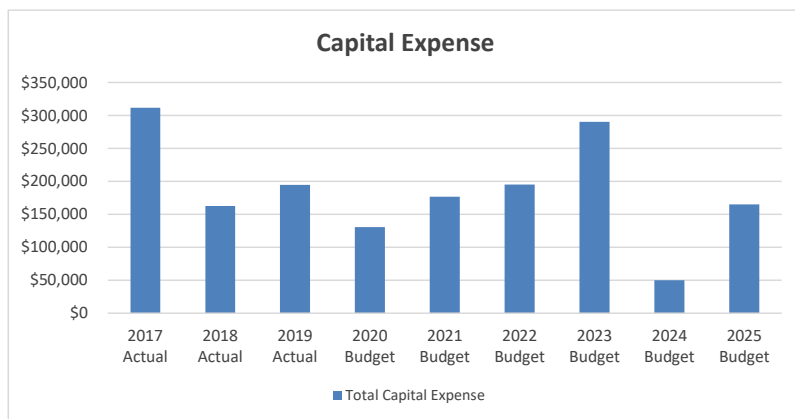
Fire Fund personnel costs rise an average of 6.15% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

Operating Expense

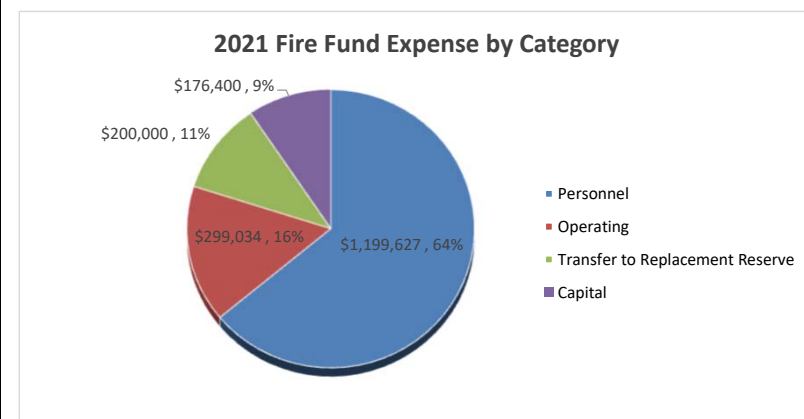


Fire Fund operating costs rise an average of 5.46% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

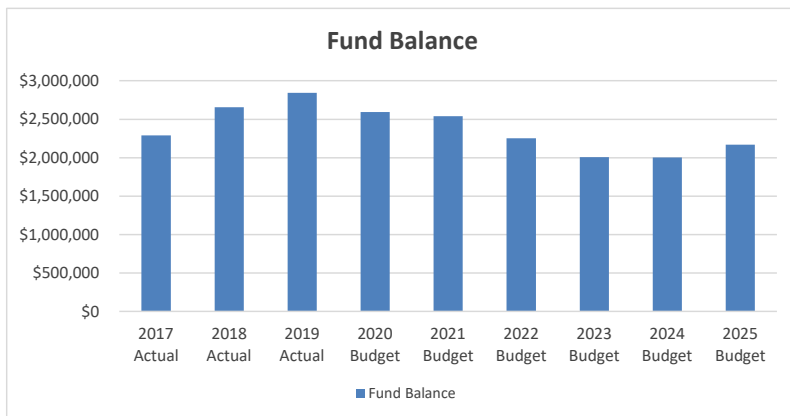
CITY OF HUDSON FIVE YEAR PLAN FIRE FUND TRENDS



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



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



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

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
FIRE FUND (221)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BEGINNING BALANCE, JANUARY 1	\$2,736,630	\$2,845,086	\$2,950,916	\$2,460,735	\$2,542,207	\$2,254,171	\$2,006,523	\$2,002,576
Revenues:								
Income Taxes (1)	\$1,728,468	\$1,521,564	\$1,503,635	\$1,926,533	\$1,579,757	\$1,754,188	\$1,798,043	\$2,126,532
Miscellaneous	\$118,521	\$30,000	\$65,426	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Revenue	\$1,846,988	\$1,551,564	\$1,569,061	\$1,956,533	\$1,609,757	\$1,784,188	\$1,828,043	\$2,156,532
Total Available	\$4,583,618	\$4,396,650	\$4,519,977	\$4,417,268	\$4,151,964	\$4,038,360	\$3,834,567	\$4,159,108
Disbursements:								
Fire								
Personnel	\$996,754	\$1,171,856	\$1,171,856	\$1,199,627	\$1,200,769	\$1,236,792	\$1,273,895	\$1,312,112
Professional Development	\$17,412	\$32,200	\$32,904	\$32,200	\$32,522	\$32,847	\$33,176	\$33,507
Contractual Services	\$161,488	\$202,584	\$228,395	\$202,584	\$204,610	\$206,656	\$208,722	\$210,810
Materials & Supplies	\$62,656	\$64,250	\$77,116	\$64,250	\$64,893	\$65,541	\$66,197	\$66,859
Capital Purchases	\$194,392	\$130,200	\$348,971	\$176,400	\$195,000	\$290,000	\$50,000	\$165,000
Replacement Reserve	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Carryover Encumbrances	\$105,829	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Fire	\$1,738,532	\$1,801,090	\$2,059,242	\$1,875,061	\$1,897,793	\$2,031,836	\$1,831,990	\$1,988,288
Total Disbursements	\$1,738,532	\$1,801,090	\$2,059,242	\$1,875,061	\$1,897,793	\$2,031,836	\$1,831,990	\$1,988,288
Run Rate (Revenue Less Expenditures)	\$108,456	(\$249,526)	(\$490,180)	\$81,472	(\$288,036)	(\$247,648)	(\$3,947)	\$168,244
ENDING BALANCE, DECEMBER 31	\$2,845,086	\$2,595,560	\$2,460,735	\$2,542,207	\$2,254,171	\$2,006,523	\$2,002,576	\$2,170,820
Ratio Ending Balance to Disbursements	163.65%	144.11%	119.50%	135.58%	118.78%	98.75%	109.31%	109.18%
Ratio Ending Balance to Revenues	154.04%	167.29%	156.83%	129.93%	140.03%	112.46%	109.55%	100.66%
REPLACEMENT RESERVE (480)								
Beginning Balance	\$918,864	\$1,138,007	\$1,138,007	\$1,359,703	\$1,562,203	\$1,764,703	\$1,967,203	\$1,169,703
Plus: Additional Reserve Amount	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Interest Income/Misc.	\$19,144	\$2,500	\$21,696	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Less: Equip/Vehicle Replacements	\$0	\$0	\$0	\$0	\$0	\$0	(\$1,000,000)	\$0
Ending Balance	\$1,138,007	\$1,340,507	\$1,359,703	\$1,562,203	\$1,764,703	\$1,967,203	\$1,169,703	\$1,372,203

(1) In May 2018 voters approved the combining of income taxes (24% of additional 1%) for Fire and EMS purposes. Of that 24% Fire is allocated to receive 15% in 2021, 12% in 2022, 13% in 2023, 13% in 2024, and 15% in 2025.

**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

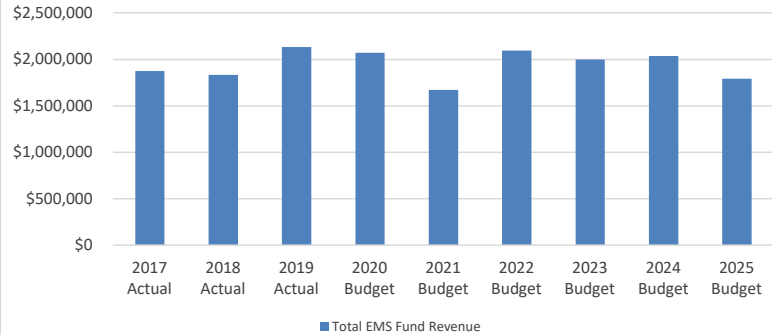
	Project Code	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
<u>Fire</u>								
1	Equipment (OptiCom x 2, Thermals x 2, Radiacs x 5)	2	\$50,000	\$50,000	\$50,000	\$50,000		\$250,000
2	Computer Equip. (2 Surface Pro MDT's + 4 Tablets)	3	\$8,400					\$8,400
3	Office Furniture (Chairs =1K, Tables for Training)	3	\$3,000					\$3,000
4	Building Improvements - Roof repairs & RT Air Unit x 50%	2	\$50,000					\$50,000
5	Replace 2010 Fire Marshal Vehicle - Car 3	2	\$65,000					\$65,000
6	Replace 2013 Fire Chief Vehicle - Car 5	2		\$60,000				\$60,000
7	Replace 1993 Brush Fire Vehicle - # 2017	2		\$85,000				\$85,000
8	Equipment (All SCBA's, Packs, Masks, Bottles, RIT)	2			\$240,000			\$240,000
9	Equipment (Breathing Air Compressor & Filling station)	2				\$55,000		\$55,000
10	Replace 2015 Fire Prevention Vehicle - Car 4	2				\$60,000		\$60,000
11	Safety Center addition/renovation (50% budgeted by EMS)	3					\$750,000	\$750,000
Total Fire			\$176,400	\$195,000	\$290,000	\$50,000	\$165,000	\$1,626,400
TOTAL FIRE FUND			\$176,400	\$195,000	\$290,000	\$50,000	\$165,000	\$1,626,400
<u>Fire</u>								
1	Replace 1999 Fire Heavy Rescue	3				\$1,000,000		\$1,000,000
Total Fire			\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
TOTAL REPLACEMENT RESERVE FUND			\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000

CITY OF HUDSON

FIVE YEAR PLAN

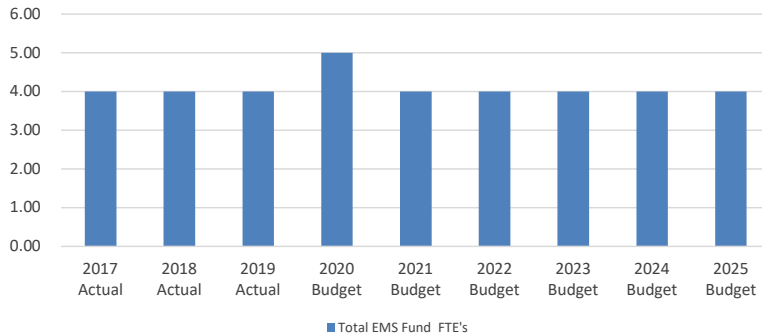
EMS FUND TRENDS

EMS Fund Revenue



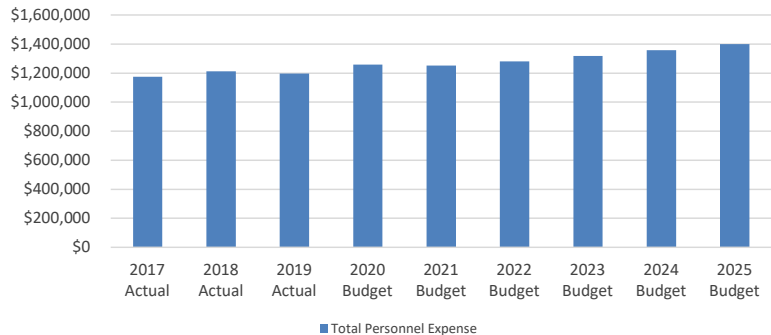
In May 2018 voters approved the combining of income taxes (24% of additional 1%) for Fire and EMS purposes. Of that 24% EMS is allocated to receive 9% in 2021, 12% in 2022, 11% in 2023, 11% in 2024, and 9% in 2025.

Full Time Employees



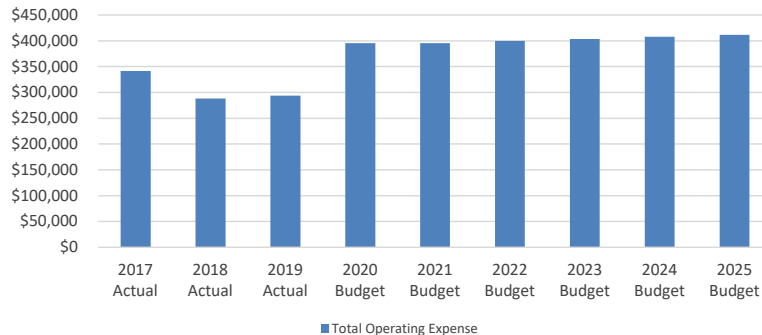
EMS Fund full time employees was budgeted to increase to 5 in 2020 but the position was not filled. This total is not anticipated to change through 2025.

Personnel Expense



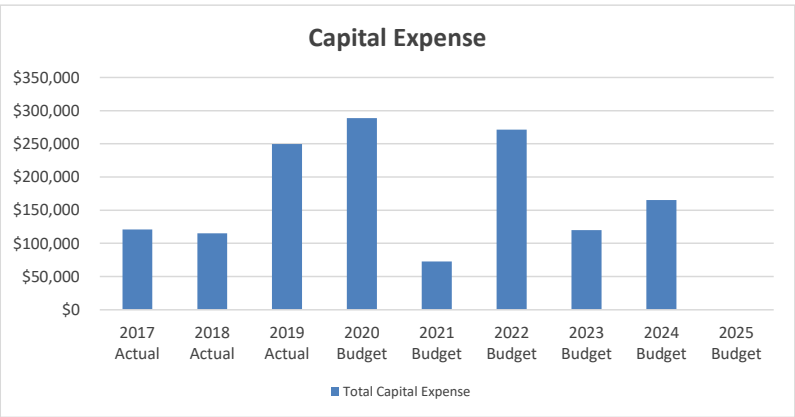
EMS Fund personnel costs rise an average of 2.43% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

Operating Expense

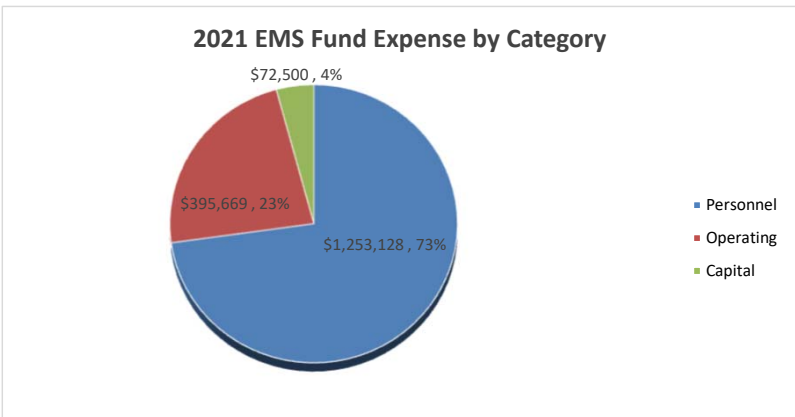


EMS Fund operating costs rise an average of 3.6% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

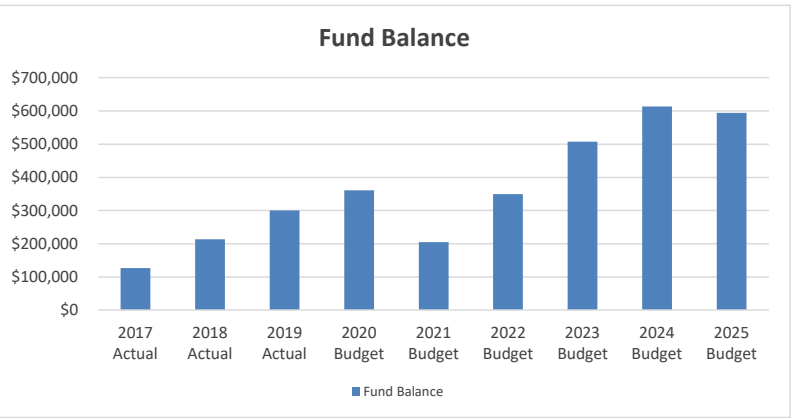
CITY OF HUDSON FIVE YEAR PLAN EMS FUND TRENDS



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



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



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

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
EMS FUND (224)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$285,093	\$300,265	\$572,832	\$254,293	\$205,016	\$349,234	\$507,197	\$613,564
<u>Revenues:</u>								
Income Taxes (1)	\$1,437,081	\$1,521,564	\$1,503,635	\$1,155,920	\$1,579,757	\$1,484,313	\$1,521,421	\$1,275,919
Ambulance Billing	\$558,923	\$480,000	\$440,564	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000
Charges for Training Classes	\$46,000	\$35,000	\$37,152	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Note Proceeds (2)	\$0	\$34,551	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$91,964	\$1,100	\$34,177	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100
Total Revenue	\$2,133,967	\$2,072,215	\$2,015,528	\$1,672,020	\$2,095,857	\$2,000,413	\$2,037,521	\$1,792,019
Total Available	\$2,419,061	\$2,372,480	\$2,588,360	\$1,926,313	\$2,300,873	\$2,349,647	\$2,544,718	\$2,405,583
<u>Disbursements:</u>								
EMS								
Personnel	\$1,196,957	\$1,257,942	\$1,257,942	\$1,253,128	\$1,280,513	\$1,318,928	\$1,358,496	\$1,399,251
Professional Development	\$45,519	\$81,272	\$91,431	\$81,272	\$82,085	\$82,906	\$83,735	\$84,572
Contractual Services	\$189,107	\$218,454	\$238,621	\$218,454	\$220,639	\$222,845	\$225,073	\$227,324
Materials & Supplies	\$58,910	\$87,943	\$107,640	\$87,943	\$88,822	\$89,711	\$90,608	\$91,514
Refunds	\$140	\$8,000	\$8,000	\$8,000	\$8,080	\$8,161	\$8,242	\$8,325
Debt Service (2)	\$105,744	\$69,457	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$249,851	\$288,500	\$630,434	\$72,500	\$271,500	\$119,900	\$165,000	\$0
Carryover Encumbrances	\$272,567	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total EMS	\$2,118,796	\$2,011,568	\$2,334,067	\$1,721,297	\$1,951,639	\$1,842,450	\$1,931,155	\$1,810,986
Total Disbursements	\$2,118,796	\$2,011,568	\$2,334,067	\$1,721,297	\$1,951,639	\$1,842,450	\$1,931,155	\$1,810,986
Run Rate (Revenue Less Expenditures)	\$15,171	\$60,647	(\$318,539)	(\$49,277)	\$144,218	\$157,963	\$106,367	(\$18,967)
<u>ENDING BALANCE, DECEMBER 31</u>	\$300,265	\$360,912	\$254,293	\$205,016	\$349,234	\$507,197	\$613,564	\$594,597
Ratio Ending Balance to Disbursements	14.17%	17.94%	10.89%	11.91%	17.89%	27.53%	31.77%	32.83%
Ratio Ending Balance to Revenues	14.07%	17.42%	12.62%	12.26%	16.66%	25.35%	30.11%	33.18%

(1) In May 2018 voters approved the combining of income taxes (24% of additional 1%) for Fire and EMS purposes. Of that 24% EMS is allocated to receive 9% in 2021, 12% in 2022, 11% in 2023, 11% in 2024, and 9% in 2025.

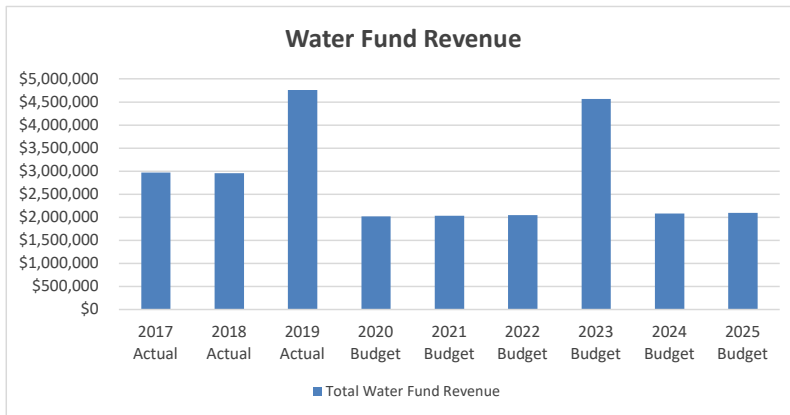
(2) Note Proceeds and Debt Service include the paying down of the internal Ambulance Note issued in 2016.

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

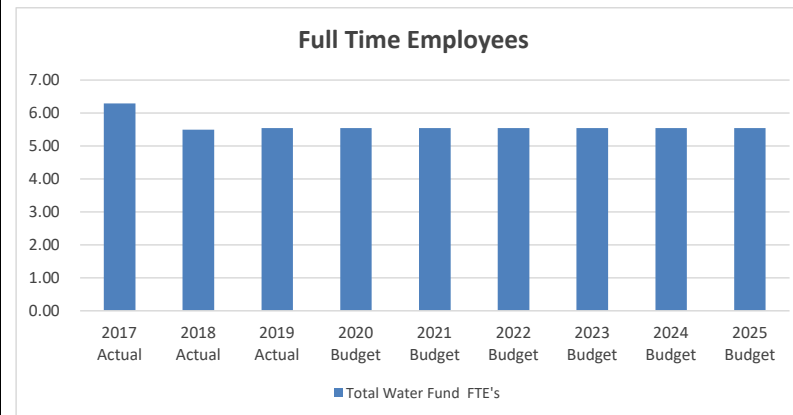
Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	<u>Project Code</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
<u>EMS</u>								
1	Computer Equip. - Tablet for 4016 = \$1K, 2-MDTs=\$2400	2	\$3,900	\$3,900	\$3,900			\$11,700
2	Office Furniture (Chairs =\$1K, Tables for Training = \$5K)	3	\$6,000					\$6,000
3	Equipment (AED = \$7K, Opti-Com = \$5600)	2	\$12,600	\$12,600				\$25,200
4	Building Improvements - Roof repairs & RT Air Unit x 50%	2	\$50,000					\$50,000
5	Ambulance Payment (1999) Unit # 4016 - Replace in 2022	2		\$250,000				\$250,000
6	Equipment (Appliance Repl. - Ref, W, D, DW, MW, Grill)	2		\$5,000				\$5,000
7	2013 Explorer QRV Unit 4036 - Replace in 2023	2			\$60,000			\$60,000
8	Equipment (New Cardiac Monitor - Grant Request)	2			\$40,000			\$40,000
9	Equipment (New LUCAS CPR Unit - Grant Request)	2			\$16,000			\$16,000
10	Ambulance Payment (2016) Unit # 4011 - Remount in 2024	2				\$165,000		\$165,000
11	Safety Center addition/renovation (50% budgeted by Fire)	3					\$750,000	\$750,000
Total EMS			\$72,500	\$271,500	\$119,900	\$165,000	\$0	\$750,000
TOTAL EMS FUND			\$72,500	\$271,500	\$119,900	\$165,000	\$0	\$750,000

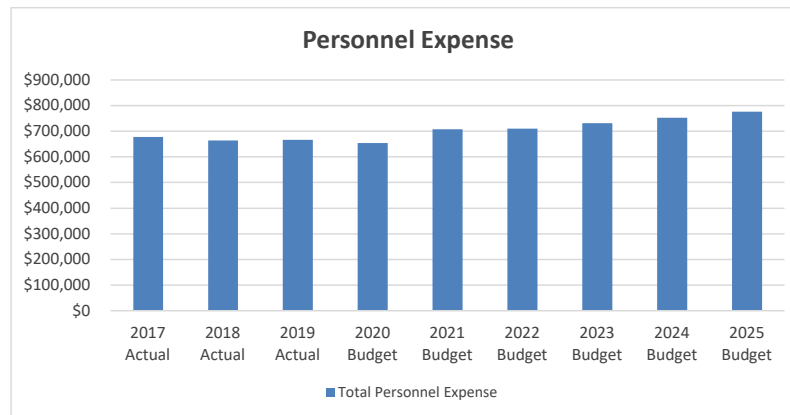
CITY OF HUDSON FIVE YEAR PLAN WATER FUND TRENDS



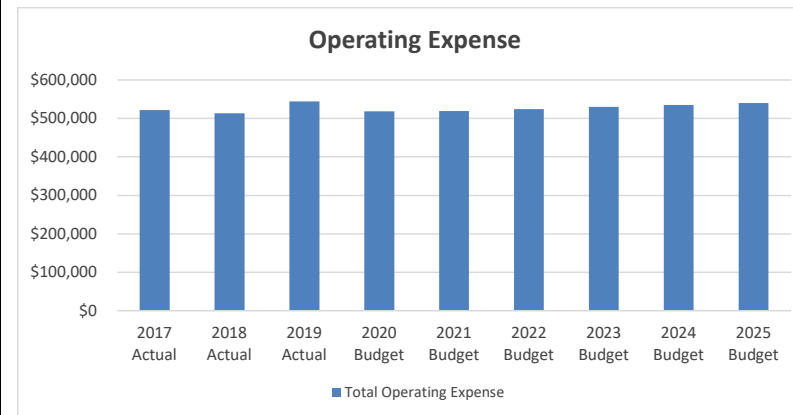
The main source of Water Fund revenue is user charges. 2017, 2018, 2019, and 2023 contain debt proceeds which increase the revenue significantly during those years.



Water Fund full time employees have remained at 5.55 since 2019. This total is not anticipated to change through 2025.



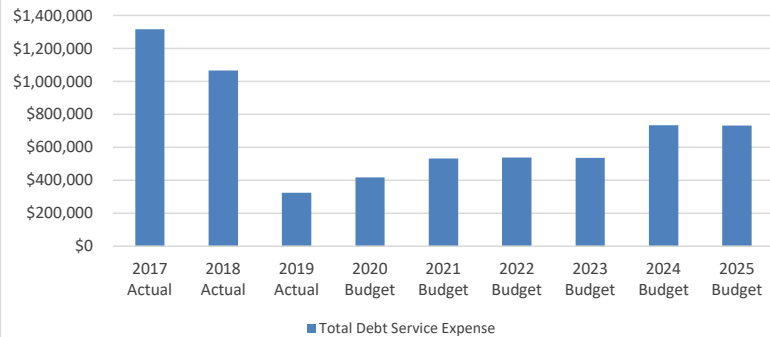
Water Fund personnel costs rise an average of 1.3% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.



Water Fund operating costs rise an average of 0.73% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

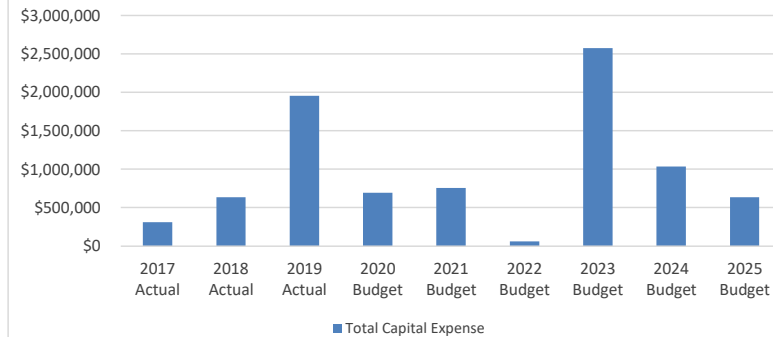
CITY OF HUDSON FIVE YEAR PLAN WATER FUND TRENDS

Debt Service Expense



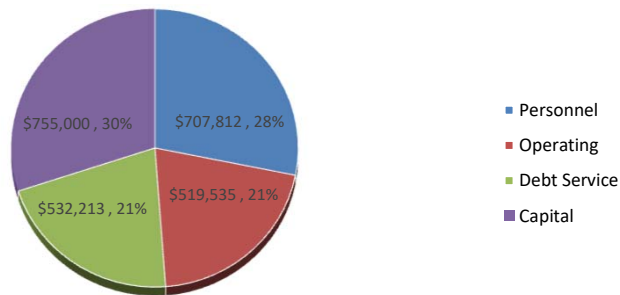
Water Fund debt service was high in both 2017 and 2018 due to short term note payments. Debt service increase throughout the 5 year plan due to large capital projects.

Capital Expense



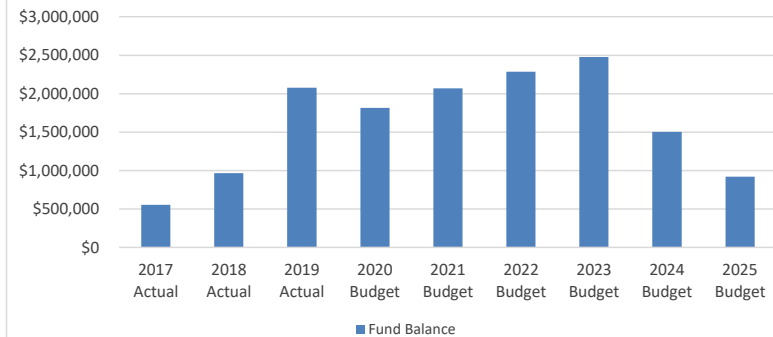
Water Fund capital expenses are composed mostly of system repairs and replacements.

2021 Water Fund Expense by Category



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

Fund Balance



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

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
WATER FUND (501)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BEGINNING BALANCE, JANUARY 1	\$1,470,605	\$2,079,113	\$2,741,889	\$2,552,059	\$2,069,112	\$2,285,093	\$2,479,527	\$1,504,397
Operating Revenue:								
Customer Sales	\$1,769,237	\$1,690,165	\$1,655,123	\$1,671,674	\$1,688,391	\$1,705,275	\$1,722,328	\$1,739,551
Other Charges	\$80,324	\$13,500	\$70,336	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500
Total Operating Revenue	\$1,849,562	\$1,703,665	\$1,725,459	\$1,698,174	\$1,714,891	\$1,731,775	\$1,748,828	\$1,766,051
Operating Expenses:								
Water Admin/Treatment								
Personnel	\$360,140	\$335,869	\$335,869	\$371,036	\$372,267	\$383,435	\$394,938	\$406,787
Professional Development	\$1,230	\$3,825	\$3,610	\$3,825	\$3,863	\$3,902	\$3,941	\$3,980
Contractual Services	\$87,523	\$92,695	\$99,550	\$92,695	\$93,622	\$94,558	\$95,504	\$96,459
Materials & Supplies	\$188,721	\$141,700	\$143,393	\$141,700	\$143,117	\$144,548	\$145,994	\$147,454
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Charge	\$135,311	\$136,664	\$136,664	\$138,030	\$139,410	\$140,804	\$142,212	\$143,635
Carryover Encumbrances	\$15,905	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Water Admin/Treatment	\$788,830	\$710,753	\$719,086	\$747,286	\$752,280	\$767,248	\$782,589	\$798,314
Water Distribution								
Personnel	\$306,383	\$318,695	\$318,695	\$336,776	\$337,968	\$348,107	\$358,550	\$369,307
Professional Development	\$1,387	\$3,950	\$4,692	\$3,950	\$3,990	\$4,029	\$4,070	\$4,110
Contractual Services	\$91,134	\$92,535	\$101,275	\$92,535	\$93,460	\$94,395	\$95,339	\$96,292
Materials & Supplies	\$35,072	\$46,800	\$54,117	\$46,800	\$47,268	\$47,741	\$48,218	\$48,700
Refunds	\$3,615	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$28,505	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Water Distribution	\$466,097	\$461,980	\$478,778	\$480,061	\$482,686	\$494,272	\$506,177	\$518,410
Operating Income	\$594,635	\$530,932	\$527,595	\$470,827	\$479,925	\$470,255	\$460,061	\$449,327
Non-Operating Revenue:								
Debt Proceeds	\$2,568,372	\$0	\$0	\$0	\$0	\$2,500,000	\$0	\$0
Grant Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Repair/Replacement Fee	\$230,477	\$230,000	\$242,680	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000
Water Tower Leases	\$77,200	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439	\$68,439
Investment & Tap Fees	\$34,775	\$20,000	\$54,646	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total Non-Operating Revenue	\$2,910,823	\$318,439	\$365,765	\$333,439	\$333,439	\$2,833,439	\$333,439	\$333,439
Non-Operating Expenses:								
Capital Expenditures	\$1,955,587	\$695,000	\$666,397	\$755,000	\$60,000	\$2,575,000	\$1,035,000	\$635,000
Debt Service	\$322,996	\$416,794	\$416,794	\$322,213	\$327,383	\$324,260	\$323,630	\$322,050
New Debt Service	\$0	\$0	\$0	\$210,000	\$210,000	\$210,000	\$410,000	\$410,000
Carryover Encumbrances	\$618,366	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$2,896,950	\$1,111,794	\$1,083,191	\$1,287,213	\$597,383	\$3,109,260	\$1,768,630	\$1,367,050
Net Income	\$608,508	(\$262,423)	(\$189,831)	(\$482,947)	\$215,981	\$194,434	(\$975,130)	(\$584,284)
ENDING BALANCE, DECEMBER 31	\$2,079,113	\$1,816,690	\$2,552,059	\$2,069,112	\$2,285,093	\$2,479,527	\$1,504,397	\$920,113
Ratio Ending Balance to Disbursements	50.08%	79.52%	111.88%	82.29%	124.71%	56.73%	49.21%	34.28%
Ratio Ending Balance to Revenues	43.68%	89.84%	122.04%	101.85%	111.56%	54.31%	72.25%	43.83%

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

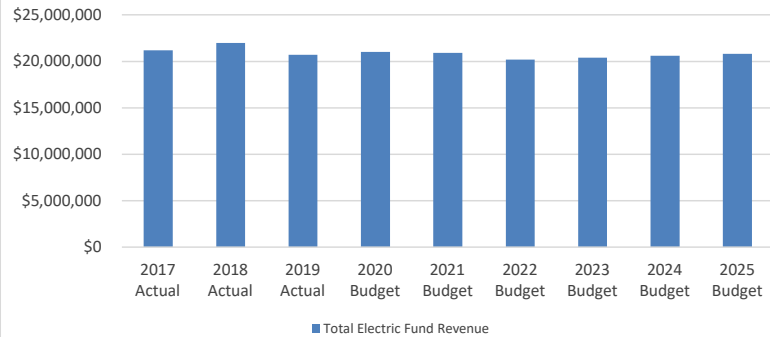
Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	Project Code	2021	2022	2023	2024	2025	Unfunded	Total
<u>Water Administration/Treatment</u>								
1	Water Well Rehab	2	\$35,000	\$35,000	\$35,000	\$35,000		\$175,000
2	Softener Repairs	2	\$25,000					\$25,000
3	Green Sands Filter	2			\$15,000			\$15,000
Total Water Administration/Treatment			\$60,000	\$35,000	\$50,000	\$35,000	\$35,000	\$0
<u>Water Distribution</u>								
1	Water Meter Replacement Program	2	\$10,000	\$10,000	\$10,000	\$10,000		\$50,000
2	Valve Inserts for Infrastructure	2	\$15,000	\$15,000	\$15,000	\$15,000		\$75,000
3	N. Oviatt Street Waterline Replacement (SR303 to Aurora St) (1) - Differed from 2020	2	\$670,000					\$670,000
4	SR 303 Transmission Line Replacement (Construction) (2) (5)	2			\$2,500,000			\$2,500,000
5	SR 91 (S. Main St) Nantucket to J. Clark Lane (Construction) (3)	2				\$475,000		\$475,000
6	W. Case Drive Water Main Replacement (Construction) (4)	2				\$500,000		\$500,000
7	W. Streetsboro 6" Watermain Replacement (W. Case to Lennox)	2					\$575,000	\$575,000
8	Hudson Gate Drive Water Extension - Phase 3 (Hudson Gate Drive)	3					\$350,000	\$350,000
9	Reserve at River Oaks Subdivision (City Share)	3					\$500,000	\$500,000
10	Manor Drive Water Main Replacement (Phase 2 Construction)	3					\$270,000	\$270,000
11	E. Streetsboro Watermain Replacement (E. Main to College - Constr)	2					\$225,000	\$225,000
12	Hartford Rd Watermain Replacement (W. Case to E. Case)	2					\$525,000	\$525,000
13	Maple Street Water Main Replacement	2					\$350,000	\$350,000
14	Roslyn Water Main Replacement	2					\$350,000	\$350,000
15	W. Division Street Water Main Replacement	3					\$230,000	\$230,000
16	SR 91 Transmission Line Extension (Prospect to Middleton)	3					\$2,200,000	\$2,200,000
Total Water Distribution			\$695,000	\$25,000	\$2,525,000	\$1,000,000	\$600,000	\$5,000,000
TOTAL WATER FUND			\$755,000	\$60,000	\$2,575,000	\$1,035,000	\$635,000	\$10,060,000

- (1) No. 1 Ranked Waterline Replacement Project. Project limits expanded to include all undersized 6" dia. sections over 100 years old.
 (2) No. 3 Ranked Waterline Replacement Project. 16" Trunk Main Replacement.
 (3) No. 4 Ranked Waterline Replacement Project. Replace dual water mains with breaks to 12" trunk. Build w ODOT Bridge project
 (4) No. 2 Ranked Waterline Replacement Project. No recent breaks.
 (5) Project is projected to be financed though debt.

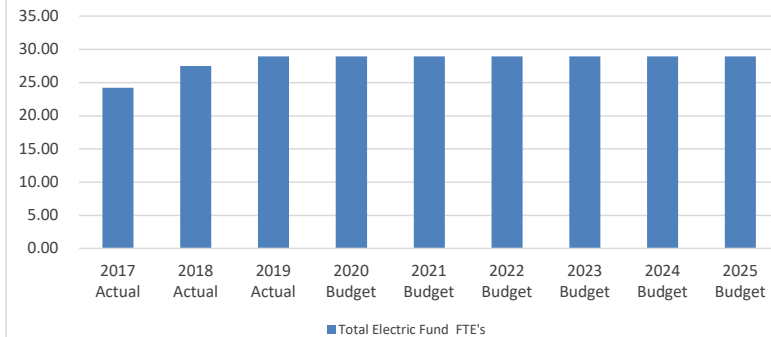
CITY OF HUDSON FIVE YEAR PLAN ELECTRIC FUND TRENDS

Electric Fund Revenue



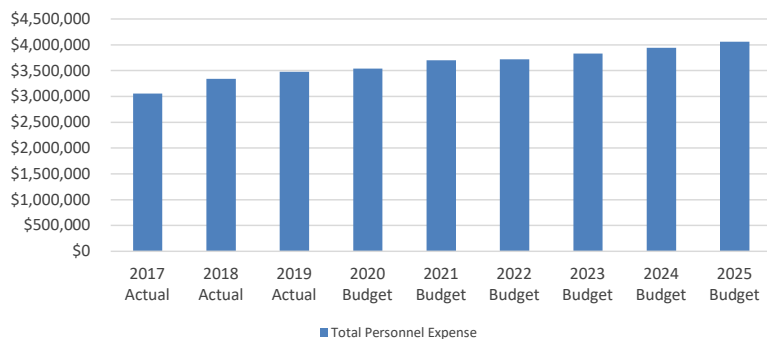
The main source of Electric Fund revenue is user charges. 2021-2024 contain debt proceeds which increase the revenue significantly during those years.

Full Time Employees



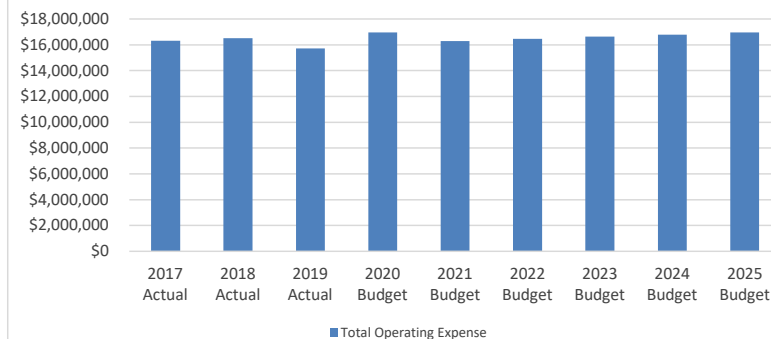
Electric Fund full time employees have remained at 28.95 since 2019. This total is not anticipated to change through 2025.

Personnel Expense



Electric Fund personnel costs rise an average of 4.16% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

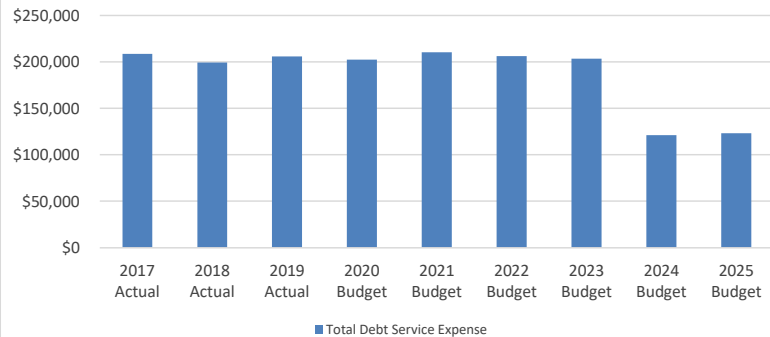
Operating Expense



Electric Fund operating costs increase an average of 0.01% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds. The purchase of power of is the largest cost.

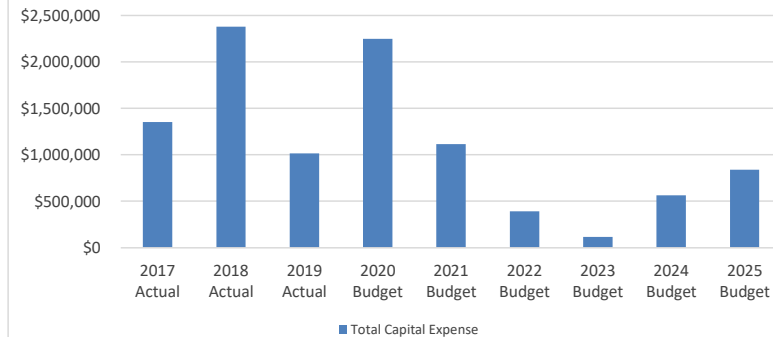
CITY OF HUDSON FIVE YEAR PLAN ELECTRIC FUND TRENDS

Debt Service Expense



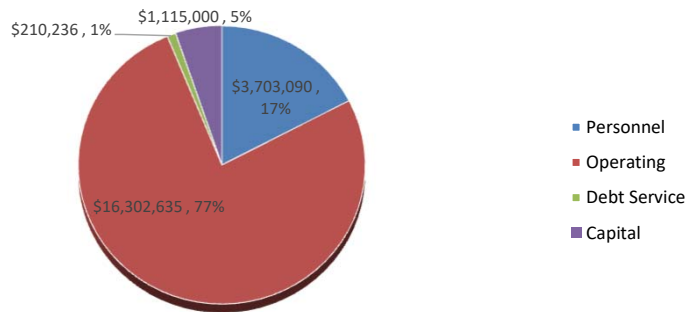
Electric Fund debt service remains steady until 2024 when debt service payments begin on the borrowings for large projects from 2021-2023.

Capital Expense



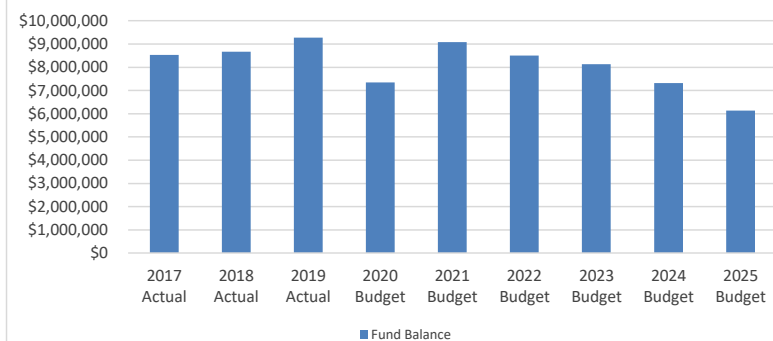
Electric Fund capital expenses are composed mostly of system repairs and replacements.

2021 Electric Fund Expense by Category



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

Fund Balance



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

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
ELECTRIC FUND (503)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BEGINNING BALANCE, JANUARY 1	\$10,536,316	\$9,282,190	\$10,820,217	\$9,499,683	\$9,078,812	\$8,505,942	\$8,134,537	\$7,315,869
Operating Revenue:								
Customer Sales	\$20,343,903	\$20,781,002	\$19,574,347	\$19,770,090	\$19,967,791	\$20,167,469	\$20,369,144	\$20,572,835
Other	\$370,309	\$240,000	\$304,657	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000
Total Operating Revenue	\$20,714,212	\$21,021,002	\$19,879,004	\$20,010,090	\$20,207,791	\$20,407,469	\$20,609,144	\$20,812,835
Operating Expenses:								
Electric-Purchase of Power								
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$14,507,162	\$15,459,326	\$14,507,943	\$14,653,022	\$14,799,553	\$14,947,548	\$15,097,024	\$15,247,994
Materials & Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$1,059,201	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Electric-Purchase of Power	\$15,566,363	\$15,459,326	\$14,507,943	\$14,653,022	\$14,799,553	\$14,947,548	\$15,097,024	\$15,247,994
Electric-Operations								
Personnel	\$3,476,765	\$3,540,776	\$3,540,776	\$3,703,090	\$3,718,678	\$3,830,239	\$3,945,146	\$4,063,500
Professional Development	\$10,255	\$47,150	\$53,213	\$47,150	\$47,622	\$48,098	\$48,579	\$49,064
Contractual Services	\$1,069,645	\$1,283,563	\$1,557,085	\$1,283,563	\$1,296,399	\$1,309,363	\$1,322,456	\$1,335,681
Materials & Supplies	\$119,827	\$133,200	\$167,637	\$283,200	\$286,032	\$288,892	\$291,781	\$294,699
Refunds	\$27,225	\$35,700	\$38,148	\$35,700	\$36,057	\$36,418	\$36,782	\$37,150
Carryover Encumbrances	\$272,068	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Electric-Operations	\$4,975,784	\$5,040,389	\$5,356,860	\$5,352,703	\$5,384,788	\$5,513,009	\$5,644,744	\$5,780,094
Operating Income	\$172,065	\$521,287	\$14,201	\$4,365	\$23,451	(\$53,088)	(\$132,624)	(\$215,253)
Non-Operating Revenue:								
Debt Proceeds	\$0	\$0	\$0	\$900,000	\$0	\$0	\$0	\$0
Non-Operating Expenses:								
Capital Purchases	\$1,013,546	\$2,249,500	\$1,132,174	\$1,115,000	\$390,000	\$115,000	\$565,000	\$840,000
Debt Service	\$205,886	\$202,561	\$202,561	\$210,236	\$206,321	\$203,316	\$48,826	\$51,086
New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$72,218	\$72,218
Carryover Encumbrances	\$206,759	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$1,426,190	\$2,452,061	\$1,334,735	\$1,325,236	\$596,321	\$318,316	\$686,044	\$963,304
Net Income	(\$1,254,126)	(\$1,930,774)	(\$1,320,534)	(\$420,871)	(\$572,870)	(\$371,404)	(\$818,668)	(\$1,178,557)
ENDING BALANCE, DECEMBER 31	\$9,282,190	\$7,351,416	\$9,499,683	\$9,078,812	\$8,505,942	\$8,134,537	\$7,315,869	\$6,137,312
Ratio Ending Balance to Disbursements	42.25%	32.03%	44.81%	42.56%	40.93%	39.15%	34.14%	27.91%
Ratio Ending Balance to Revenues	44.81%	34.97%	47.79%	43.42%	42.09%	39.86%	35.50%	29.49%

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

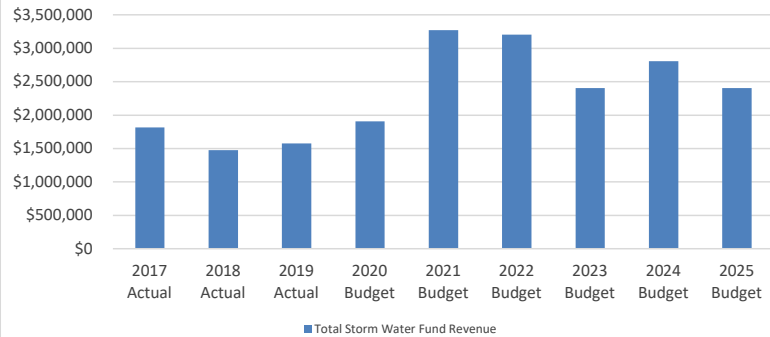
Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	Project Code	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
Electric								
1	New Service Extensions/Intersection Upgrades	2	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
2	LED Conversions (Various Streets)	2	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
3	69kV Transmission Pole line replacements (carry over from 2020)	2	\$30,000					\$30,000
4	System Safety Switch at Water Plant (carry over from 2020)	2	\$25,000					\$25,000
5	Substation Prev. Maintenance (College)	2	\$45,000					\$45,000
6	Eastside Distribution Transformer Replacement (1)	2	\$900,000					\$900,000
7	Hudson Park Estates Installation of Safety Switches	2		\$50,000				\$50,000
8	Substation Equipment Improvements	2		\$225,000				\$225,000
9	Replace Existing 69kV / 12.47kV Transformer Relays T1 & T2	2			\$150,000			\$150,000
10	69kV Ringbus Interconnection Relays	2			\$300,000			\$300,000
11	Replace Existing 12.47kV Feeder Relays Eastside	2				\$175,000		\$175,000
12	Install New 15kV Bus-Tie Circuit Breaker on TI & T2	2				\$250,000		\$250,000
13	Replace Existing 69 kV Line Protection Relays at South Main Sub	2				\$300,000		\$300,000
14	Substation Control Improvements	2					\$500,000	\$500,000
15	AMR Fixed Network	3					\$1,800,000	\$1,800,000
16	Hines Hill Substation Construction	3					\$4,500,000	\$4,500,000
17	Install New 69kV Transmission Line For Hines Hill Substation	3					\$1,400,000	\$1,400,000
18	69kV Transmission Line Improvements	2					\$1,800,000	\$1,800,000
19	Rebuild Existing Eastside to Prospect 69 kV transmission line	2					\$1,600,000	\$1,600,000
20	Rebuild Existing South Main to Prospect 69 kV transmission line	2					\$800,000	\$800,000
TOTAL ELECTRIC FUND			\$1,115,000	\$390,000	\$115,000	\$565,000	\$840,000	\$15,425,000

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

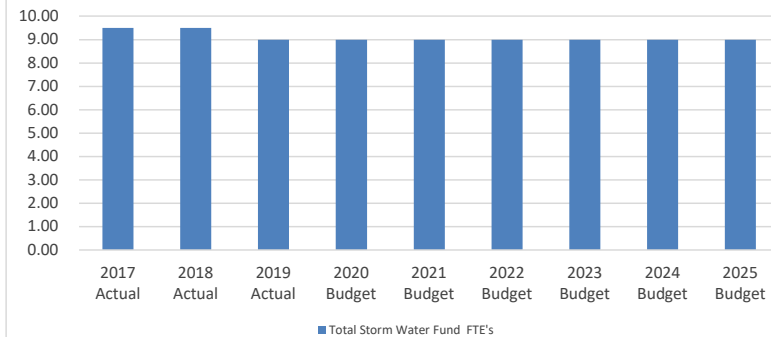
CITY OF HUDSON FIVE YEAR PLAN STORM WATER FUND TRENDS

Storm Water Fund Revenue



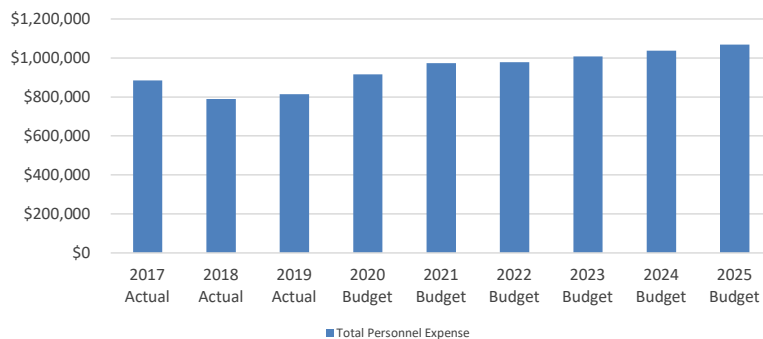
The main source of Storm Water Fund revenue is a transfer from General Fund. The City is slated to receive a total of \$2.6 million from NEORD in 2021 and 2022 related to capital projects.

Full Time Employees



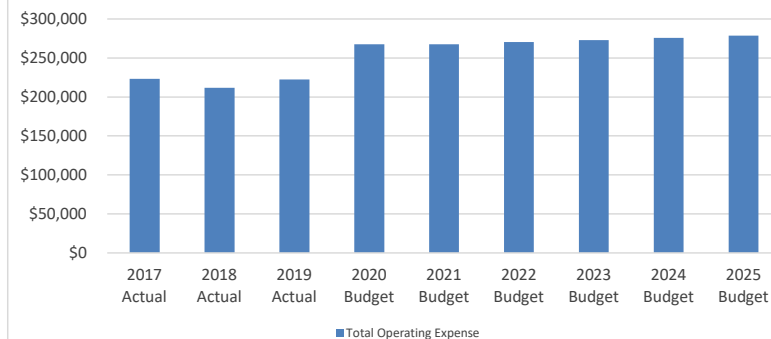
Storm Water Fund full time employees have remained at 9.0 since 2019. This total is not anticipated to change through 2025.

Personnel Expense



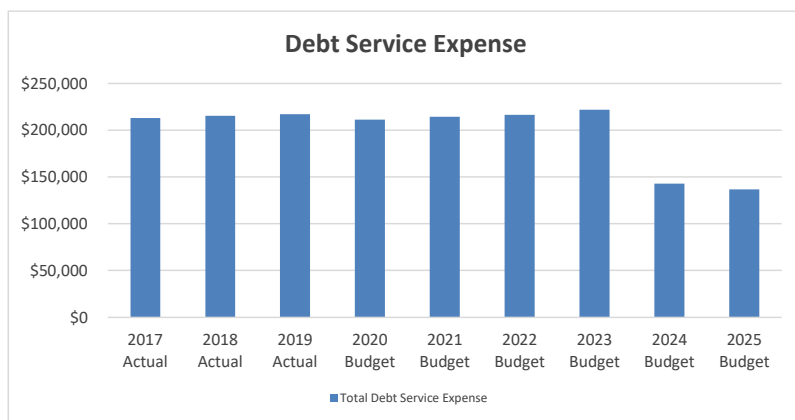
Storm Water Fund personnel costs rise an average of 2.9% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

Operating Expense

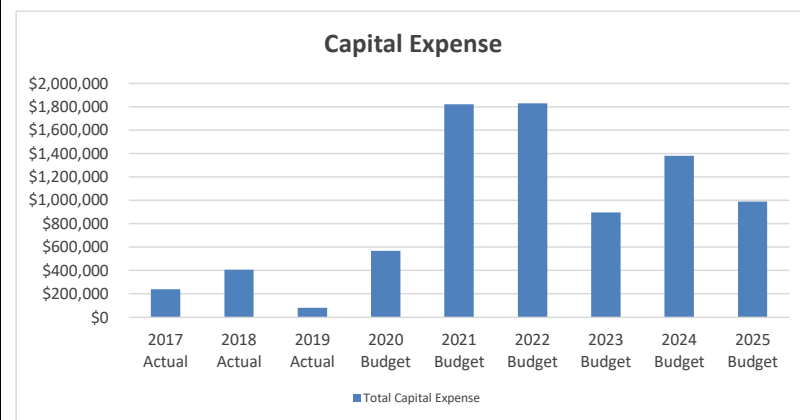


Storm Water Fund operating costs rise an average of 2.47% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

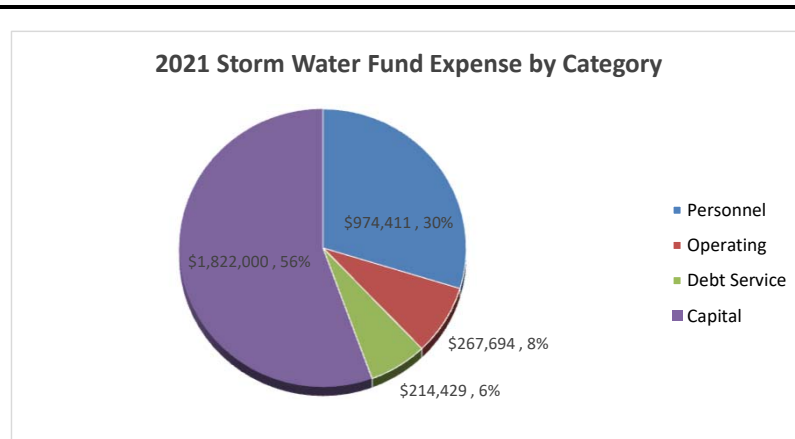
CITY OF HUDSON FIVE YEAR PLAN STORM WATER FUND TRENDS



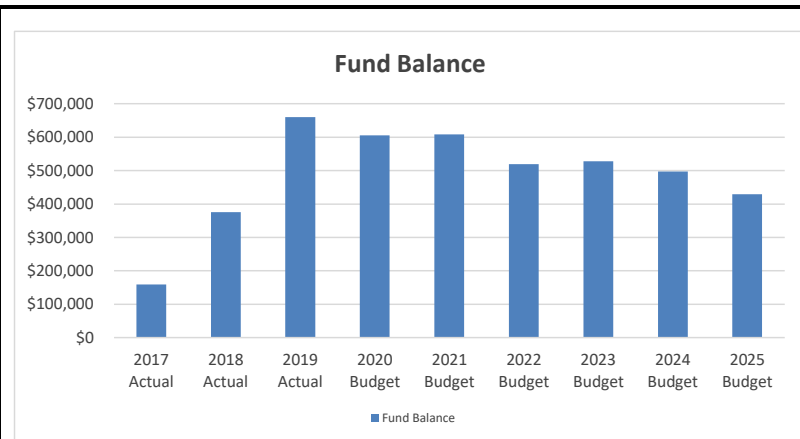
Storm Water debt service is not anticipated to increase through 2025 and will experience a decrease in 2024 as an issuance reaches maturity.



Storm Water Fund capital expenses are composed mostly of system repairs and improvements. The City is scheduled to receive funds from NEORD during 2021 and 2022 to complete large improvements.



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



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

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
STORM WATER FUND (504)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BEGINNING BALANCE, JANUARY 1	\$485,735	\$660,588	\$725,363	\$616,650	\$608,616	\$519,473	\$527,801	\$497,308
Revenues:								
Income Tax Transfer	\$1,500,000	\$1,900,000	\$1,900,000	\$1,865,000	\$2,000,000	\$2,400,000	\$2,800,000	\$2,400,000
NEORSF Fee (City's Share)	\$0	\$0	\$0	\$1,400,000	\$1,200,000	\$0	\$0	\$0
Other	\$74,476	\$7,500	\$4,335	\$5,500	\$5,610	\$5,722	\$5,837	\$5,953
Total Revenue	\$1,574,476	\$1,907,500	\$1,904,335	\$3,270,500	\$3,205,610	\$2,405,722	\$2,805,837	\$2,405,953
Total Available	\$2,060,211	\$2,568,088	\$2,629,698	\$3,887,150	\$3,814,226	\$2,925,195	\$3,333,638	\$2,903,261
Disbursements:								
Storm Water Collection								
Personnel	\$814,368	\$916,394	\$916,394	\$974,411	\$977,998	\$1,007,338	\$1,037,558	\$1,068,685
Professional Development	\$2,601	\$7,423	\$8,811	\$7,423	\$7,497	\$7,572	\$7,648	\$7,724
Contractual Services	\$127,305	\$195,833	\$216,847	\$195,833	\$197,791	\$199,769	\$201,767	\$203,785
Materials & Supplies	\$92,562	\$64,438	\$90,002	\$64,438	\$65,082	\$65,733	\$66,391	\$67,054
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$80,979	\$567,100	\$569,785	\$1,822,000	\$1,830,000	\$895,000	\$1,380,000	\$990,000
Debt Service	\$217,034	\$211,209	\$211,209	\$214,429	\$216,384	\$221,981	\$142,966	\$136,826
Carryover Encumbrances	\$64,775	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Storm Water Collection	\$1,399,623	\$1,962,397	\$2,013,048	\$3,278,534	\$3,294,753	\$2,397,394	\$2,836,330	\$2,474,075
Total Disbursements	\$1,399,623	\$1,962,397	\$2,013,048	\$3,278,534	\$3,294,753	\$2,397,394	\$2,836,330	\$2,474,075
Run Rate (Revenue Less Expenditures)	\$174,853	(\$54,897)	(\$108,713)	(\$8,034)	(\$89,143)	\$8,328	(\$30,493)	(\$68,121)
ENDING BALANCE, DECEMBER 31	\$660,588	\$605,691	\$616,650	\$608,616	\$519,473	\$527,801	\$497,308	\$429,186
Ratio Ending Balance to Disbursements	47.20%	30.86%	30.63%	18.56%	15.77%	22.02%	17.53%	17.35%
Ratio Ending Balance to Revenues	41.96%	31.75%	32.38%	18.61%	16.21%	21.94%	17.72%	17.84%
STORM SEWER IMPROVEMENT (431)								
Beginning Balance	\$331,810	\$231,551	\$231,551	\$83,357	(\$0)	(\$0)	(\$0)	(\$0)
Plus: Transfer From General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plus: NORSD Reimbursement	\$0	\$320,621	\$320,621	\$0	\$0	\$0	\$0	\$0
Less: Capital Improvements	(\$100,258)	(\$115,000)	(\$468,816)	(\$83,357)	\$0	\$0	\$0	\$0
Less: Carryover Encumbrances	(\$37,843)	(\$37,843)	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$193,709	\$399,330	\$83,357	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)

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

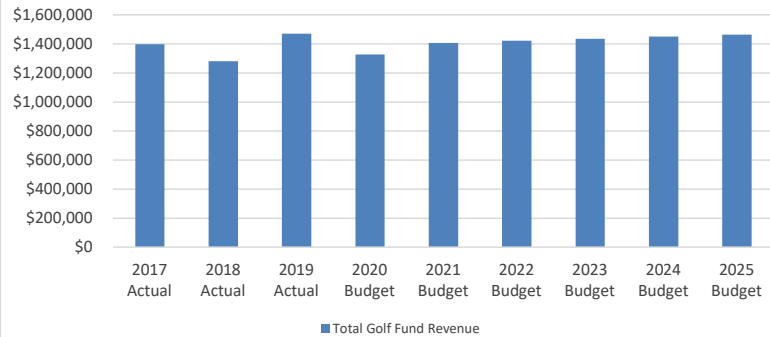
Project Codes: 1=Mandated 2=Necessary 3=Desirable 4=Includes grant funding and/or timing impacted by grant funding 5= Return on Investment

	Project Code	2021	2022	2023	2024	2025	Unfunded	Total
Storm Water Collection								
1 Miscellaneous Catch Basin and Manhole Repairs/Replacements	2	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000		\$150,000
2 Storm Sewer Pipe Lining Constr (Phases 1 and 2)	2	\$60,000	\$125,000	\$125,000	\$100,000	\$100,000		\$510,000
3 Middleton Road/Middleton Extension Ditch Elimination	2	\$22,000						\$22,000
4 Barlow Comm. Center Dam Improvements (Construction) (1)	4	\$1,400,000						\$1,400,000
5 Ravenna Street Culvert Repair	2	\$85,000						\$85,000
6 Golf Course Study/Nicholson Outfall Design	2	\$30,000						\$30,000
7 Windsor Road Culvert Repair	2	\$80,000						\$80,000
8 Middleton Road Ditch Improvements	2	\$30,000						\$30,000
9 Brandywine Creek Trib - Stream Restoration Project (EPA 319 Grant)	2	\$50,000						\$50,000
10 Sullivan Rd Culvert Replace - Design (SR 8 reconstruction)	2	\$35,000						\$35,000
11 Sullivan Road Culvert Replacement - Constr (Same as above)	2		\$150,000					\$150,000
12 College Street Storm Sewer Improvement	3		\$25,000					\$25,000
13 Clairhaven/Colony Storm Sewer (Collector Line) Project	3		\$100,000					\$100,000
14 Owen Brown Street Storm Sewer Improvement (New inlets and sewer, See 430 Account)	3		\$100,000					\$100,000
15 Owen Brown Street Culvert Replacement (Construction) (1)	4		\$1,200,000					\$1,200,000
16 Norfolk Southern RR Culvert along Morse Rd (Re-Design)	3		\$100,000					\$100,000
17 Norfolk Southern RR Culvert along Morse Rd (Construction)	3			\$640,000				\$640,000
18 S. Main Street Storm Sewer Re-Direction from RR Underpass (Design)	2			\$100,000				\$100,000
19 S. Main Street Storm Sewer Re-Direction from RR Underpass (Construction)	2				\$1,000,000			\$1,000,000
20 Tinkers Creek Watershed Study	3				\$150,000			\$150,000
21 S. Main Street Storm Inlet Imp. (Nantucket to John Clark)	3				\$100,000			\$100,000
22 Division Street (E. Main - College St.) Storm Sewer Improvement	3					\$200,000		\$200,000
23 Post Lane Culvert Replacement	2					\$60,000		\$60,000
24 Storm Water Project Placeholder	3					\$600,000		\$600,000
25 Morse Road Sanitary Sewer Pump Station/Forcemain	2						\$1,100,000	\$1,100,000
26 Owen Brown @ Morse Floodplain Storage (Construction, City to request grant from NEORSRD)	2						\$1,000,000	\$1,000,000
27 Milford Road Storm Sewer Replacement Constr	3						\$25,000	\$25,000
28 Division Street Park (Old School Green) Underground Storm Water Detention	2						\$600,000	\$600,000
29 Middleton Road Storm Sewer Improvements	2						\$160,000	\$160,000
30 Willows Pond Project Constr (Metro may permit embankment)	2						\$1,450,000	\$1,450,000
Total Storm Water Collection		\$1,822,000	\$1,830,000	\$895,000	\$1,380,000	\$990,000	\$4,335,000	\$11,252,000
TOTAL STORM WATER FUND		\$1,822,000	\$1,830,000	\$895,000	\$1,380,000	\$990,000	\$4,335,000	\$11,252,000
Drainage Control								
1 Storm Sewer Pipe Lining Constr (Phases 1 and 2)	2	\$83,357						\$83,357
Total Drainage Control		\$83,357	\$0	\$0	\$0	\$0	\$0	\$83,357
TOTAL STORM SEWER IMPROVEMENT FUND		\$83,357	\$0	\$0	\$0	\$0	\$0	\$83,357

(1) Project will be fully funded by a reimbursement from NEORSRD.

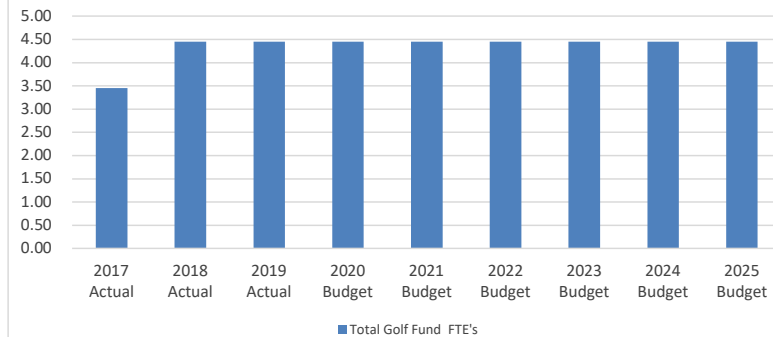
CITY OF HUDSON FIVE YEAR PLAN GOLF FUND TRENDS

Golf Fund Revenue



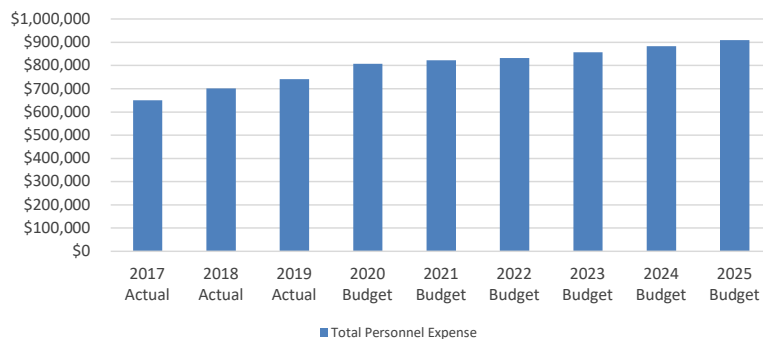
The main source of Golf Fund revenue is user fees.

Full Time Employees



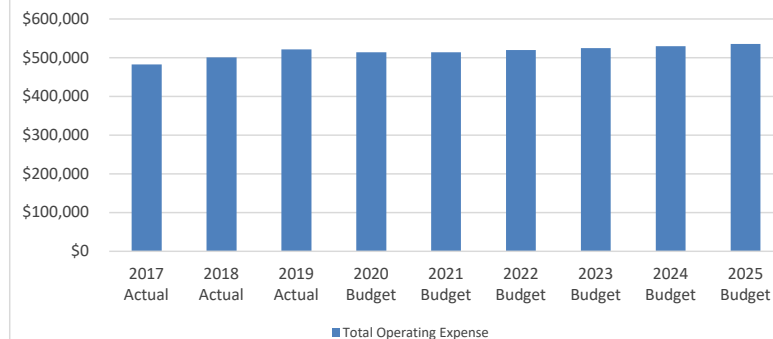
Golf Fund full time employees have remained at 4.45 since 2018. This total is not anticipated to change through 2025.

Personnel Expense



Golf Fund personnel costs rise an average of 3.87% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

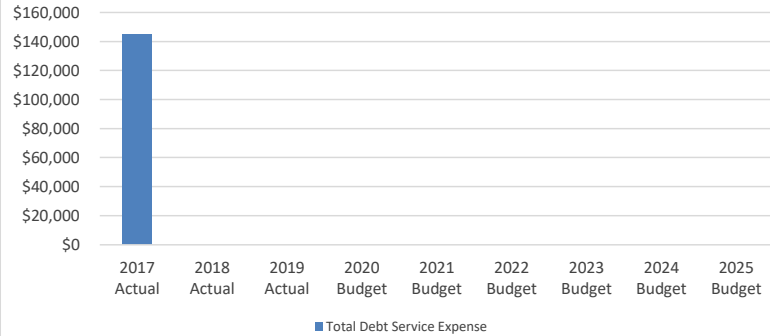
Operating Expense



Golf Fund operating costs rise an average of 0.97% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

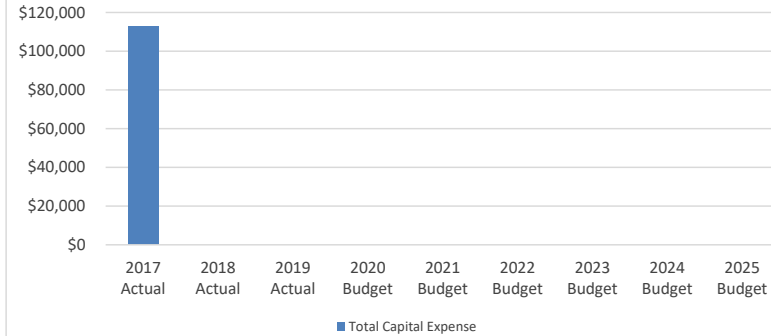
CITY OF HUDSON FIVE YEAR PLAN GOLF FUND TRENDS

Debt Service Expense



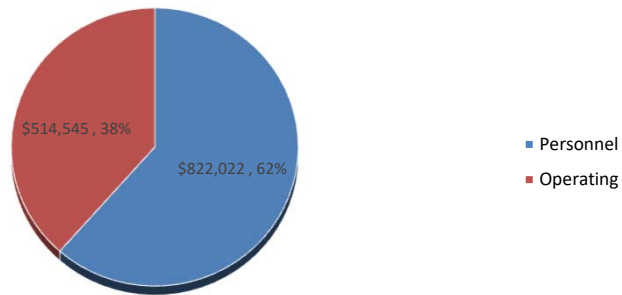
Golf Fund debt service was moved to the Parks Fund beginning in 2018.

Capital Expense



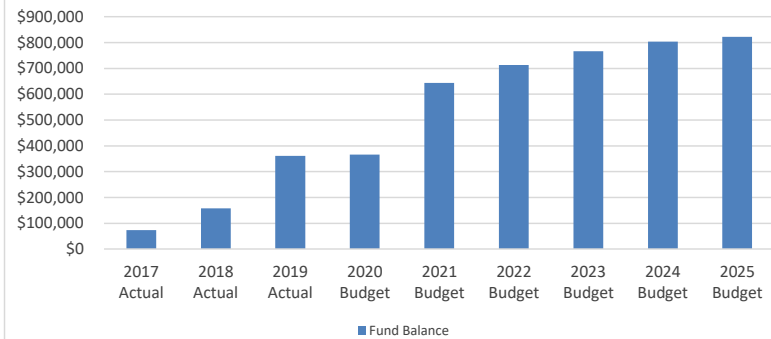
Golf Fund capital expense was moved to the Parks Fund beginning in 2018.

2021 Golf Fund Expense by Category



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

Fund Balance

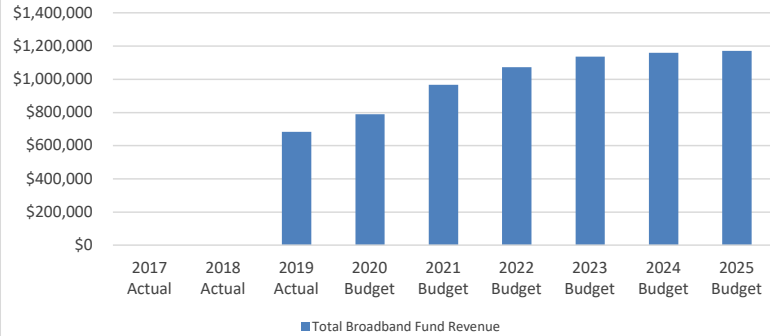


The Golf Fund balance rises steadily throughout the five year plan.

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
ELLSWORTH MEADOWS (505)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BEGINNING BALANCE, JANUARY 1	\$166,641	\$360,787	\$373,118	\$573,693	\$644,626	\$713,831	\$767,075	\$803,699
Operating Revenue:								
Greens Fees	\$809,098	\$765,000	\$875,892	\$800,000	\$808,000	\$816,080	\$824,241	\$832,483
Cart Rental	\$215,552	\$160,000	\$226,266	\$197,500	\$199,475	\$201,470	\$203,484	\$205,519
Snack Bar	\$217,791	\$201,000	\$157,522	\$200,000	\$202,000	\$204,020	\$206,060	\$208,121
Pro Shop Sales	\$105,840	\$95,000	\$150,293	\$100,000	\$101,000	\$102,010	\$103,030	\$104,060
Range/Practice Facility	\$70,342	\$65,000	\$65,708	\$65,000	\$65,650	\$66,307	\$66,970	\$67,639
Other	\$51,697	\$41,000	\$48,978	\$45,000	\$45,450	\$45,905	\$46,364	\$46,827
Total Operating Revenue	\$1,470,321	\$1,327,000	\$1,524,660	\$1,407,500	\$1,421,575	\$1,435,791	\$1,450,149	\$1,464,650
Operating Expenses:								
Personnel	\$741,838	\$806,882	\$806,882	\$822,022	\$832,679	\$857,659	\$883,389	\$909,891
Professional Development	\$6,350	\$9,945	\$10,149	\$9,945	\$10,044	\$10,145	\$10,246	\$10,349
Contractual Services	\$156,057	\$137,841	\$140,784	\$137,841	\$139,219	\$140,612	\$142,018	\$143,438
Materials & Supplies	\$321,855	\$330,034	\$329,361	\$330,034	\$333,334	\$336,668	\$340,034	\$343,435
Refunds	\$37,744	\$36,725	\$36,908	\$36,725	\$37,092	\$37,463	\$37,838	\$38,216
Carryover Encumbrances	\$12,331	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$1,276,175	\$1,321,427	\$1,324,085	\$1,336,567	\$1,352,369	\$1,382,547	\$1,413,525	\$1,445,328
Operating Income	\$194,146	\$5,573	\$200,575	\$70,933	\$69,206	\$53,244	\$36,623	\$19,322
Non-Operating Revenue:								
General Fund Transfer/Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Tax Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating Expenses:								
Capital Purchases	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income	\$194,146	\$5,573	\$200,575	\$70,933	\$69,206	\$53,244	\$36,623	\$19,322
ENDING BALANCE, DECEMBER 31	\$360,787	\$366,360	\$573,693	\$644,626	\$713,831	\$767,075	\$803,699	\$823,020
Ratio Ending Balance to Disbursements	28.27%	27.72%	43.33%	48.23%	52.78%	55.48%	56.86%	56.94%
Ratio Ending Balance to Revenues	24.54%	27.61%	37.63%	45.80%	50.21%	53.43%	55.42%	56.19%

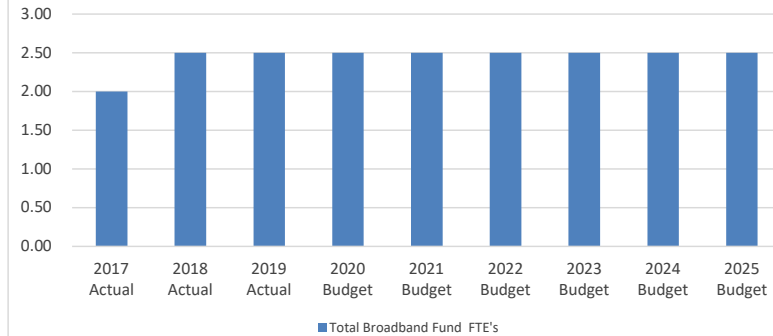
CITY OF HUDSON FIVE YEAR PLAN BROADBAND FUND TRENDS

Broadband Fund Revenue



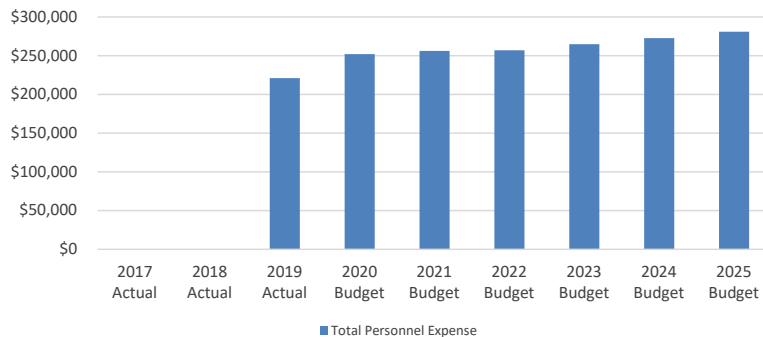
The main source of Broadband Fund revenue is customer charges.

Full Time Employees



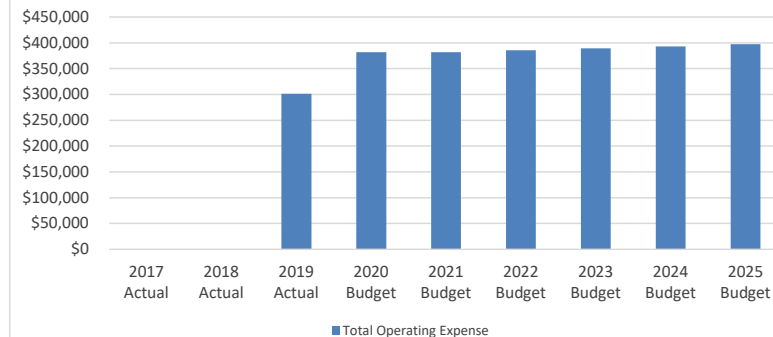
Broadband Fund full time employees have remained at 2.5 since 2018. This total is not anticipated to change through 2025.

Personnel Expense



Broadband Fund personnel costs rise an average of 4.16% per year from 2019 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

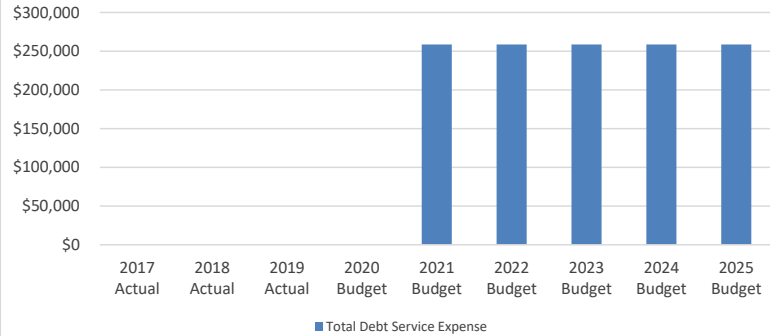
Operating Expense



Broadband Fund operating costs rise an average of 5.12% per year from 2019 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

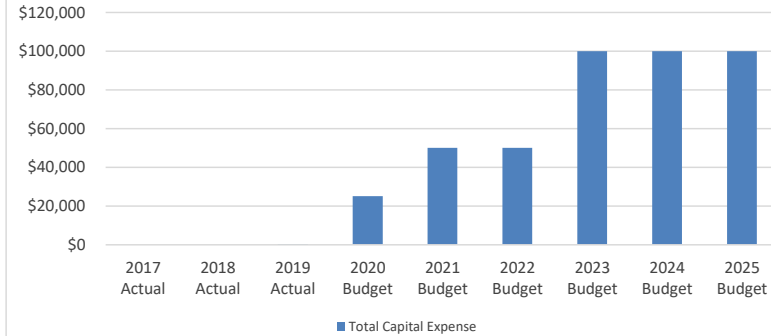
CITY OF HUDSON FIVE YEAR PLAN BROADBAND FUND TRENDS

Debt Service Expense



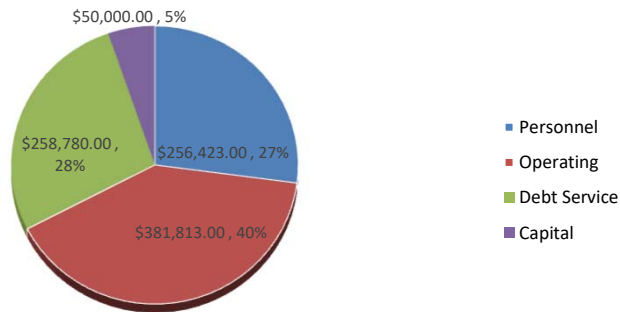
Broadband Fund debt service is expected to begin in 2022 when the short term notes are converted to bonds.

Capital Expense



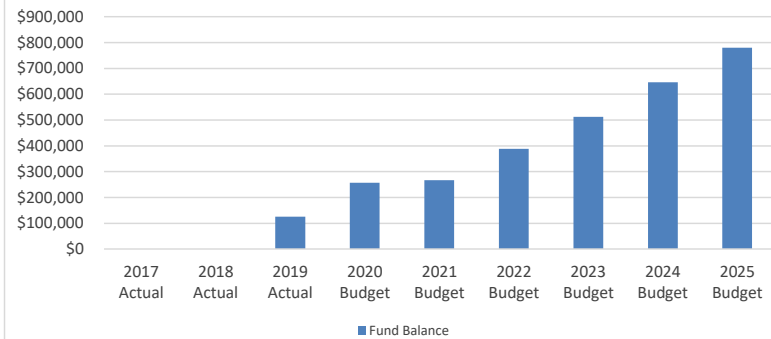
Broadband capital expenses are related to system improvements and upgrades.

2021 Broadband Fund Expense by Category



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

Fund Balance



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

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

BROADBAND (510)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
<u>BEGINNING BALANCE, JANUARY 1</u>	\$0	\$125,712	\$161,382	\$246,418	\$266,655	\$388,660	\$512,600	\$647,030
<u>Operating Revenue:</u>								
Broadband Customer Sales	\$684,179	\$790,303	\$778,024	\$967,253	\$1,073,505	\$1,137,008	\$1,159,337	\$1,170,930
Total Operating Revenue	\$684,179	\$790,303	\$778,024	\$967,253	\$1,073,505	\$1,137,008	\$1,159,337	\$1,170,930
<u>Operating Expenses:</u>								
Personnel	\$221,123	\$251,948	\$251,948	\$256,423	\$257,088	\$264,801	\$272,745	\$280,927
Professional Development	\$973	\$17,500	\$17,695	\$17,500	\$17,675	\$17,852	\$18,030	\$18,211
Contractual Services	\$260,096	\$324,263	\$354,390	\$324,263	\$327,506	\$330,781	\$334,088	\$337,429
Materials & Supplies	\$3,179	\$5,050	\$5,701	\$5,050	\$5,101	\$5,152	\$5,203	\$5,255
Refunds	\$37,110	\$35,000	\$38,255	\$35,000	\$35,350	\$35,704	\$36,061	\$36,421
Carryover Encumbrances	\$35,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$558,152	\$633,761	\$667,988	\$638,236	\$642,719	\$654,288	\$666,127	\$678,243
Operating Income	\$126,027	\$156,542	\$110,036	\$329,017	\$430,786	\$482,720	\$493,210	\$492,687
<u>Non-Operating Expenses:</u>								
Capital Purchases	\$316	\$25,000	\$25,000	\$50,000	\$50,000	\$100,000	\$100,000	\$100,000
New Debt Service	\$0	\$0	\$0	\$258,780	\$258,780	\$258,780	\$258,780	\$258,780
Total Non-Operating Expenses	\$316	\$25,000	\$25,000	\$308,780	\$308,780	\$358,780	\$358,780	\$358,780
Net Income	\$125,712	\$131,542	\$85,036	\$20,237	\$122,006	\$123,940	\$134,430	\$133,907
<u>ENDING BALANCE, DECEMBER 31</u>	\$125,712	\$257,254	\$246,418	\$266,655	\$388,660	\$512,600	\$647,030	\$780,937
Ratio Ending Balance to Disbursements	22.51%	39.05%	35.56%	28.16%	40.85%	50.60%	63.13%	75.31%
Ratio Ending Balance to Revenues	18.37%	32.55%	31.67%	27.57%	36.20%	45.08%	55.81%	66.69%

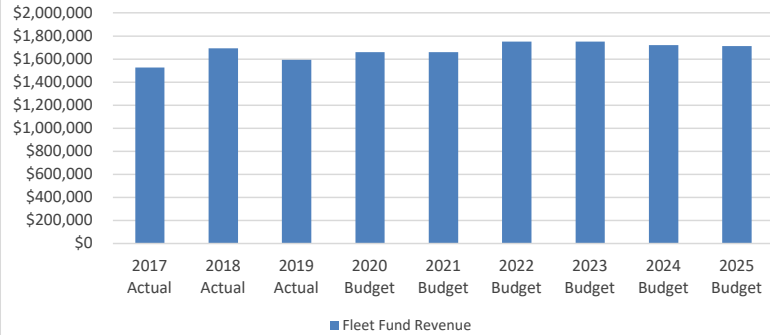
**CITY OF HUDSON, OHIO
FIVE YEAR PLAN - CAPITAL IMPROVEMENT SUMMARY**

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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
<u>Broadband</u>									
1	Replacement Equipment	2	\$50,000	\$50,000	\$100,000	\$100,000	\$100,000		\$400,000
Total Broadband			\$50,000	\$50,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000
TOTAL BROADBAND FUND			\$50,000	\$50,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000

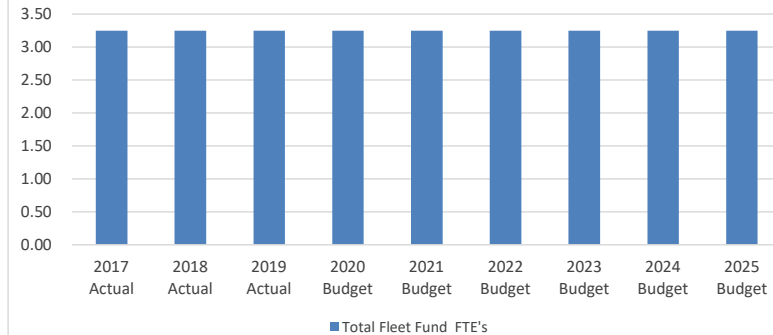
CITY OF HUDSON FIVE YEAR PLAN FLEET FUND TRENDS

Fleet Fund Revenue



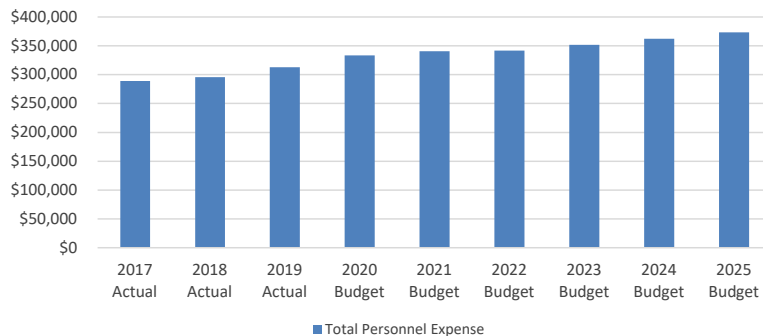
The main source of Fleet Fund revenue is interdepartmental charges for fuel and repairs that make up about 99% of the total revenue.

Full Time Employees



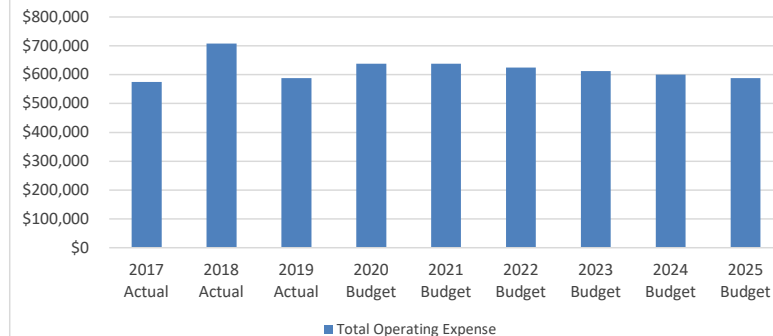
Fleet Fund full time employees have remained at 3.25 since 2017. This total is not anticipated to change through 2025.

Personnel Expense



Fleet Fund personnel costs rise an average of 3.16% per year from 2017 - 2025. Personnel expense includes salaries, retirement contributions and health insurance costs.

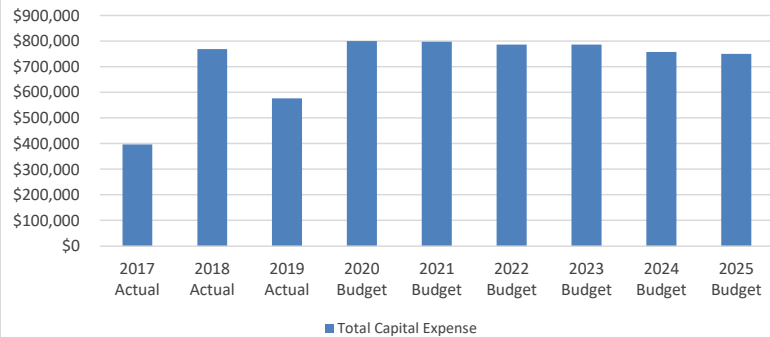
Operating Expense



Fleet Fund operating costs rise an average of 3.21% per year from 2017 - 2025. Operating expense includes prof. and contractual services, materials and supplies, and refunds.

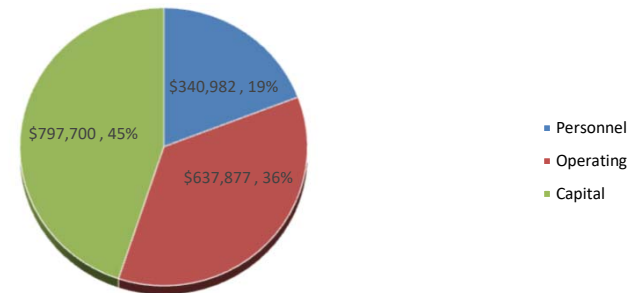
CITY OF HUDSON FIVE YEAR PLAN FLEET FUND TRENDS

Capital Expense



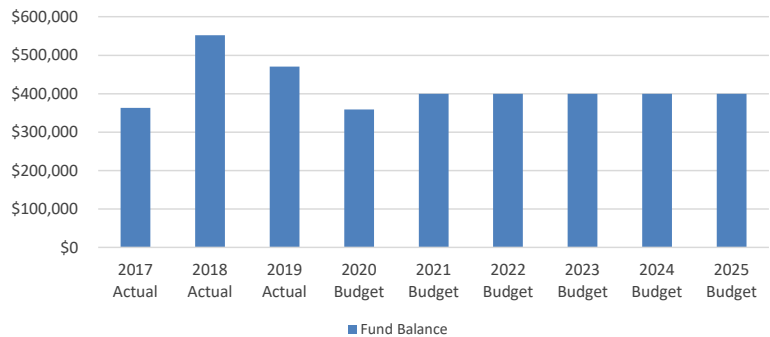
Fleet Fund capital expenses are composed vehicle replacements.

2021 Fleet Fund Expense by Category



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

Fund Balance



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

CITY OF HUDSON, OHIO FIVE YEAR PLAN								
FLEET FUND (601)	2019 Actual	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BEGINNING BALANCE, JANUARY 1	\$722,057	\$470,624	\$838,415	\$517,274	\$399,622	\$399,622	\$399,622	\$399,622
Revenues:								
General Fund	\$297,439	\$320,163	\$320,163	\$320,163	\$338,275	\$337,840	\$332,109	\$330,346
SCMR (Service)	\$855,974	\$867,180	\$867,180	\$867,180	\$916,148	\$914,970	\$899,447	\$894,672
Cemetery	\$4,038	\$3,386	\$3,386	\$3,386	\$3,505	\$3,501	\$3,442	\$3,423
Parks	\$43,453	\$40,916	\$40,916	\$40,916	\$43,292	\$43,237	\$42,503	\$42,277
Cable TV	\$5,750	\$5,652	\$5,652	\$5,652	\$5,959	\$5,952	\$5,851	\$5,820
Fire	\$9,577	\$8,999	\$8,999	\$8,999	\$9,465	\$9,453	\$9,292	\$9,243
EMS	\$13,513	\$12,983	\$12,983	\$12,983	\$13,671	\$13,654	\$13,422	\$13,351
Water	\$73,507	\$61,901	\$61,901	\$61,901	\$65,552	\$65,468	\$64,357	\$64,015
Waste Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electric	\$258,863	\$328,763	\$328,763	\$328,763	\$347,390	\$346,943	\$341,057	\$339,246
Golf	\$410	\$724	\$724	\$724	\$701	\$700	\$688	\$685
Broadband	\$0	\$8,240	\$8,240	\$8,240	\$8,764	\$8,752	\$8,604	\$8,558
Other	\$31,638	\$0	\$75,010	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,594,162	\$1,658,907	\$1,733,917	\$1,658,907	\$1,752,722	\$1,750,468	\$1,720,771	\$1,711,636
Total Available	\$2,316,219	\$2,129,531	\$2,572,332	\$2,176,181	\$2,152,344	\$2,150,090	\$2,120,393	\$2,111,258
Disbursements:								
Vehicle Maintenance								
Personnel	\$312,984	\$333,452	\$333,452	\$340,982	\$341,603	\$351,851	\$362,407	\$373,279
Professional Development	\$3,391	\$10,775	\$10,804	\$10,775	\$10,560	\$10,348	\$10,141	\$9,939
Contractual Services	\$137,150	\$124,940	\$142,387	\$124,940	\$122,441	\$119,992	\$117,593	\$115,241
Materials & Supplies	\$448,070	\$502,162	\$530,464	\$502,162	\$492,119	\$482,276	\$472,631	\$463,178
Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purchases	\$5,608	\$50,000	\$51,495	\$47,700	\$36,000	\$36,000	\$8,000	\$0
Carryover Encumbrances	\$92,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Vehicle Maintenance	\$1,000,038	\$1,021,329	\$1,068,602	\$1,026,559	\$1,002,722	\$1,000,468	\$970,771	\$961,636
Equipment Acquisitions								
Capital Purchases	\$570,601	\$749,500	\$986,456	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Carryover Encumbrances	\$274,956	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Equipment Acquisitions	\$845,557	\$749,500	\$986,456	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Total Disbursements	\$1,845,596	\$1,770,829	\$2,055,058	\$1,776,559	\$1,752,722	\$1,750,468	\$1,720,771	\$1,711,636
Run Rate (Revenue Less Expenditures)	(\$251,433)	(\$111,922)	(\$321,142)	(\$117,652)	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$470,624	\$358,702	\$517,274	\$399,622	\$399,622	\$399,622	\$399,622	\$399,622
Ratio Ending Balance to Disbursements	25.50%	20.26%	25.17%	22.49%	22.80%	22.83%	23.22%	23.35%
Ratio Ending Balance to Revenues	29.52%	21.62%	29.83%	24.09%	22.80%	22.83%	23.22%	23.35%

**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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Unfunded</u>	<u>Total</u>
<u>Vehicle Maintenance</u>								
1	Tow Motor	2	\$40,000					\$40,000
2	Drill Press Replacement	2	\$2,500					\$2,500
3	Powertrain Lift Plate	2	\$2,200					\$2,200
4	2 laptop replacements	2	\$3,000					\$3,000
5	Mobile Column Lift	3		\$36,000	\$36,000			\$72,000
6	Shop Air Compressor Replacement	3			\$8,000			\$8,000
Total Vehicle Maintenance			\$47,700	\$36,000	\$36,000	\$8,000	\$0	\$127,700
<u>Equipment Acquisitions</u>								
1	Fleet Replacement Placeholder	2	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Total Vehicle Maintenance			\$750,000	\$750,000	\$750,000	\$750,000	\$0	\$3,750,000
TOTAL FLEET FUND			\$797,700	\$786,000	\$786,000	\$758,000	\$750,000	\$0
							\$0	\$3,877,700

**City of Hudson
Five Year Plan**

SPECIAL REVENUE FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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State Highway Improvement, 202

BEGINNING BALANCE, JANUARY 1	\$117,245	\$117,245	\$125,245	\$133,245	\$141,245	\$149,245	\$157,245
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	\$190,245	\$190,245	\$198,245	\$206,245	\$214,245	\$222,245	\$230,245
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	\$125,245	\$125,245	\$133,245	\$141,245	\$149,245	\$157,245	\$165,245

SPECIAL REVENUE FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Law Enforcement/Education - 213

BEGINNING BALANCE, JANUARY 1	\$95,038	\$95,037	\$91,337	\$87,337	\$83,337	\$79,337	\$75,337
Revenue:							
Court Fees	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
TOTAL AVAILABLE	\$98,038	\$98,037	\$94,337	\$90,337	\$86,337	\$82,337	\$78,337
TOTAL DISBURSEMENTS	\$3,000	\$6,700	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$95,038	\$91,337	\$87,337	\$83,337	\$79,337	\$75,337	\$71,337

**City of Hudson
Five Year Plan**

SPECIAL REVENUE FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Hudson Teen Program - 230

BEGINNING BALANCE, JANUARY 1	\$33,066	\$33,066	\$31,066	\$31,066	\$31,066	\$31,066	\$31,066
Revenue:							
Contributions/Sales	\$6,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TOTAL AVAILABLE	\$39,066	\$43,066	\$41,066	\$41,066	\$41,066	\$41,066	\$41,066
TOTAL DISBURSEMENTS	\$6,000	\$12,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Encumbrances	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$30,066	\$31,066	\$31,066	\$31,066	\$31,066	\$31,066	\$31,066

DEBT SERVICE FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Bond Retirement (301)

BEGINNING BALANCE, JANUARY 1	\$603,528	\$603,528	\$603,527	\$603,527	\$603,527	\$603,527	\$603,527
Revenue:							
Transfer In from General Fund	\$2,343,349	\$2,343,349	\$2,344,614	\$2,343,555	\$2,334,966	\$1,382,074	\$1,076,720
Refunded Bond Revenue	0	0	0	0	0	0	0
Issuance Cost Refund/Premium	0	0	0	0	0	0	0
Total Revenue	\$2,343,349	\$2,343,349	\$2,344,614	\$2,343,555	\$2,334,966	\$1,382,074	\$1,076,720
TOTAL AVAILABLE	\$2,946,877	\$2,946,877	\$2,948,141	\$2,947,082	\$2,938,493	\$1,985,601	\$1,680,247
Expenses:							
Bond Principal	\$1,837,075	\$1,837,075	\$1,878,963	\$1,920,851	\$1,957,739	\$1,054,627	\$776,515
Bond Interest	499,089	499,089	458,465	415,518	370,041	320,261	293,019
Refunded Bond Payment	0	0	0	0	0	0	0
Refunded Bond Issuance Costs	0	0	0	0	0	0	0
Loan Principal (OPWC 0% Interest Loan)	7,186	7,186	7,186	7,186	7,186	7,186	7,186
Total Expenses	\$2,343,350	\$2,343,350	\$2,344,614	\$2,343,555	\$2,334,966	\$1,382,074	\$1,076,720
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$603,527	\$603,527	\$603,527	\$603,527	\$603,527	\$603,527	\$603,527

**City of Hudson
Five Year Plan**

DEBT SERVICE FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Special Assessment, Debt, 318							
BEGINNING BALANCE, JANUARY 1	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725
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	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725
Expenses:							
County Auditor/Treasurer Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Principal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725	\$11,725

DEBT SERVICE FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Library Construction Debt, 320							
BEGINNING BALANCE, JANUARY 1	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111
Revenue:							
Real and Personal Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advance In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111
Expenses:							
County Auditor/Treasurer Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Principal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advance Out							
Total Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111	\$25,111

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Permissive Capital Use, 401

BEGINNING BALANCE, JANUARY 1	\$256,679	\$256,679	\$274,679	\$292,679	\$310,679	\$328,679	\$346,679
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	\$519,679	\$519,679	\$537,679	\$555,679	\$573,679	\$591,679	\$609,679
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	\$274,679	\$274,679	\$292,679	\$310,679	\$328,679	\$346,679	\$364,679

CAPITAL FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Broadband Capital (402)

BEGINNING BALANCE, JANUARY 1	\$516,250	\$516,250	\$7,897	\$7,897	\$7,897	\$7,897	\$7,897
Revenue:							
Debt Proceeds	\$0	\$3,850,000	\$0	\$0	\$0	\$0	\$0
Interest	\$0	\$5,335	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$3,855,335	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$516,250	\$4,371,585	\$7,897	\$7,897	\$7,897	\$7,897	\$7,897
TOTAL DISBURSEMENTS	\$0	\$4,363,688	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$381,671	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$134,579	\$7,897	\$7,897	\$7,897	\$7,897	\$7,897	\$7,897

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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City Acquisition & Construction (440)

BEGINNING BALANCE, JANUARY 1	\$605,217	\$605,217	\$19,876	\$19,876	\$19,876	\$19,876	\$19,876
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	\$605,217	\$605,217	\$19,876	\$19,876	\$19,876	\$19,876	\$19,876
TOTAL DISBURSEMENTS	\$0	\$585,341	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$598,223	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$6,994	\$19,876	\$19,876	\$19,876	\$19,876	\$19,876	\$19,876

CAPITAL FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Downtown Phase II (441)

BEGINNING BALANCE, JANUARY 1	\$837,215	\$837,215	\$615,040	\$615,040	\$615,040	\$615,040	\$615,040
Revenue:							
Transfer In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$8,957	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$8,957	\$0	\$0	\$0	\$0	\$0
TOTAL AVAILABLE	\$837,215	\$846,172	\$615,040	\$615,040	\$615,040	\$615,040	\$615,040
TOTAL DISBURSEMENTS	\$0	\$231,132	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$750,295	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$86,920	\$615,040	\$615,040	\$615,040	\$615,040	\$615,040	\$615,040

**City of Hudson
Five Year Plan**

CAPITAL FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Barlow Road Widening (475)

BEGINNING BALANCE, JANUARY 1	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449
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	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449
TOTAL DISBURSEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449	\$58,449

ENTERPRISE FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Wastewater Fund (502)

BEGINNING BALANCE, JANUARY 1	\$46,727	\$46,727	\$17,382	\$15,537	\$15,737	\$13,155	\$13,855
Revenue:							
Customer Sales	\$0	\$8,869	\$0	\$0	\$0	\$0	\$0
Interest Income/Misc	\$114,169	\$114,170	\$110,984	\$112,829	\$112,629	\$115,211	\$114,511
Transfer/Advance-In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$114,169	\$123,039	\$110,984	\$112,829	\$112,629	\$115,211	\$114,511
TOTAL AVAILABLE	\$160,896	\$169,766	\$128,366	\$128,366	\$128,366	\$128,366	\$128,366
TOTAL DISBURSEMENTS	\$110,984	\$152,384	\$112,829	\$112,629	\$115,211	\$114,511	\$114,791
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$49,912	\$17,382	\$15,537	\$15,737	\$13,155	\$13,855	\$13,575

**City of Hudson
Five Year Plan**

ENTERPRISE FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Utility Deposit Fund (508)

BEGINNING BALANCE, JANUARY 1	\$484,656	\$484,656	\$484,656	\$484,656	\$484,656	\$484,656	\$484,656
Revenues:							
Utility Deposits	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
TOTAL AVAILABLE	\$574,656	\$574,656	\$574,656	\$574,656	\$574,656	\$574,656	\$574,656
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	\$484,656	\$484,656	\$484,656	\$484,656	\$484,656	\$484,656	\$484,656

INTERNAL SERVICE FUND GROUP

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Self Insurance Fund (602)

BEGINNING BALANCE, JANUARY 1	\$160,076	\$160,076	\$160,076	\$160,076	\$160,076	\$160,076	\$160,076
Revenues:							
Inter-department contributions	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
TOTAL AVAILABLE	\$340,076	\$340,076	\$340,076	\$340,076	\$340,076	\$340,076	\$340,076
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	\$160,076	\$160,076	\$160,076	\$160,076	\$160,076	\$160,076	\$160,076

**City of Hudson
Five Year Plan**

INTERNAL SERVICE FUND GROUP

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Flexible Benefits Fund (603)

BEGINNING BALANCE, JANUARY 1	\$23,064	\$23,064	\$23,064	\$23,064	\$23,064	\$23,064	\$23,064
Revenue:							
Employee Contributions	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
TOTAL AVAILABLE	\$158,064	\$158,064	\$158,064	\$158,064	\$158,064	\$158,064	\$158,064
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	\$23,064	\$23,064	\$23,064	\$23,064	\$23,064	\$23,064	\$23,064

INTERNAL SERVICE FUND GROUP

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Medical Self-Insurance Fund (605)

BEGINNING BALANCE, JANUARY 1	\$149,592	\$149,592	\$99,272	\$99,272	\$99,272	\$99,272	\$99,272
Revenue:							
Employer Contributions	\$376,000	\$191,640	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
Miscellaneous	\$0	\$148	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$376,000	\$191,788	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
TOTAL AVAILABLE	\$525,592	\$341,380	\$475,272	\$475,272	\$475,272	\$475,272	\$475,272
TOTAL DISBURSEMENTS	\$376,000	\$242,108	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$149,592	\$99,272	\$99,272	\$99,272	\$99,272	\$99,272	\$99,272

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 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	\$295,000	\$310,628	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000
TOTAL AVAILABLE	\$295,000	\$310,628	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000
TOTAL DISBURSEMENTS	\$295,000	\$310,628	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000
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	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Contractors Deposits, 727

BEGINNING BALANCE, JANUARY 1	\$371,493	\$371,493	\$91,402	\$91,402	\$91,402	\$91,402	\$91,402
Revenue:							
Inspection Fees	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Contractor's Deposits	100,000	44,571	100,000	100,000	100,000	100,000	100,000
Deposits - Barlow Community Center	1,000	0	1,000	1,000	1,000	1,000	1,000
Total Revenue	\$111,000	\$44,571	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000
TOTAL AVAILABLE	\$482,493	\$416,064	\$202,402	\$202,402	\$202,402	\$202,402	\$202,402
Expenses:							
Engineering/Inspection Fees	\$10,000	\$20,920	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Developers' Deposits	100,000	302,742	100,000	100,000	100,000	100,000	100,000
Refunds	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Expenses	\$111,000	\$324,662	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000
Encumbrances	\$220,262	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$151,231	\$91,402	\$91,402	\$91,402	\$91,402	\$91,402	\$91,402

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Culvert Bonds, 730							
BEGINNING BALANCE, JANUARY 1	\$536,849	\$536,849	\$326,027	\$348,527	\$371,027	\$393,527	\$416,027
Revenue:							
Deposits - Culvert Bonds	\$100,000	\$59,143	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Right-of-Way Fees	25,000	-	25,000	25,000	25,000	25,000	25,000
Total Revenue	\$125,000	\$59,143	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
TOTAL AVAILABLE	\$661,849	\$595,992	\$451,027	\$473,527	\$496,027	\$518,527	\$541,027
Expenses:							
Inspection Fees	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Refunds	100,000	267,465	100,000	100,000	100,000	100,000	100,000
Total Expenses	\$102,500	\$269,965	\$102,500	\$102,500	\$102,500	\$102,500	\$102,500
Encumbrances	\$167,465	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$391,884	\$326,027	\$348,527	\$371,027	\$393,527	\$416,027	\$438,527

TRUST AND AGENCY FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Emergency Medical Service Trust, 731							
BEGINNING BALANCE, JANUARY 1	\$15,630	\$15,529	\$13,064	\$12,064	\$11,064	\$10,064	\$9,064
Revenue:							
Interest	\$500	\$0	\$500	\$500	\$500	\$500	\$500
Contributions	1,000	100	1,000	1,000	1,000	1,000	1,000
Total Revenue	\$1,500	\$100	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL AVAILABLE	\$17,130	\$15,629	\$14,564	\$13,564	\$12,564	\$11,564	\$10,564
TOTAL DISBURSEMENTS	\$2,500	\$2,565	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Encumbrances	\$101	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$14,529	\$13,064	\$12,064	\$11,064	\$10,064	\$9,064	\$8,064

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Bandstand Trust, 736

BEGINNING BALANCE, JANUARY 1	\$13,387	\$13,387	\$13,587	\$10,707	\$10,827	\$10,947	\$11,067
Revenue:							
Interest	\$120	\$200	\$120	\$120	\$120	\$120	\$120
TOTAL AVAILABLE	\$13,507	\$13,587	\$13,707	\$10,827	\$10,947	\$11,067	\$11,187
TOTAL DISBURSEMENTS	\$3,000	\$0	\$3,000	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$10,507	\$13,587	\$10,707	\$10,827	\$10,947	\$11,067	\$11,187

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

TRUST AND AGENCY FUND GROUP:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Clock Tower Maintenance Trust, 737

BEGINNING BALANCE, JANUARY 1	\$7,224	\$7,224	\$7,366	\$7,466	\$7,566	\$7,666	\$7,766
Revenue:							
Interest	\$100	\$142	\$100	\$100	\$100	\$100	\$100
TOTAL AVAILABLE	\$7,324	\$7,366	\$7,466	\$7,566	\$7,666	\$7,766	\$7,866
TOTAL DISBURSEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Encumbrances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$7,324	\$7,366	\$7,466	\$7,566	\$7,666	\$7,766	\$7,866

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

**City of Hudson
Five Year Plan**

TRUST AND AGENCY FUNDS:

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 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	\$2,580,000	\$2,646,903	\$2,640,000	\$2,640,000	\$2,640,000	\$2,640,000	\$2,640,000
TOTAL AVAILABLE	\$2,580,000	\$2,646,903	\$2,640,000	\$2,640,000	\$2,640,000	\$2,640,000	\$2,640,000
Expenses:							
County Auditor/Treasurer Fees	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Proceeds to Hudson Library	2,520,000	2,586,903	2,580,000	2,580,000	2,580,000	2,580,000	2,580,000
Total Expenses	\$2,580,000	\$2,646,903	\$2,640,000	\$2,640,000	\$2,640,000	\$2,640,000	\$2,640,000
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	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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Dedicated Tax Revenue Fund (750)

BEGINNING BALANCE, JANUARY 1	\$139	\$139	\$0	\$0	\$0	\$0	\$0
Revenue:							
Income Taxes	\$1,711,750	\$1,711,750	\$1,754,544	\$1,798,407	\$1,843,368	\$1,889,452	\$1,936,688
TOTAL AVAILABLE	\$1,711,889	\$1,711,889	\$1,754,544	\$1,798,407	\$1,843,368	\$1,889,452	\$1,936,688
Expenses:							
RTA Fees	\$47,150	\$47,150	\$48,329	\$49,537	\$50,775	\$52,045	\$53,346
Proceeds to Hudson Schools	1,664,600	1,664,739	1,706,215	1,748,870	1,792,592	1,837,407	1,883,342
Muni Tax Refund							
Total Expenses	\$1,711,750	\$1,711,889	\$1,754,544	\$1,798,407	\$1,843,368	\$1,889,452	\$1,936,688
Encumbrances	\$139	\$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	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
FIRE/EMS Service Fund (LOSAP) - 760							
BEGINNING BALANCE, JANUARY 1	\$234,933	\$234,933	\$258,933	\$282,933	\$306,933	\$330,933	\$354,933
Revenue:							
Contributions from Fire/EMS Operating	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000
TOTAL AVAILABLE	\$293,933	\$293,933	\$317,933	\$341,933	\$365,933	\$389,933	\$413,933
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	\$258,933	\$258,933	\$282,933	\$306,933	\$330,933	\$354,933	\$378,933

TRUST AND AGENCY FUNDS

Fund/Category	2020 Budget	2020 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Veteran's Memorial Garden (770)							
BEGINNING BALANCE, JANUARY 1	\$14,548	\$14,548	\$14,041	\$13,791	\$13,541	\$13,291	\$13,041
Revenue:							
Interest	\$250	\$250	\$250	\$250	\$250	\$250	\$250
TOTAL AVAILABLE	\$14,798	\$14,798	\$14,291	\$14,041	\$13,791	\$13,541	\$13,291
TOTAL DISBURSEMENTS	\$500	\$757	\$500	\$500	\$500	\$500	\$500
Encumbrances	\$257	\$0	\$0	\$0	\$0	\$0	\$0
ENDING BALANCE, DECEMBER 31	\$14,041	\$14,041	\$13,791	\$13,541	\$13,291	\$13,041	\$12,791

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

Department	2021 Budget				2020 Budget				2019 Actual				2018 Actual				2017 Actual				2016 Actual			
	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol	FT	PT	S	Vol
General Fund																								
Police	36	12		5	35	12		5	37	12		5	36	11		4	35	11		4	35	14		6
Community Development	5.5				6				6				6		1		6				7	1		
Economic Development	1				1				1				1				1				1			
Street Trees & ROW	0.3				0.3				0.3				0.3				0.3				0.44			
Mayor & Council	1				1				1				1				1				1			
Legal	1	2			1	2			1	2			1	2			1	2			0	3		
Admin	5.5				5.5				5.5				4.5	1	1		5.25	1	2		6			
Finance	8				9				9				8				6				6.5	1		
Information Services	1.25				1.25				1.25				1.25				4.25				2.9			
Engineering	7.5		4		8		4		8		4		9		3		10		3		9		4	
Public Properties	2.85				2.85				2.85				2.85				2.85				2.66			
Public Works - Admin	2.5				3.5				3.5				4.5				4.5				4			
Total General Fund	72.4	14	4	5	74.4	14	4	5	76.4	14	4	5	75.4	14	5	4	77.15	14	5	4	75.5	19	4	6
Other Funds																								
Street Maintenance	9.1				9.1				9.1				9.1				9.1				8.1			
Cemetery	2.05	1	1		2.05	1	1		2.05	1	1		2.05	1	1		2.55		2		2.05	1	1	
Parks	5.25	3	15		5.25	2	15		5.25	2	15		5.25	2	15		4.5	2	15		5	2	19	
Cable	2.5	2	1		2.5	2	1		2.5	2	1		2.5	2	6		2	2	6		1	4	8	
Fire	6	2		36	6	2		36	5	2		33	5	2		37	5	2		37	4	2		40
EMS	4	26		20	5	29		20	4	28		20	4	30		22	4	26		22	4	30		46
Water	5.55	1			5.55	1			5.55	1			5.5				6.3				5.125			
Electric (HPP)	28.95				28.95				28.95				27.5				24.2				22.45			
Storm Water	9				9				9				9.5				9.5				13.425			
Golf	4.45		49		4.45		60		4.45		56		4.45		60		3.45		57		4		61	
Broadband	2.5				2.5				2.5				2.5				2				2.1			
Vehicle Maintenance	3.25				3.25				3.25				3.25				3.25				3.25			
Total Other Funds	82.6	35	66	56	83.6	37	77	56	81.6	36	73	53	80.6	37	82	59	75.85	32	80	59	74.5	39	89	86
Grand Total	155	49	70	61	158	51	81	61	158	50	77	58	156	51	87	63	153	46	85	63	150	58	93	92

**CITY OF HUDSON, OHIO
FIVE YEAR PLAN 2021 - 2025
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	3/15/2016	Repl / Increase	5	2016/2020	2017/2021	2.90	2.900
								2.900
Total							6.47	

City of Hudson, Ohio
Current Outstanding Indebtedness 2021 - 2025
Debt Service Schedule - Long Term Obligations

DEBT BY FUNDING SOURCE	RES/ ORD	ORIGINAL PRINCIPAL	BALANCE @12/31/2020	TERM	INTEREST RATE	PAYMENT YEARS	PRINCIPAL AND INTEREST				
							2021	2022	2023	2024	2025
GENERAL FUND INCOME TAXES											
BARLOW COMM CENTER EXPANSION (301)	02-201 (2), (3)	\$330,000	\$70,000	20 YR	2.0-2.5%	2004-2023	\$21,638	\$26,188	\$25,625	\$0	\$0
POLICE FACILITY CONSTRUCTION (301)	02-201 (2), (3)	\$3,985,000	\$810,000	20 YR	2.0-2.5%	2004-2023	\$283,913	\$282,950	\$281,875	\$0	\$0
SEASONS/NORTON CONNECTOR (301)	02-203 (2)	\$1,200,000	\$240,000	20 YR	2.0-2.5%	2004-2023	\$85,600	\$83,800	\$82,000	\$0	\$0
MILFORD/RT 91 CONNECTOR (301)	04-74 (3)	\$4,200,000	\$1,180,000	20 YR	4.5 - 6.125%	2005-2024	\$310,423	\$310,088	\$308,960	\$307,020	\$0
ATTERBURY BLVD RECONSTRUCTION (301)	11-93	\$3,770,000	\$2,320,000	20 YR	1.25 - 4.0%	2012-2031	\$257,631	\$257,231	\$256,681	\$255,981	\$255,131
SEASONS ROAD INTERCHANGE (301)	11-94	\$1,175,000	\$720,000	20 YR	1.25 - 4.0%	2012-2031	\$79,106	\$77,456	\$80,806	\$79,006	\$82,206
YOUTH DEVELOPMENT CTR PROPERTY (301)	12-128	\$2,735,000	\$1,758,833	20 YR	1.50 - 2.50%	2013-2032	\$168,418	\$169,031	\$169,595	\$169,768	\$169,883
STREET IMPROVEMENT (301)	13-81	\$5,000,000	\$1,605,000	10 YR	2.00 - 3.00%	2014-2023	\$561,688	\$560,663	\$558,625	\$0	\$0
ATTERBURY BRIDGE (OPWC LOAN)	2009	\$143,714	\$68,264	20 YR	0.00%	2009-2028	\$7,186	\$7,186	\$7,186	\$7,186	\$7,186
STREET IMPROVEMENT (N. MAIN, BARLOW RD) (301)	18-161	\$2,575,000	\$2,355,000	20 YR	3.08%	2019-2038	\$183,438	\$185,138	\$181,688	\$183,238	\$179,638
NEW CITY HALL OFFICES (301)	18-162	\$5,580,000	\$5,135,000	20 YR	3.08%	2019-2038	\$385,575	\$383,825	\$381,925	\$379,875	\$382,675
GENERAL FUND TOTAL			\$16,262,097				\$2,344,613	\$2,343,555	\$2,334,965	\$1,382,074	\$1,076,719
YOUTH DEVELOPMENT CTR PROPERTY (205)	12-128	\$2,000,000	\$1,286,167	20 YR	1.50 - 2.50%	2013-2032	\$123,157	\$123,606	\$124,018	\$124,145	\$124,229
STORM WATER IMPROVEMENTS I (504)	02-201 (2), (3)	\$1,090,000	\$220,000	20 YR	2.0-2.5%	2004-2023	\$75,138	\$78,563	\$76,875	\$0	\$0
STORM WATER IMPROVEMENTS II (504)	02-201 (2), (3)	\$2,417,000	\$1,727,000	30 YR	3.0-5.0%	2006-2035	\$139,291	\$137,821	\$145,106	\$142,966	\$136,826
TOTAL INCOME TAXES - ALL FUNDS			\$19,495,264				\$2,682,199	\$2,683,544	\$2,680,964	\$1,649,184	\$1,337,774

CITY OF HUDSON, OHIO
Current Outstanding Indebtedness 2021 - 2025
Debt Service Schedule - Long Term Obligations (cont)

DEBT BY FUNDING SOURCE	RES/ ORD	ORIGINAL PRINCIPAL	BALANCE @12/31/2020	TERM	INTEREST RATE	PAYMENT YEARS	PRINCIPAL AND INTEREST				
							2021	2022	2023	2024	2025
SOURCE: FUND REVENUE-USER CHARGES											
WATER SYSTEM IMPROV - PHASE II (501)	02-204 (2), (3)	\$4,035,000	\$2,405,000	30 YR	2.0-3.5%	2002-2033	\$225,163	\$231,788	\$228,188	\$229,188	\$229,238
WATER SYSTEM IMPROV - PHASE III (501)	05-61 (3)	\$667,000	\$478,000	30 YR	3.0-5.0%	2006-2035	\$38,438	\$38,033	\$39,560	\$38,980	\$38,400
WATER MAINS (N. MAIN ST.) (501)	18-63	\$820,000	\$755,000	20 YR	3.08%	2019-2038	\$58,613	\$57,563	\$56,513	\$55,463	\$54,413
SEWER SYSTEM IMPROVMENTS I (502)	04-76 (3)	\$855,000	\$501,000	30 YR	2.7% - 4.25%	2005-2034	\$41,792	\$42,342	\$41,800	\$42,180	\$44,540
SEWER SYSTEM IMPROVMENTS II (502)	05-60 (3)	\$1,236,000	\$880,000	30 YR	3.0-5.0%	2006-2035	\$71,037	\$70,287	\$73,412	\$72,332	\$70,252
SEASONS ROAD SUBSTATION (503)	02-205 (2), (3)	\$2,230,000	\$450,000	20 YR	2.0-2.5%	2005-2023	\$160,500	\$157,125	\$153,750	\$0	\$0
SEASONS SUB TO MAIN SUB - TRANS/DIST (503)	04-75 (3)	\$1,000,000	\$584,000	30 YR.	2.7% - 4.25%	2004-2034	\$49,736	\$49,196	\$49,566	\$48,826	\$51,086
GOLF COURSE - EXPANSION (505)	02-202 (2), (3)	\$1,645,000	\$340,000	20 YR.	2.0-2.5%	2004-2023	\$117,938	\$120,463	\$117,875	\$0	\$0
Total Fund Revenue-User Charges			\$6,393,000				\$763,214	\$766,794	\$760,662	\$486,967	\$487,927
TOTAL - ALL FUNDS			\$25,888,264				\$3,445,413	\$3,450,338	\$3,441,626	\$2,136,151	\$1,825,701