





**CITY OFFICIALS**

**City Council**

Lovely A. Warren (Northeast District)

President

Dana K. Miller (At-Large)

Vice President

Carolee A. Conklin (At-Large)

Matt Haag (At-Large)

Adam C. McFadden (South District)

Jacklyn Ortiz (At-Large)

Carla M. Palumbo (Northwest District)

Loretta C. Scott (At-Large)

Elaine M. Spaul (East District)

**Mayor**

Thomas S. Richards

**Deputy Mayor**

Leonard E. Redon

**Office of Management & Budget**

William J. Ansbrow

Budget Director

**Budget Staff**

Sarah E. Boyce

Alan Bredekamp

Sharla D. Davenport

James Gillis

Joe Mustico

Kabutey Ocansey

Sarah E. Ruekberg

Josephus Tisdale

Victoria Wehbring

Suzanne P. Warren

## BUDGET AT A GLANCE

	Amended Budget <u>2011-12</u>	Approved Budget <u>2012-13</u>	Dollar Change
BUDGET	\$478,987,500	\$488,545,600	\$9,558,100
PROPERTY TAX LEVY (Before STAR)	\$167,149,400	\$167,149,400	\$0
<b>TYPICAL HOMESTEAD BURDEN*</b>			
Property Tax	\$1,346.68	\$1,352.40	\$5.72
Service Charges	<u>\$898.27</u>	<u>\$914.00</u>	<u>\$15.73</u>
Subtotal	\$2,244.95	\$2,266.40	\$21.45
<b>TYPICAL NON-HOMESTEAD BURDEN**</b>			
Property Tax	\$11,215.26	\$11,267.68	\$52.42
Local Works Charge	<u>\$786.90</u>	<u>\$802.64</u>	<u>\$15.74</u>
Total	\$12,002.16	\$12,070.32	\$68.16
<b>PROPERTY TAX RATES (PER \$1,000)</b>			
Homestead	\$20.04	\$19.32	-\$0.72
Non-Homestead	\$42.79	\$42.99	\$0.20
<b>TYPICAL HOMESTEAD SERVICE CHARGES</b>			
Water	\$329.43	\$340.96	\$11.53
Refuse	\$359.00	\$359.00	\$0.00
Local Works	<u>\$209.84</u>	<u>\$214.04</u>	<u>\$4.20</u>
	\$898.27	\$914.00	\$15.73

\*Based on a typical house assessed at \$70,000 with 40' front footage and using 80,000 gallons of water annually. The Homestead value in 2011-12 was \$67,200.

\*\*Based on a business assessed at \$262,100 with 150' front footage, unchanged from 2011-12.

---



---

TABLE OF CONTENTS

<u>Tab</u>	<u>Page</u>
	<u>READER'S GUIDE</u> ..... vi
	<u>GLOSSARY</u> ..... ix
	<u>ORGANIZATION CHART</u> ..... xii
	<u>MAYOR'S MESSAGE</u>
	<u>CITY COUNCIL REPORT</u>
1	<u>SUMMARY</u>
	Highlights ..... 1-1
	Summary of Revenue Changes ..... 1-3
	Revenue Descriptions & Changes ..... 1-4
	Revenue Estimates ..... 1-18
	Property Tax Computation & Analysis ..... 1-23
	Local Government Exemption Impact Report RP-495 ..... 1-32
	Application of Revenue ..... 1-34
	Summary of Expenditure Changes ..... 1-36
	Summary by Major Object of Expense ..... 1-40
	Summary of 2011-12 Budget Amendments ..... 1-42
	Application of Related Expenditures & Revenues ..... 1-48
	Fund Summary ..... 1-49
	Multi-Year Projection ..... 1-51
2	<u>CITY COUNCIL &amp; CLERK</u> ..... 2-1
3	<u>ADMINISTRATION</u>
	Department Summary ..... 3-1
	Mayor's Office ..... 3-4
	Office of Management & Budget ..... 3-9
	Bureau of Human Resource Management ..... 3-13
	Bureau of Communications ..... 3-18
	Law Department ..... 3-23
4	<u>INFORMATION TECHNOLOGY</u> ..... 4-1

<u>Tab</u>		<u>Page</u>
5	<b><u>DEPARTMENT OF FINANCE</u></b>	
	Department Summary .....	5-1
	Director's Office .....	5-5
	Bureau of Accounting .....	5-8
	Bureau of Treasury .....	5-12
	Bureau of Assessment .....	5-17
	Bureau of Parking & Municipal Violations .....	5-21
	Bureau of Purchasing .....	5-26
6	<b><u>DEPARTMENT OF NEIGHBORHOOD &amp; BUSINESS DEVELOPMENT</u></b>	
	Department Summary .....	6-1
	Office of the Commissioner .....	6-5
	Business & Housing Development .....	6-9
	Planning & Zoning .....	6-17
	Neighborhood Preservation .....	6-22
	Inspection & Compliance .....	6-28
7	<b><u>DEPARTMENT OF ENVIRONMENTAL SERVICES</u></b>	
	Department Summary .....	7-1
	Office of the Commissioner .....	7-7
	Bureau of Architecture & Engineering .....	7-12
	Bureau of Operations & Parks	
	Summary .....	7-17
	Director's Office .....	7-21
	Solid Waste Collections .....	7-24
	Special Services .....	7-28
	Building Services .....	7-32
	Equipment Services .....	7-35
	Bureau of Water	
	Summary .....	7-39
	Director's Office .....	7-42
	Water Engineering .....	7-45
	Upland Operations .....	7-48
	Water Distribution .....	7-51
	Fixed Charges .....	7-54

# INTRODUCTION

Table of Contents  
 Reader's guide  
 Glossary  
 Management Chart

<u>Tab</u>		<u>Page</u>
8	<u>EMERGENCY COMMUNICATIONS DEPARTMENT</u> .....	8-1
9	<u>POLICE DEPARTMENT</u>	
	Department Summary .....	9-1
	Office of the Chief .....	9-6
	Operations	
	Summary .....	9-10
	Patrol.....	9-13
	Investigations .....	9-20
	Administration .....	9-25
10	<u>FIRE DEPARTMENT</u>	
	Department Summary .....	10-1
	Office of the Chief .....	10-6
	Operations.....	10-10
	Support.....	10-16
11	<u>LIBRARY</u>	
	Department Summary .....	11-1
	Central Library.....	11-5
	Community Library .....	11-9
12	<u>DEPARTMENT OF RECREATION &amp; YOUTH SERVICES</u>	
	Department Summary .....	12-1
	Office of the Commissioner .....	12-5
	Bureau of Recreation .....	12-8
	Office of Employment Opportunities .....	12-15
	Bureau of Youth Services .....	12-20
13	<u>UNDISTRIBUTED EXPENSE</u>	
	Summary .....	13-1
	Employee Benefits – Current .....	13-3
	Employee Benefits – Non-Current .....	13-8
	General Risk Management .....	13-10
	Other .....	13-12
14	<u>CONTINGENCY</u> .....	14-1
15	<u>CAPITAL EXPENSE SUMMARY</u>	
	Summary .....	15-1
	Cash Capital.....	15-4
	Debt Service.....	15-12
	CIP Document Notes .....	15-15
	[Capital Improvement Program .....	Insert]

# INTRODUCTION

Table of Contents  
Reader's guide  
Glossary  
Management Chart

---

<u>Tab</u>		<u>Page</u>
16	<u>PERSONNEL SUMMARY</u>	
	Introduction .....	16-1
	Personnel Resources.....	16-2
	Employee Benefits .....	16-6
	Bargaining Units.....	16-8
	Compensation.....	16-9
17	<u>CITY SCHOOL DISTRICT SUMMARY</u> .....	17-1
	<u>INDEX</u>	

**Budget Process**

This budget is for the City's 2012-13 fiscal year, which begins on July 1, 2012 and closes on June 30, 2013. The process and content requirements of the annual budget are stipulated in Section 3–9 of the City Charter. Consistent with these requirements, the Mayor prepares a proposed budget. Detailed budget requests are made by each department, reviewed and analyzed by the Office of Management & Budget, modified as necessary, and approved by the Mayor.

The Mayor's proposed budget is considered by the City Council, and at least one public hearing is scheduled. The City Council may adopt the budget as proposed by the Mayor or may modify it. If the City Council's action on the budget contains no additions, the budget is adopted without further action. Reductions to the proposed budget do not require the approval of the Mayor. If City Council's action includes any additions, the budget must be presented to the Mayor by June 20. The Mayor may accept or reject any additions. If the Mayor accepts the additions, the budget is adopted without further action. If the Mayor rejects any additions, he must inform the City Council of the items rejected with his reasons and return the budget to the Council by June 25. The City Council may then reconsider the budget and, by June 30, may revise its actions in conformity with the Mayor's objections or may, upon a two-thirds vote, override the Mayor's objections. If City Council does not, by June 30, adopt a budget according to these procedures, the budget as submitted by the Mayor plus any City Council additions not objected to by the Mayor will be the budget for the ensuing year.

**Scope of the Budget**

The budget contains most of the ongoing operations of the City of Rochester. Certain programs are not included:

*City School District:* A summary of the proposed City School District budget is included (Tab 17). The complete text of the School budget is included in a separate document.

*Federal Programs:* The administrative costs and certain program expenses are included. However, most program expenditures from the Consolidated

Plan. Appropriations from these programs are made during the year.

*Capital Programs:* The budget includes two types of capital expenditures: Cash Capital, the direct outlay for capital purposes, and Debt Service, the repayment of principal and interest on previously authorized borrowing. Not included is the appropriation of the proceeds from note and bond sales that may occur during the year. These will be appropriated individually during the year, and their repayment will be included in future budgets as Debt Service. The Capital Improvement Program (CIP) section in the Budget document details all expected capital program expenditures for the upcoming year and each of the subsequent four years.

*Trust and Agency Funds:* On occasion, the City receives income that is to be used for restricted purposes. An example is the income in the Fund for the City's Future, which is restricted to the promotion of City tourism, living, and marketing. Such funds are not included in the budget; their use requires City Council appropriation during the year.

**Budget Format – Organization**

- The budget is organized into five presentations:
1. The Mayor's Message
  2. City Council Report (in Approved Budget only)
  3. Summary (Tab 1)
  4. Departmental Sections (Tabs 2-15)
  5. Informational Sections (Tabs 16-17 & Index)

**Budget Format - Departmental Sections**

Each departmental section contains a Department Summary that includes Mission Statement, organization, strategic goals and objectives, and financial data relating to the total department. Major changes from the prior year are highlighted. In addition, for each major function within a department, there are three detailed presentations:

---

1. Rochester By the Numbers presentation: Mission. Vital Customers defines who are the primary recipients of this unit's work. Critical Processes present the critical processes this unit uses to carry out its mission. Key Performance Indicators measure how well objectives are being met.

2. Expenditures and Employee Years, which contains current and historical expenditure and personnel data. The expenditure data are presented in two ways — by major object (or type) of expense and by activity.

3. Personnel, which includes a calculation of employee years and a detailed listing of all full time position titles and pay brackets. The employee year calculations on this page produce the totals listed on the Expenditure and Employee Year pages.

In the Undistributed Expenses (Tab 13), Contingency (Tab 14) and Capital (Tab 15) sections, no personnel data are provided, as no staff are assigned.

### **Budget Format Year-to-Year Comparisons**

The year-to-year comparison for each bureau or division calculates the increase or decrease in the budget and employee years for that unit. An analysis of the change in the budget is included. The total change is the sum of the change noted in each of six categories. The categories are:

1. Salary and Wage Adjustment, which accounts for all routine changes in personnel compensation. This includes contract settlements, step and merit advancements, upgrades and downgrades of positions, and turnover that replaces higher compensated employees with lower compensated ones within the same pay brackets.

2. General Inflation, which accounts for increases in the cost of goods and services attributed to inflation.

3. Chargebacks, which accounts for the year to year change in charges for services provided to the activity by other units of City government. These services are duplicating, postage, motor equipment fuel and service, telephone service, workers' compensation, water, refuse collection, and geographic information system.

4. Vacancy Allowance, which accounts for the year to year change in the assumption of the vacancy allowance. This allowance is the difference between the actual expenditure requirements for personnel and that required if all positions were filled at all times.

5. Miscellaneous, which accounts for minor changes not accounted for by any of the other categories.

6. Major Change, which accounts for significant budget variances. If there are any major changes, a narrative explanation follows immediately.

7. Program Change, a written explanation of any significant changes in the operation or service delivery of the unit.

### **Basis of Accounting**

The accounting policies of the City of Rochester conform to generally accepted accounting principles. The basis of accounting is the modified accrual method, in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred, except principal and interest on long-term debt and pension liability, which are recorded when due. The exception to this basis is for the Enterprise Funds that are on an accrual basis, in which revenues are recognized when earned, and expenditures are recognized when incurred.

The accounts of the City are organized into various funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts.

**Glossary**

*Activity* The most basic level of presentation in the budget. Each major function is divided into activities, for which budgetary, personnel, and narrative information is provided.

*Adopted Budget* The annual operating budget plan for the upcoming fiscal year approved by City Council according to the City Charter.

*Appropriation* An authorization to expend funds for stated purposes.

*Assessed Value* The value assigned for property tax purposes to each property within the City. Rochester utilizes a full value system; thus, it is the objective to assess all property at 100 percent of full market value.

*Assessed Value Tax Rate* The amount of tax levied for each \$1,000 of assessed valuation.

*Bond Anticipation Note* A note that may be redeemed with the proceeds from the future sale of a serial bond. A note is a short term borrowing instrument, usually requiring repayment within one year of issuance.

*Budget Amendment* A formal action by the City Council to adjust the budget after adoption. These amendments generally take two forms: the transfer of an appropriation from one departmental budget to another, or the appropriation of new sources of revenue to support a new expense. A budget amendment may, on occasion, reduce revenue and expense.

*Capital Improvement Program (CIP)* The five-year spending plan for major improvements and construction projects. It provides detail by functional area, funding source, and year.

*Cash Capital* The direct outlay for capital items, most typically equipment purchases, street improvements, and building renovations. The Cash Capital appropriation is a direct outlay because the City does not borrow for these expenditures. The Cash Capital appropriation is contained in the Capital Expense Summary.

*Chargeback* A charge from one department to another for services rendered, e.g., telephone service.

*Constitutional Debt Limit* Limits on the amount of debt that a municipality can incur. Article VIII of the New York State Constitution imposes on Rochester a limit of 9 percent of the most recent five-year average of full valuation of taxable real estate for capital purposes.

*Constitutional Tax Limit* Limits on the amount of money that a municipality can raise through real estate taxes. Article VIII of the New York State Constitution imposes on Rochester a limit of 2 percent of the most recent five-year average of full valuation of taxable real estate.

*Contingency* A budgeted reserve fund for unforeseen or unmeasurable expenditures not otherwise budgeted.

*Debt Service* The repayment of debt, including interest payments and installments on the principal. The debt service appropriation is contained in the Capital Expense Summary.

*Directly Applicable Revenue* Revenues that are generated because of the efforts of an organizational unit for a given function.

*Employee Benefits* The direct expenditures, other than salary and wages, associated with employee compensation. In the budget, the employee benefit appropriations are included in the Undistributed Expense budget, but are allocated for information purposes to each major function. These include retirement, Social Security, medical and dental, workers' compensation, and life insurance benefits. All other employee compensation costs are included in the departmental budgets.

*Employee Years* An approximation of employee resources stated as an equivalent number of full time positions. Each full time position is counted as one employee year, while overtime hours and part time, temporary, and seasonal positions are approximated as partial employee years. The vacancy allowance (see below) is also stated as an equivalent number of full time positions, and is subtracted in approximating net employee years for an activity.

## READER'S GUIDE

*Enterprise Fund* Enterprise funds are fiscal and accounting entities that account for certain services and programs that operate as separate businesses. Expenditures for these operations are supported by revenues generated by the activities (e.g., fees for service) or dedicated under law for those specific operations. This Budget includes the following Enterprise Funds: Water, War Memorial, Parking, Cemetery, Public Market, Refuse, and Local Works.

*Fund* A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, with related expenses and other obligations. The budget contains ten funds that are explained and accounted for in the Summary (Tab 1).

*Fund Balance* In fund accounting, Fund Balance equals Assets minus Liabilities.

*General Fund* The principal operating fund of the City, accounting for all financial resources not recorded in other funds.

*Homestead* One of two classifications of property owners authorized for property taxation under the New York State law applicable to Rochester. The Homestead class includes all one, two, and three family residential real property, including dwellings used in part for non-residential purposes but used primarily for residential purposes. The other classification is the Non-Homestead class.

*Interfund Revenue* Income generated through a transaction between or among funds. Interfund revenues are offset by expenses or obligations recorded in other funds. In this budget, interfund credits for chargebacks of services (motor equipment, telephones, etc.) are included in the unit providing the service as a credit (or reduction of expense) when the service charge is processed.

*Intrafund Credit* A transaction between or among appropriations within the same fund. In this budget, intrafund credits reflect chargebacks for services. The costs of these services (motor equipment, telephones, etc.) are included in the unit providing the service, and also the unit receiving the service. To offset this double recording of cost, the service provider unit records a credit (or reduction of expense) when the service charge is processed.

*Major Functions* The subdivision of a departmental budget. Major functions are Bureaus, Divisions, Offices, or other organizational units.

*Major Objects* The basic types of expenses incurred by an organizational unit categorized as Personnel, Materials & Supplies, Services, and Other expenses.

*Morin-Ryan* The sales tax distribution formula, which took effect in 1985-86, divides the first three percent of the local share of the sales tax.

*Non-Homestead* One of two classifications of property owners authorized for property taxation under the New York State Law applicable to Rochester. The Non-Homestead class includes all properties other than one, two, and three family residential properties. The other classification is the Homestead class.

*Overtime Employee Years* See Employee Years.

*Part Time, Temporary, Seasonal* Used on the Personnel Summary page to show the approximation of Part Time, Temporary, and Seasonal employees in terms of Employee Years. Part Time employees work less than a regular work week schedule on a year round basis. Temporary employees work regular work week hours, but for a fixed duration (usually not to exceed eighteen months). Seasonal employees work at certain times during the year (e.g., during the Summer) on schedules determined by the nature of the jobs that they are performing.

*Property Tax Levy* The total amount of property tax to be assessed on taxpayers. The property tax levy differs from property tax revenue in that the levy includes all amounts due, regardless of whether they are collected.

*Property Tax Rate* The rate used to determine the property tax bill of individual taxpayers. The rate is expressed as a dollar amount to be charged for each \$1,000 of assessed property value. A separate tax rate is applied to each of two classes of property owners, Homestead and Non-Homestead.

*Property Tax Reserve* The portion of the property tax levy that is estimated to be uncollected during the fiscal year and remains uncollected after sixty days from the close of the fiscal year.

*Property Tax Revenue* The amount of money raised by the property tax. Due to nonpayments, the actual collection is less than the total levy.

*Proposed Budget* The budget plan for the upcoming fiscal year recommended by the Mayor to City Council for its formal approval. The budget is “proposed” until it is formally “approved” by City Council.

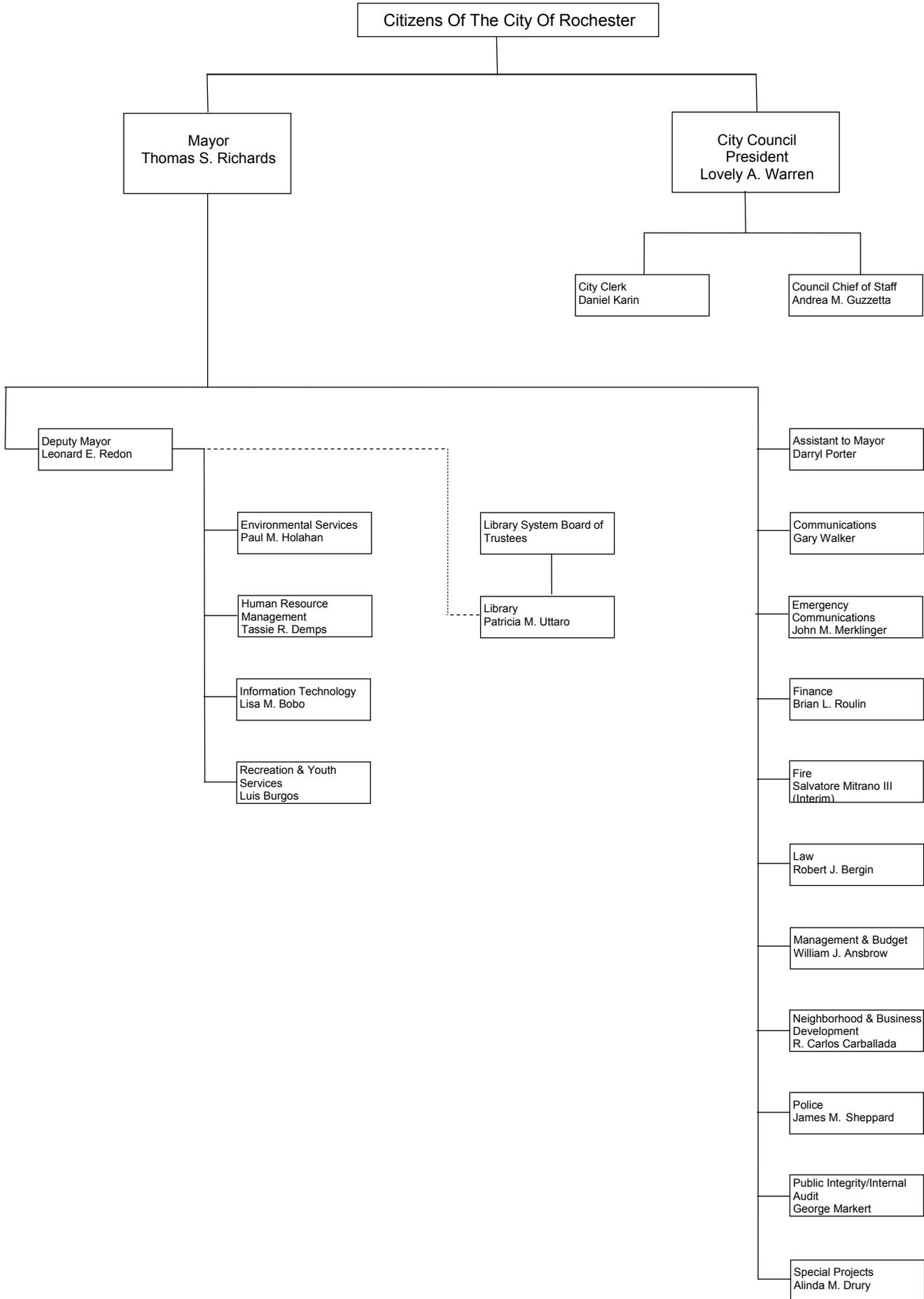
*Sales Tax* A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

*Serial Bonds* A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

*Special Fund* Special funds are fiscal and accounting entities that state law restricts for specific purposes. This Budget includes the following Special Funds: Animal Control and Library.

*STAR* The New York State School Tax Relief Program providing homeowners relief from school property tax through two levels of exemptions. (See Summary, STAR section for details).

*Vacancy Allowance* The difference between actual expenditure requirements for personnel resources and that which would be required if all positions were filled at all times. The vacancy allowance accounts for position vacancies that occur as a result of routine employee turnover as well as those that may be deliberately maintained.



---

---

Increases

## Revenue:

- The spin up in Aid & Incentives to Municipalities is budgeted \$15,469,000
- Sales tax revenue increases by \$6,713,800
  
- Red Light Photographic Enforcement Program increases \$1,700,000
  
- In-Lieu-of-Tax payments increase \$417,700
- New First Responder Franchise Fee \$300,000
- A water rate increase is proposed to balance the fund
- A local works rate increase is proposed to balance the fund

## Expense:

- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Increase in overtime allocation in Police and Fire to reflect actual demand
- Program enhancements

Decreases

## Revenue:

- Transfer from Tax Relief Fund does not recur \$2,800,000
- Reimbursement from Early Retiree Reinsurance Program does not recur \$1,100,000
- Foreign Insurance Fund is not assumed \$700,000

## Expense:

- Program eliminations or reductions in departmental sections
- Departmental efficiencies

REVENUE SUMMARY  
SUMMARY OF REVENUE CHANGES

---

General Fund 2012-13 revenue estimates are \$370,084,700 or 3.4% more than the 2011-12 Budget. The spin up in state aid (\$15,469,000) is budgeted.

Special Fund 2012-13 revenue estimates are \$17,457,200 or 2.1% more than the 2011-12 Budget. On-going support from Monroe County for the Central Library remains constant at the 2012 level. A one-time appropriation of Library Fund Balance in the amount of \$448,000 does not recur. A one-time appropriation of Animal Fund Balance in the amount of \$15,000 does not recur.

Enterprise Fund 2012-13 revenue estimates are \$101,003,700 or 2.1% more than the 2011-12 Budget. Rate increases are budgeted for the Water and Local Works Funds.

REVENUE SUMMARY  
SUMMARY OF REVENUE CHANGES

1-3

	Amended 2011-12	Proposed 2012-13	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	136,576,000	137,403,600	827,600	0.6%
Delinquent & Supplemental Taxes	5,200,000	2,691,000	-2,509,000	-48.3%
In-Lieu-of-Tax Payments	9,962,700	10,380,400	417,700	4.2%
Interest & Penalties	2,645,000	2,445,000	-200,000	-7.6%
Sales Tax	130,272,200	136,986,000	6,713,800	5.2%
Utilities Gross Receipts Tax	7,500,000	6,400,000	-1,100,000	-14.7%
Mortgage Tax	1,500,000	1,500,000	0	0.0%
Taxes Total	293,655,900	297,806,000	4,150,100	1.4%
Departmental Income	7,435,900	7,207,100	-228,800	-3.1%
Use of Money & Property	665,600	620,000	-45,600	-6.9%
Fines & Forfeitures	3,279,200	5,212,400	1,933,200	59.0%
Licenses & Permits	2,699,100	2,623,400	-75,700	-2.8%
Sale of Property & Compensation for Loss	1,460,000	1,364,500	-95,500	-6.5%
Miscellaneous	7,702,300	7,875,300	173,000	2.2%
Intergovernmental – New York State	108,953,400	121,664,600	12,711,200	11.7%
Intergovernmental – Federal	7,830,200	7,048,900	-781,300	-10.0%
Intergovernmental – Other	19,375,900	18,766,500	-609,400	-3.1%
Interfund Revenue & Transfers	-95,260,400	-100,104,000	-4,843,600	5.1%
General Total	357,797,100	370,084,700	12,287,600	3.4%
Animal	1,567,600	1,592,900	25,300	1.6%
Library	16,304,900	15,864,300	-440,600	-2.7%
Water	38,216,700	38,079,100	-137,600	-0.4%
War Memorial	2,985,200	2,959,300	-25,900	-0.9%
Parking	10,560,000	11,896,600	1,336,600	12.7%
Cemetery	3,919,900	2,478,500	-1,441,400	-36.8%
Public Market	3,731,100	995,700	-2,735,400	-73.3%
Refuse	25,255,200	25,283,900	28,700	0.1%
Local Works	18,649,800	19,310,600	660,800	3.5%
Grand Total	478,987,500	488,545,600	9,558,100	2.0%

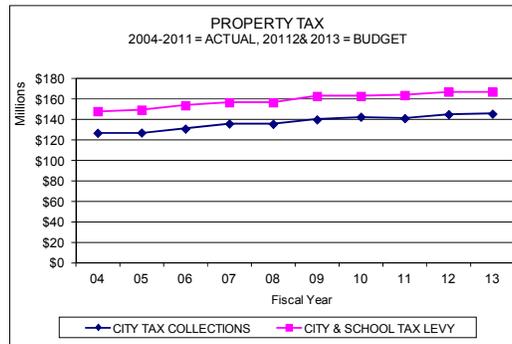
## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Property Tax

New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first \$8,200 owed on each parcel. Responsibility for collecting property taxes is vested in the Department of Finance, Bureau of Treasury. Property taxes are allocated to various funds as necessary to balance them.

Beginning in 1994-95 City and School property tax collections are accounted for within the City Budget. Funding for the City School District is provided within the Interfund revenue section.

Prior to 1994-95 the School District received property tax collections outside of the City Budget. Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 annual increase in STAR is capped at 2%. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary Section.



### Major Change

Four major factors influence the amount of revenue generated by the property tax:

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation increases by \$131,163,678 or 2.29% from the 2011-12 level. A description of assessment changes is included in the Property Tax Computation and Analysis section.

2. The Revenue Requirement – The amount of property tax revenue required to finance City services is determined by the cost of the services provided and the availability of revenue sources other than the property tax. The following summarizes changes in expenses and revenues from the 2011-12 budget:

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Expenses	478,987,500	488,661,600	9,674,100
Non-Property Tax Revenue	<u>333,869,900</u>	<u>342,983,100</u>	<u>9,113,200</u>
Property Tax Required (City & School)	145,117,600	145,678,500	560,900

Further specific changes in revenue receipts are detailed under the appropriate revenue headings that follow. Expense changes are described in the appropriate department budget section.

3. The Collection Rate – It is anticipated that 93.5 percent of the tax levy will be collected during 2012-13. In addition, anticipated collections for the first sixty days following the current year are accrued as 2011-12 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.0 percent. A Tax Reserve of 5.0 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2012-13 and an amount for the settlement of assessment review proceedings. In accordance with Generally Accepted Accounting Principles, the tax reserve is not reflected in the budget.

4. STAR Program – In 1998-99 New York State enacted the School Tax Relief (STAR) Program, which provides two types of exemption for owner-occupied primary residences. The “Enhanced” program is for property owners 65 years of age or older, with incomes of less than \$79,050. Approximately 4,600 property owners will benefit from this program in 2012-13. All other owner-occupied property owners are eligible for the “Basic” STAR program. Approximately 25,850 property owners will take advantage of the “Basic” program in 2012-13. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

## Year-to-Year Comparison

All Funds

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
145,117,600	145,678,500	560,900

General Fund

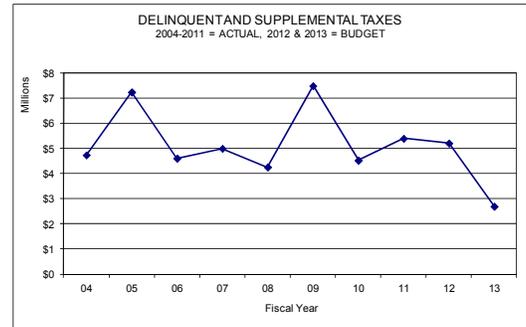
<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
136,576,000	137,403,600	827,600

## Delinquent & Supplemental Taxes

Revenue from property taxes levied but not collected or accrued in previous years is classified as delinquent taxes. After properties have been delinquent for one year, the City will hold a bulk sale of delinquent tax liens to a third party; uncollected balances are canceled when these actions are completed.

When properties lose their tax exempt status through transfer of ownership, property owners receive a supplemental tax bill that includes both current and delinquent payments.

When an assessment is inadvertently left off the tax roll, property owners are later notified and billed the following year as an omitted tax.



## Major Change

In addition to the bulk tax lien sale, City Council requested a special foreclosure sale in 2011-12 which resulted in the acquisition of properties for demolition and redevelopment; the sale of properties to investors; and the acceleration of delinquent tax revenue collected in 2011-12. Parcels were selected after consultation with neighborhood organizations.

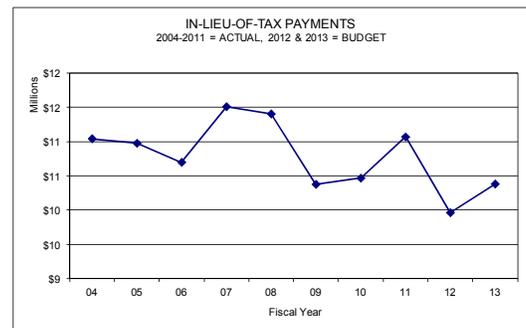
## Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
5,200,000	2,691,000	-2,509,000

## In Lieu Of Tax Payments

To facilitate construction of public housing units and encourage industrial development, various sections of New York State law authorize certain property owners to make payments as a substitute for property tax. Currently, such payments are authorized under four different statutes:

1. The Private Housing Finance Law applies to projects constructed with private resources to provide housing for low and moderate income families. Payments for such projects are generally calculated at a rate of 10% of sheltered rents. Sheltered rents are determined by subtracting that portion of rent needed for utility service from total rent payments.



## REVENUE SUMMARY DESCRIPTIONS & CHANGES

2. The Public Housing Law authorizes payments in lieu of taxes for property owned by public housing agencies. Payments are calculated in the same manner as those covered under the Private Housing Finance Law.

3. The Urban Development Act provides tax exemptions for properties owned by the Urban Development Corporation (UDC). When such properties are leased, payments in lieu of taxes are negotiated. For housing projects, the sheltered rent formula is generally applied, while economic development projects pay based on the percent of floor space occupied or percent of operating revenues.

4. The General Municipal Law authorizes the County of Monroe Industrial Development Agency (COMIDA) to receive tax exemptions on properties owned. In lieu of tax payments are negotiated when such properties are leased. Generally, the payments are equal to the amount that would have been paid if the property were not owned by COMIDA.

Currently seventy-nine COMIDA projects make payments in lieu of taxes. Fifty-six housing projects make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

### Major Change

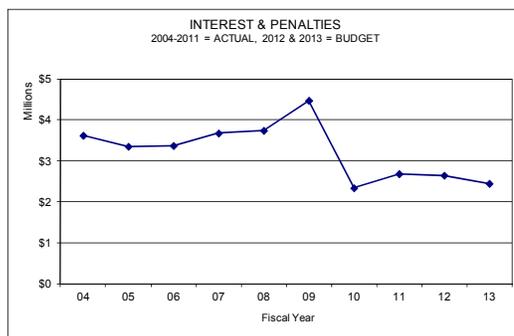
Monroe Muffler's new agreement and increase in assessed value results in an increase in COMIDA revenue.

### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
9,962,700	10,380,400	417,700

### Interest & Penalties

The interest rate on delinquent taxes and other charges listed on the tax bill will be reduced from 1.5% to 1% per month (18% to 12% per annum) for taxes levied effective July 1, 2012 and after. The interest rate on balances levied on or before July 1, 2011 will remain at 1.5% (18% per annum). Penalty fees for unpaid taxes are added to subsequent tax bills and are collected in the same manner as property taxes.



### Major Change

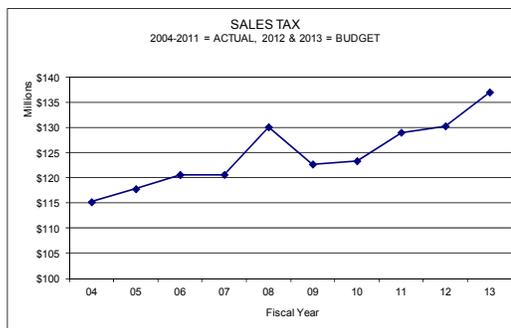
Interest and penalties decrease to reflect lower penalty assessed on delinquent payments.

### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
2,645,000	2,445,000	-200,000

### Sales Tax

New York State Tax Law authorizes Monroe County to impose a tax on sales transactions in the County. A four percent tax (besides the four percent imposed by the State) is charged on most sales transactions except sales of food and home heating fuels. The local sales tax rate increased from 3 percent to 3.5 percent in September 1992 and to 4 percent in March 1993.



Sales tax proceeds are collected by the State and distributed to the County every month. Under the current sales tax distribution formula the City receives 35.63 percent of total County collections generated from the 3 percent local share. The City's initial share of the additional 1 percent, approximately 4.1%, began on December 1, 1993, and was suspended on November 30, 1994.

**REVENUE SUMMARY  
DESCRIPTIONS & CHANGES**

During that period the City School District received approximately 3.7% of the additional percent directly from the County. The City resumed sharing the additional 1 percent on December 1, 1995. Beginning in December 1995 the City share of the additional 1 percent became 2.5%, and it increased annually for the next five years to 5%, 12%, 15.75%, 19.22%, and 18.1%. The City share of the additional 1 percent decreased to approximately 17.7% in January 2011 to reflect population changes identified in the 2010 Census.

**Major Change**

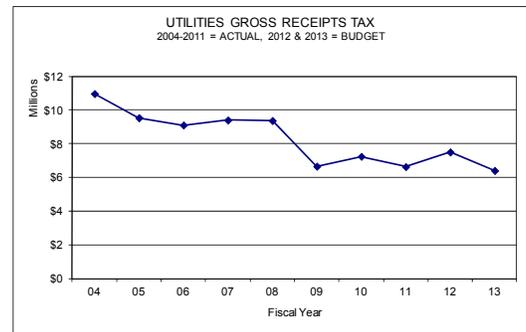
Taxable Sales are expected to increase 2% over an increased 2% base in 2011-12.

**Year-to-Year Comparison**

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
130,272,200	136,986,000	6,713,800

**Utilities Gross Receipts Tax**

As provided by Section 20b of the General City Law, Rochester imposes a 3% tax on the gross income of utility company transactions in the City. Rochester Gas & Electric Corporation and Frontier Corporation pay approximately 87% of these taxes.

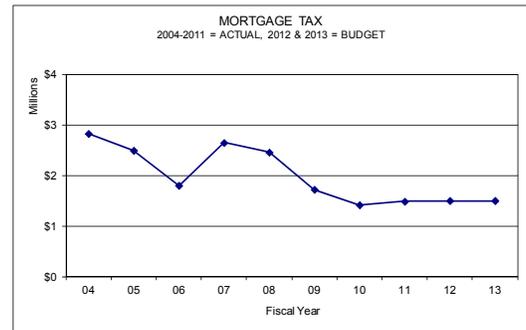


**Year-to-Year Comparison**

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
7,500,000	6,400,000	-1,100,000

**Mortgage Tax**

New York State Tax Law authorizes the Monroe County Clerk to collect a tax on mortgage transactions in the County. A tax is charged on the transactions and distributed pursuant to Section 261 of the Tax Law. The City receives 50 percent of the amount collected, less an allowance for administrative expenses, on mortgage transactions within the City.



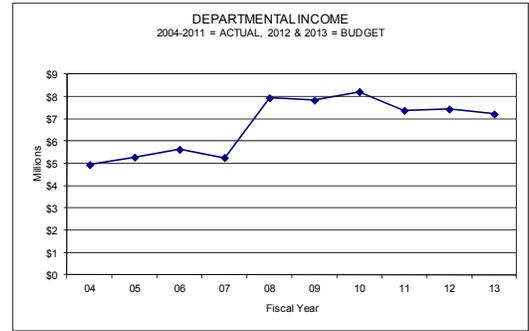
**Year-to-Year Comparison**

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
1,500,000	1,500,000	0

## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Departmental Income

Revenues generated by departmental operations are classified as departmental income. Examples include fees collected at skating rinks, charges for processing at the Police photo lab, towing fees, foreclosure fees, and zoning application fees. The City Code authorizes these fees. The fees are calculated to cover all or part of the cost of specific services.



### Major Change

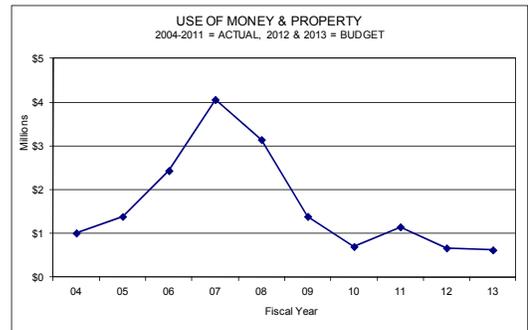
Revenue for parking at Durand Eastman Beach decreases \$129,800; net increase in recreation fees \$98,100; civil service exam fees decrease primarily due to non recurrence of entry level fire exam \$81,000; fire prevention permits increase due to increased activity and new permit fees \$72,500; decrease in Environmental Services departmental income \$57,400; fuel sales decrease \$52,600; charges for rehabilitation decrease \$50,000; After School in Parks (ASIPP) decreases due to decreased enrollment \$34,700; Net of other changes is an increase of \$6,100.

### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
7,435,900	7,207,100	-228,800

### Use Of Money & Property

The major revenue source in this category is from investment of cash. Under provisions of the New York State General Municipal Law, Rochester is authorized to invest funds in interest bearing commercial bank accounts until these funds are needed to meet payrolls or to pay bills. The second source of revenue in this category is from rental of City-owned property.



### Major Change

Interest earnings decrease by \$51,400 as money market rate is expected to decline. Decrease in rental of real property \$35,200. Stadium rental and expense reimbursement increases \$41,000.

### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
665,600	620,000	-45,600

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

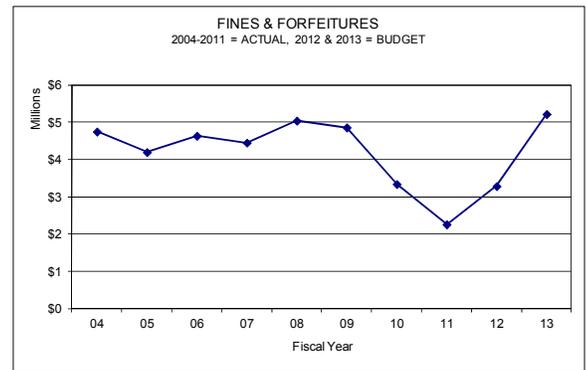
## Fines & Forfeitures

The revenue in this category consists of fines and penalties levied by the Criminal Branch of City Court, proceeds from red light camera notices of violation issued by the Police Department and other authorized agents, municipal code fines collected by the Parking & Municipal Violations Bureau, and a distribution of fines collected by New York State for traffic violations committed in the City.

### Major Change

Red Light Photographic Enforcement Program increases \$1,700,000. Moving violation activity increases \$158,000.

Ambulance contract fines increase \$74,800. Net of other changes is an increase of \$400.



### Year-to-Year Comparison

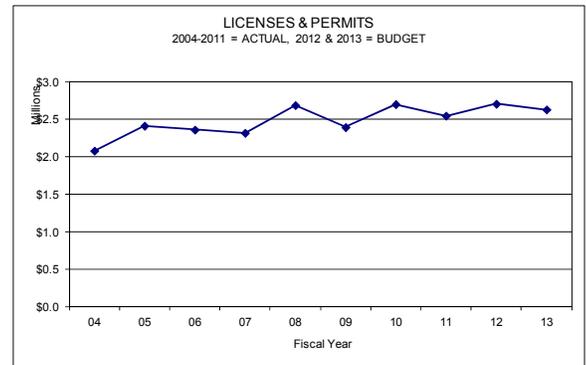
<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
3,279,200	5,212,400	1,933,200

## Licenses & Permits

The Municipal Code authorizes the City to regulate various activities by issuing permits and licenses. This is done to protect public safety. Fees for permits and licenses are designed to fully or partially recover the administrative and enforcement costs of regulated activities. Most permits are issued by the Department of Neighborhood & Business Development.

### Major Change

Professional licenses decrease \$224,200 due to the biannual schedule of renewal. Building permits increase \$141,000 primarily due to new fee schedule for certificates of occupancy. Street opening permits increase \$17,000. Business and occupational licenses decrease \$11,800. Net of other changes is an increase of \$2,300.



### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
2,699,100	2,623,400	-75,700

## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Sale Of Property & Compensation For Loss

Revenue in this category comes from sale of real property, sale of excess materials, insurance recoveries, and the sale of unclaimed property. The sale of real property is the largest revenue source in this group.

#### Major Change

Sale of real property decreases \$226,000 as a result of changes in inventory. Sale of scrap increases \$66,100. Sale of unclaimed property increases \$49,000. Net of other changes in an increase of \$15,400.



#### Year-to-Year Comparison

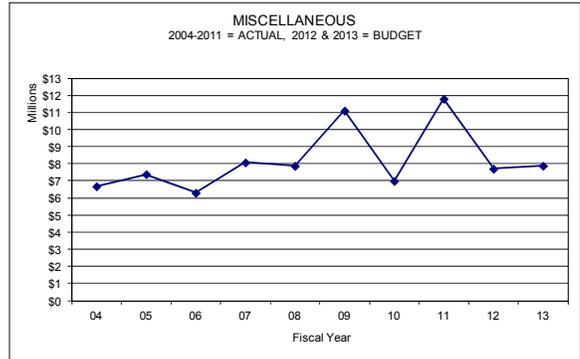
<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
1,460,000	1,364,500	-95,500

### Miscellaneous

Miscellaneous revenues consist of refunds or reimbursements for expenses incurred in prior years, an appropriation of surplus from prior years, cable television franchise revenues, and miscellaneous income.

#### Major Change

New first responder franchise fee \$300,000. One-time charitable donation from Windstream for Gantt Community Center does not recur \$100,000. Appropriation of general fund surplus decreases \$28,000. Net of other changes is an increase of \$1,000.



#### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
7,702,300	7,875,300	173,000

### Intergovernmental – New York State

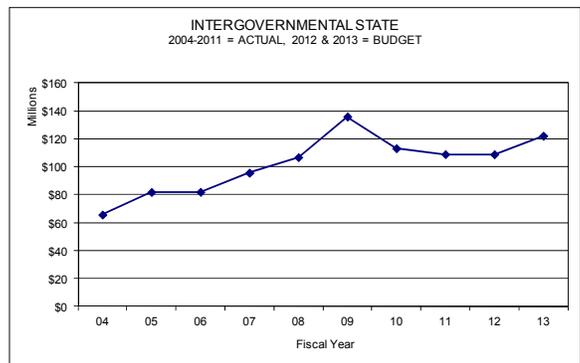
Revenues received from New York State constitute this category. There are four types of aid: general purpose, categorical, and miscellaneous, and New York State Tax Relief (STAR).

1. General purpose aid provides revenue for unrestricted use by municipalities under the Aid & Incentives for Municipalities (AIM) program.

2. Categorical aid is directed to support specific objectives and, as a result, is restricted to certain purposes. Support is received for such functions as street improvements, crime prevention, and youth recreation.

3. Miscellaneous aid includes reimbursements for various services.

4. The New York State Tax Relief (STAR) Program provides revenue to municipalities to offset school property tax relief for targeted taxpayers.



# REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Major Change

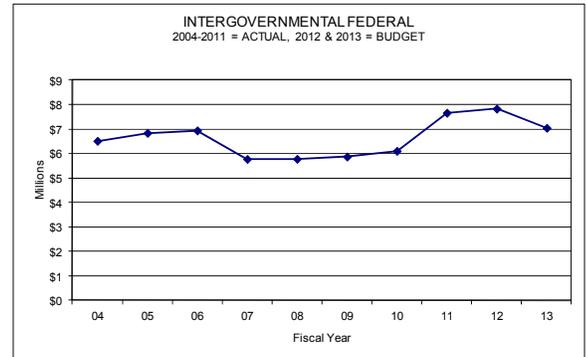
AIM Aid increases from the State spin-up \$15,469,000. Youth aid decreases \$34,400. Miscellaneous state grants decrease \$2,161,500 which is largely attributable to the following grants not recurring: Urban Area Security Initiative \$905,000; Project Impact \$504,200; Dormitory Authority Grant \$300,000; New York Historical Preservation Grant \$198,800; SNUG Grant \$171,300; Motor Vehicle Theft Insurance Fraud Grant \$22,000. RASA IV 21st Century Learning Program decreases \$136,600. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) decreases \$88,000. Rochester Works Grant does not recur decreasing funding for Summer of Opportunity Program \$75,000. Decrease in Selective Traffic Enforcement Program funding \$26,100. Assessment Aid increases due to revaluation \$174,000. Bomb Squad Initiative Grant increases \$81,200. Net of other changes is an increase of \$9,300.

### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
108,953,400	121,664,600	12,711,200

### Intergovernmental – Federal

The Federal Aid category includes reimbursements for the administration of federally funded programs. The program appropriations are approved by City Council separate from the City operating budget. The Community Development Block Grant (CDBG) Program is the largest such “off budget” fund



### Major Change

Funds decrease for Pregnancy Prevention Grant \$276,800. Metropolitan Medical Response System Grant decreases \$218,500. Crime Bill decreases \$158,900. Community Development Block Grant decreases \$138,500. Funding for Lead Programs increase \$82,700. Transportation grants decrease \$75,000. Federal Nutrition Program increases \$71,700. Domestic Abuse Response Team Grant ends \$25,700. Brownfield Assessment Pilot Cooperative Agreement decreases \$16,500. PRIME Program decreases \$11,300. Funding decreases for Substance Abuse Grant \$8,000. Net of other changes is a decrease of \$6,500.

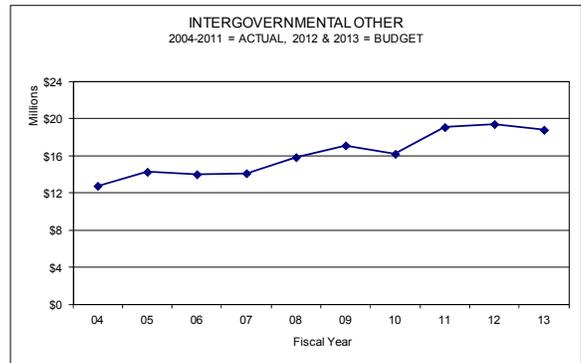
### Year-to-Year Comparison

<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
7,830,200	7,048,900	-781,300

## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Intergovernmental – Other

Revenues received from governmental agencies other than the Federal and New York State levels constitute this category. Reimbursements for from Monroe County for 911 staffing costs account for the majority of the revenues in this classification. Profits distributed by the Western Region Off-Track Betting (OTB) Corporation and Monroe County reimbursements for highway maintenance, public safety activities, and various other programs comprise the remaining intergovernmental revenues.



### Major Change

Reimbursement for Certificate of Occupancy and Lead Wipes end \$440,000. Expected County reimbursement for Emergency Communications increases \$431,800. The following decreases occur: reimbursement for Traffic Shares \$258,000; reimbursement for election inspectors \$233,100; reimbursement for Pure Waters Agency Sewer debt \$120,100; reimbursement for STOP-DWI \$46,100. Lead Hazard Control reimbursement increases \$67,000. Net of other changes is a decrease of \$10,900.

### Year-to-Year Comparison

2011-12	2012-13	Change
19,375,900	18,766,500	-609,400

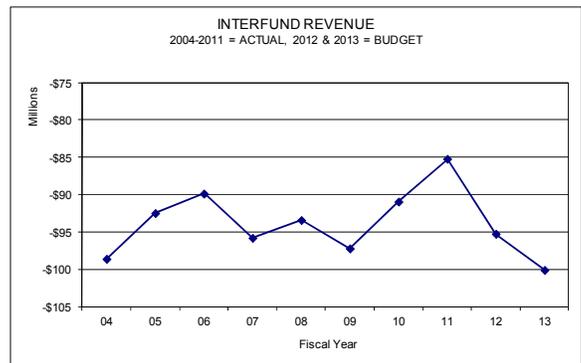
### Interfund Revenues & Transfers

Interfund transfers consist of three categories:

1. Reimbursements to the General Fund for services provided to other operating funds. In these cases, the cost of services (street cutting and administrative chargeback) are included in the General Fund as well as the appropriate non-General Fund. The reimbursements offset the General Fund expense. Revenues in this group include transfers from the Library Fund and Enterprise Funds.

2. Reimbursements to the General Fund from funds that are not included in the operating budget. Revenues in these funds are generally restricted and can be transferred to the General Fund only to the extent that eligible expenses are identified.

3. Beginning in 1994-95, transfers to the City School District to fund educational expenditures in accordance with the City Charter.



### Major Change

Transfer from Tax Relief Fund is eliminated \$2,800,000. Transfer from Premium and Interest needed to balance the budget decreases \$1,901,100. Transfer from Retirement Reserve increases \$1,693,700. Reimbursement from Early Retiree Reinsurance Program does not recur \$828,000. Transfer from Foreign Insurance Fund is not assumed \$700,000. Appropriation of seized property funds decreases \$208,200. Transfer from Cultural Center Commission does not recur \$70,000. Transfer from Care & Embellishment Fund does not recur \$40,200. Net of other changes is an increase of \$10,200.

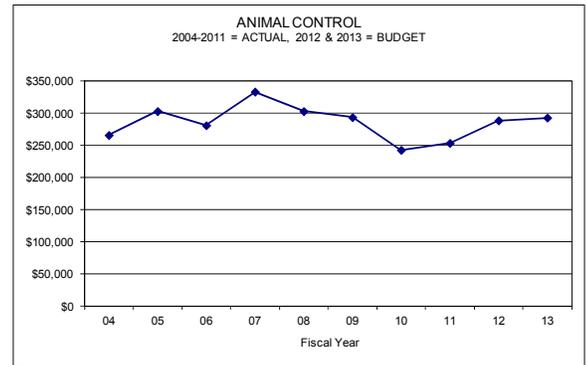
### Year-to-Year Comparison

2011-12	2012-13	Change
-95,260,400	-100,104,000	-4,843,600

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

## Animal Control Fund

Under Article 7 of the New York Agriculture and Markets Law, all expenditures and revenues associated with the licensing and impounding of animals must be recorded in a special fund. Accordingly, the Animal Control Fund includes revenues from the sale of dog licenses, fines for unlicensed dogs, and operating revenues from the Animal Control Center. Since the Animal Control Fund does not generate sufficient revenues to cover expenses, a portion of the property tax is allocated to this fund.



### Major Change

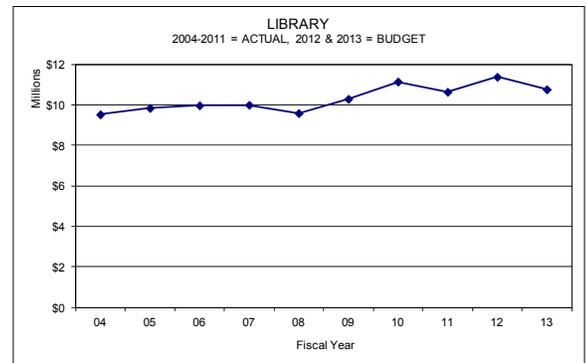
Increased spaying or neutering services and increased pet adoptions \$36,000. Appropriation of Fund Balance eliminated \$15,000. Reimbursement from Early Retiree Reinsurance Program does not recur \$8,700. Animal fines decrease \$8,000. Property tax support decreases \$21,000.

### Year-to-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	287,900	292,200	4,300
Property Tax	1,279,700	1,300,700	21,000
<b>Total</b>	<b>1,567,600</b>	<b>1,592,900</b>	<b>25,300</b>

## Library Fund

Section 259 of the New York State Education Law requires that all revenues generated from library operations be recorded in a special fund. Revenues associated with the operation of the Central Library and 10 branch libraries include Monroe County reimbursement for the Central Library, reimbursements from the Monroe County Library System (MCLS) for library material processing and inter-library loan services, State aid and grants, and miscellaneous income. These revenues are not sufficient to cover library costs; therefore, a portion of the property tax is allocated to this fund.



### Major Change

Reimbursements from Monroe County Library System remain flat at 2011-12 level. Net reduction in State aid and grants decreases \$88,400. Reimbursement from Early Retiree Reinsurance Program does not recur \$87,300. Interest earnings decrease \$77,000. Service charges for Central Library increase \$67,000. Increase in Community Library E-rate Program \$47,100. Central Library and Community Library use charges decrease \$30,600. Appropriation of City fund balance does not recur \$448,000. Property tax support needed to balance the budget increases \$176,600.

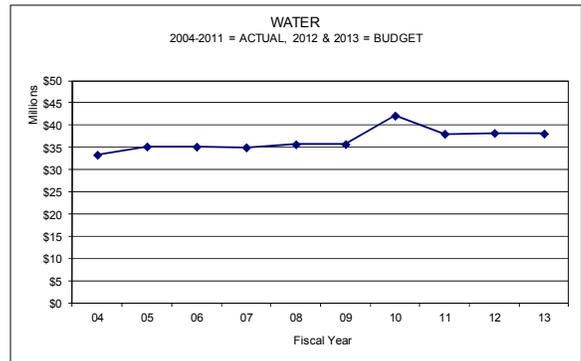
## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Year-to-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	11,373,300	10,756,100	-617,200
Property Tax	<u>4,931,600</u>	<u>5,108,200</u>	<u>176,600</u>
Total	16,304,900	15,864,300	-440,600

### Water Fund

This fund records the expenses and revenues of the Water enterprise, which provides potable water for domestic and commercial use and for fire protection purposes. Revenues are generated by metered water sales, sales to other municipalities, various service charges and wholesale water sales to the Monroe County Water Authority (MCWA). Most customers are billed quarterly, except for high volume users that are billed monthly.



### Major Change

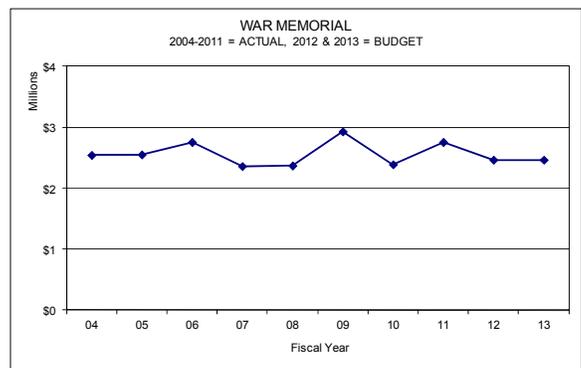
Water revenue increases \$1,073,800 with proposed rate increase. Interest and Penalties decrease \$650,000. Appropriation of fund balance decreases \$371,000. Sale of water to MCWA and other municipalities decrease \$302,000. MCWA reimbursements increase \$243,000. Transfer from Premium and Interest increases \$112,000. Reimbursement from the Early Retiree Reinsurance Program does not recur \$97,600. Delinquent tax collections decrease \$90,000. Interest on investments decreases \$64,800. Revenue from sale of scrap decreases \$32,000. Net of other changes is an increase of \$41,000.

### Year-to-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	38,216,700	38,079,100	-137,600

### War Memorial Fund

This fund records the expenses and revenues from the Blue Cross Arena at the War Memorial. The Arena is operated by a private contractor from whom the City receives a ticket surcharge, a percent of concession receipts, and reimbursement for utility expenses. The City also receives funds from naming rights of the facility. A share of receipts from the City's portion of the Hotel/Motel Occupancy Tax is credited to this fund.



### Major Change

Property tax support needed to balance the budget decreases \$25,900.

### Year-to-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	2,468,000	2,468,000	0
Property Tax	<u>517,200</u>	<u>491,300</u>	<u>-25,900</u>
Total	2,985,200	2,959,300	-25,900

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

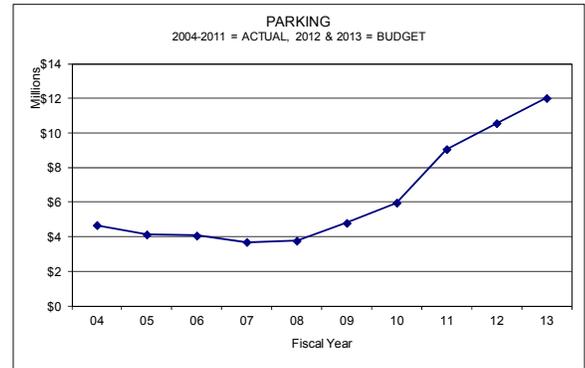
## Parking Fund

Revenues in this fund are generated from eight downtown parking garages, six City owned surface lots, and on street parking meters.

### Major Change

Parking garages and lots increase \$987,500 primarily due to proposed parking fee increases. Parking tickets increase \$492,300 due to proposed new fine schedule. Transfer from premium and interest \$61,100 and appropriation of fund balance \$40,000 do not recur. On-street parking meters decrease \$50,000. East End Garage increases \$12,000.

Reimbursement from Early Retiree Reinsurance Program does not recur \$10,000. Net of other changes is an increase of \$5,900.



### Year-to-Year Comparison

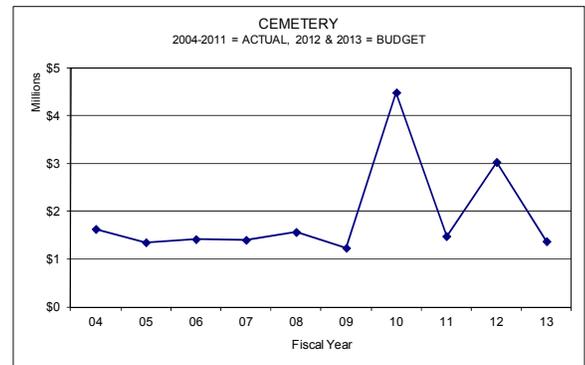
	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	10,560,000	11,896,600	1,336,600

## Cemetery Fund

The City owns and operates two cemeteries, Mt. Hope and Riverside. Revenues in the Cemetery Fund are received from the sale of single graves, lots, mausoleums, interments, burial service charges, crematory charges, and interest earned on funds set aside for perpetual care.

### Major Change

Transfer from Cemetery Perpetual Care Fund does not recur \$1,800,000. Cemetery service charges increase \$59,800. Interment space sales increase \$67,400. Product sales increase \$22,000. Reimbursement from the Early Retiree Reinsurance Program does not recur \$4,000. Interest on investments decreases \$1,000. Property tax support needed to balance the budget increases \$214,400.



### Year-to-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	3,026,800	1,371,000	-1,655,800
Property Tax	<u>893,100</u>	<u>1,107,500</u>	<u>214,400</u>
Total	3,919,900	2,478,500	-1,441,400

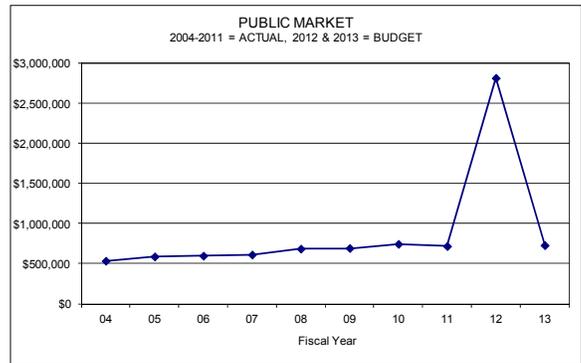
## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Public Market Fund

A farmers' market, consisting of two open sheds and one enclosed shed, is owned and operated by the City. Rental of shed space occurs on an annual, semi-annual, or daily basis.

#### Major Change

Public Market Revitalization grant does not recur \$2,000,000. Appropriation of fund balance does not recur \$85,000. Net of other changes is an increase of \$2,400. Property tax support needed to balance the budget decreases \$652,800.



#### Year-to-Year Comparison

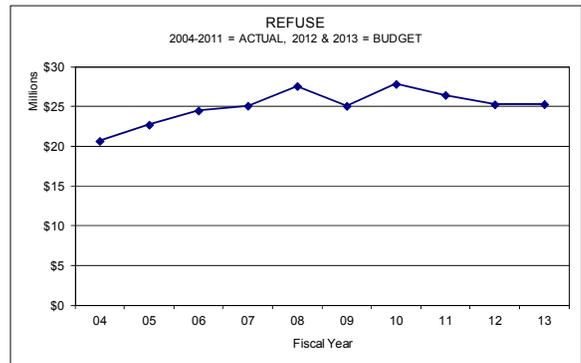
	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	2,811,100	728,500	-2,082,600
Property Tax	<u>920,000</u>	<u>267,200</u>	<u>-652,800</u>
Total	3,731,100	995,700	-2,735,400

### Refuse Fund

Rochester's refuse collection and disposal costs are financed principally from the proceeds of user fees. Separate rates are charged for residential and commercial services. Residential fees are included with the property tax bills and commercial accounts receive separate quarterly bills.

#### Major Change

Transfer from the retirement reserve is planned \$79,900. Reimbursement from Early Retiree Reinsurance Program does not recur \$36,800. Commercial refuse collection decreases \$22,000. Net of other changes is an increase of \$7,600.



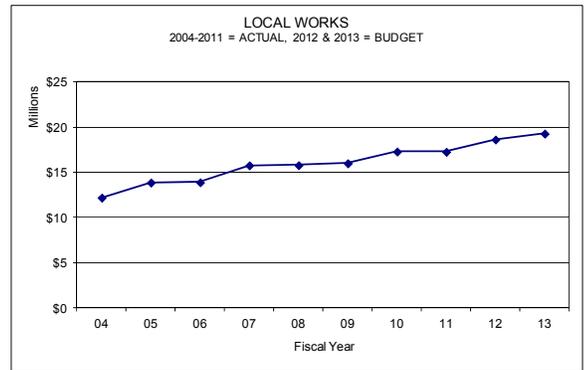
#### Year-to-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	25,255,200	25,283,900	28,700

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

## Local Works Fund

Revenues to support street cleaning, snow and ice control services, and hazardous sidewalk replacement are derived from front footage assessments. These assessments are charged with the property tax bill. Other revenues include reimbursements from New York State for snow and ice control on highways and, if required, an appropriation from the Local Works fund balance.



## Major Change

Appropriation of fund balance increases \$410,100. Local works levy increases \$338,700 with proposed rate increase. Transfer from Retirement Reserve does not recur \$50,700. Reimbursement from Early Retiree Reinsurance Program does not recur \$27,100. Decrease in delinquent tax collections \$27,000. Net of other changes is an increase of \$16,800.

## Year-to-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Operating Revenue	18,649,800	19,310,600	660,800

**REVENUE SUMMARY  
REVENUE ESTIMATES**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>General</b>				
<b>Taxes</b>				
Property Tax (City & School)	133,270,386	137,638,900	136,576,000	137,403,600
Delinquent & Supplemental Taxes	5,386,951	3,782,800	5,200,000	2,691,000
In-Lieu-of-Tax Payments	11,067,723	10,204,500	9,962,700	10,380,400
Interest & Penalties	2,681,147	2,735,000	2,645,000	2,445,000
Sales Tax	128,995,258	134,300,000	130,272,200	136,986,000
Utilities Gross Receipts Tax	6,627,124	6,100,000	7,500,000	6,400,000
Mortgage Tax	1,485,413	1,500,000	1,500,000	1,500,000
Taxes Total	<u>289,514,002</u>	<u>296,261,200</u>	<u>293,655,900</u>	<u>297,806,000</u>
<b>Departmental Income</b>				
Police Fees	1,435,198	1,307,000	1,292,600	1,397,600
Fire Fees	617,405	625,800	598,800	707,800
Finance Fees	98,968	105,000	105,000	105,000
Repairs & Clean-up Fees	218,317	197,400	310,000	260,000
Recreation Fees	814,065	1,069,000	1,283,600	1,217,200
Zoning Fees	94,292	80,000	80,000	80,000
Charges for Service	2,194,304	1,465,300	2,406,100	2,280,400
Other Dept. Income	1,903,155	1,650,600	1,359,800	1,159,100
Departmental Income Total	<u>7,375,704</u>	<u>6,500,100</u>	<u>7,435,900</u>	<u>7,207,100</u>
<b>Use of Money &amp; Property</b>				
Interest Earnings	564,711	400,000	401,400	350,000
Rental of Real Property	582,462	320,000	264,200	270,000
Use of Money & Property Total	<u>1,147,173</u>	<u>720,000</u>	<u>665,600</u>	<u>620,000</u>
<b>Fines &amp; Forfeitures</b>				
City Court Fines	30,168	55,000	26,900	30,000
Moving Violations	1,068,971	1,200,000	742,000	900,000
Parking Violations	102	127,400	127,400	127,400
Municipal Code Fines	688,423	900,000	505,000	505,000
Miscellaneous	153,733	162,100	77,900	150,000
Red Light Cameras	313,907	1,900,000	1,800,000	3,500,000
Fines & Forfeitures Total	<u>2,255,304</u>	<u>4,344,500</u>	<u>3,279,200</u>	<u>5,212,400</u>
<b>Licenses &amp; Permits</b>				
Business & Occupational Licenses	349,010	371,700	378,800	367,000
Bingo Licenses	5,854	9,000	10,500	10,500
Professional Licenses	33,430	248,900	241,000	19,000
Other Licenses	68,548	72,700	60,600	62,900
Building Permits	1,730,751	1,689,400	1,718,200	1,857,000
Street Opening Permits	352,774	360,900	290,000	307,000
Licenses & Permits Total	<u>2,540,367</u>	<u>2,752,600</u>	<u>2,699,100</u>	<u>2,623,400</u>
<b>Sale of Property &amp; Compensation for Loss</b>				
Sale of Scrap	468,479	190,000	123,900	190,000
Sale of Real Property	679,059	600,000	826,000	600,000
Sale of Unclaimed Property	350,744	284,500	310,100	359,100
Other Compensation for Loss	374,866	118,900	200,000	215,400
Sale of Property & Compensation for Loss Total	<u>1,873,148</u>	<u>1,193,400</u>	<u>1,460,000</u>	<u>1,364,500</u>

REVENUE SUMMARY  
REVENUE ESTIMATES

1-19

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
Miscellaneous				
General Fund Surplus	4,343,000	4,948,000	4,948,000	4,920,000
Cable TV Franchise Revenue	1,965,628	1,969,800	2,004,300	2,005,300
Miscellaneous	5,482,767	1,750,000	750,000	650,000
First Responder Franchise Fee	<u>0</u>	<u>300,000</u>	<u>0</u>	<u>300,000</u>
Miscellaneous Total	11,791,395	8,967,800	7,702,300	7,875,300
Intergovernmental – New York State				
Aid & Incentives to Municipalities	90,035,167	88,234,400	88,234,400	103,703,400
STAR	13,390,840	13,674,300	13,674,300	13,113,400
Youth Aid	211,455	51,000	137,600	103,200
Consolidated Highway Improvements	2,815,000	3,064,900	3,064,900	3,063,900
Miscellaneous	<u>2,606,360</u>	<u>2,987,500</u>	<u>3,842,200</u>	<u>1,680,700</u>
Intergovernmental – New York State Total	109,058,822	108,012,100	108,953,400	121,664,600
Intergovernmental – Federal				
Community Development Block Grant	4,021,349	3,412,300	3,494,300	3,355,800
Crime Bill	1,636,969	1,958,900	2,058,900	1,900,000
Transportation Grants	443,291	140,000	205,000	130,000
Federal Nutrition	264,349	296,400	264,400	336,100
Lead Programs	88,515	128,000	128,000	210,700
Metro. Medical Response	316,890	344,000	469,000	250,500
Substance Abuse Grant	124,589	133,000	133,000	125,000
Miscellaneous	<u>765,134</u>	<u>582,500</u>	<u>1,077,600</u>	<u>740,800</u>
Intergovernmental – Federal Total	7,661,086	6,995,100	7,830,200	7,048,900
Intergovernmental – Other				
Off Track Betting	231,610	225,000	230,000	230,000
Pure Waters Agency Sewer Debt	240,025	120,000	120,100	0
Emergency Communications	15,895,554	16,103,600	16,439,400	16,871,200
Police Services-Firearms Instruction	55,700	55,700	55,700	55,700
Election Inspectors	332,555	326,500	470,300	237,200
STOP-DWI	108,648	131,300	138,800	92,700
Hotel/Motel Tax (Convention Center)	993,750	795,000	795,000	795,000
Transportation Grants	64,144	258,000	258,000	0
Miscellaneous	<u>1,128,924</u>	<u>890,400</u>	<u>868,600</u>	<u>484,700</u>
Intergovernmental – Other Total	19,050,910	18,905,500	19,375,900	18,766,500

**REVENUE SUMMARY  
REVENUE ESTIMATES**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>Interfund Revenue &amp; Transfers</b>				
City School District	-119,100,000	-119,100,000	-119,100,000	-119,100,000
Water Fund	5,593,100	5,373,600	5,373,600	5,373,600
Special & Enterprise Funds	11,584,425	6,544,300	6,544,300	6,626,100
Street Lighting Districts	39,931	42,500	30,500	30,500
Premium & Interest Fund	12,000,000	3,901,100	3,901,100	2,000,000
Cultural District	0	70,000	70,000	0
Downtown Enhancement District	557,500	562,200	652,200	568,500
Downtown Special Services District	0	1,007,300	528,200	545,300
Seized Property Fund	214,781	575,000	308,200	100,000
Care & Embellishment Fund	0	0	40,200	0
Tax Repayment Fund	1,084,336	0	0	0
Tax Relief Fund	0	2,800,000	2,800,000	0
Property Management Fund	2,959	0	5,000	0
Capital Funds	350,000	372,000	372,000	372,000
Retirement Reserve	0	1,586,300	1,586,300	3,280,000
Trans. Insurance Reserve	2,450,000	0	0	0
Trans. Foreign Insurance	0	0	700,000	0
Trans. ERRP Fund	0	928,000	928,000	100,000
Interfund Revenue & Transfers Total	-85,222,968	-95,337,700	-95,260,400	-100,104,000
General Total	367,044,943	359,314,600	357,797,100	370,084,700
<b>Animal</b>				
Animal Control Center Fees	181,368	225,200	186,200	222,200
Dog Licenses	46,670	47,000	45,000	45,000
Animal Fines	24,698	25,000	33,000	25,000
Interest Earnings	153	0	0	0
Trans. ERRP Fund	0	8,700	8,700	0
Appropriation of Fund Balance	0	15,000	15,000	0
Property Tax	1,268,400	1,279,700	1,279,700	1,300,700
Animal Total	1,521,289	1,600,600	1,567,600	1,592,900
<b>Library</b>				
Library Charges	2,823,099	2,580,600	2,585,700	2,669,200
County Reimbursement	6,827,000	6,827,000	6,827,000	6,827,000
State Aid	780,616	945,300	1,228,300	1,139,900
Miscellaneous	35,826	0	0	0
Interest Earnings	-34,866	0	0	0
Trans. ERRP Fund	0	87,300	87,300	0
Trans. Retirement Reserve	0	197,000	197,000	120,000
Appropriation of Fund Balance	200,000	448,000	448,000	0
Property Tax	4,622,700	5,215,100	4,931,600	5,108,200
Library Total	15,254,375	16,300,300	16,304,900	15,864,300

REVENUE SUMMARY  
REVENUE ESTIMATES

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>Water</b>				
Metered Water Sales	29,031,087	30,680,000	30,680,000	31,753,800
Upland Sales/MCWA	3,275,911	2,011,000	2,200,000	1,950,000
Other Municipalities	429,720	425,000	452,000	400,000
Delinquent Collections	1,119,215	1,250,000	1,090,000	1,000,000
Service Charges	131,979	135,000	45,500	145,000
Interest & Penalties	1,441,059	1,150,000	1,350,000	700,000
Miscellaneous	426,606	233,900	319,800	245,700
Intergovernmental – Federal	5,552	148,400	0	3,700
Interest Earnings	85,852	22,000	86,800	22,000
Sale of Property & Compensation for Loss	118,000	0	0	0
Trans. Premium & Interest	0	1,000,000	1,000,000	1,112,000
Trans. ERRP Fund	0	97,600	97,600	0
Trans. Retirement Reserve	0	90,100	90,100	70,000
MCWA Reimbursements.	0	243,000	0	243,000
Appropriation of Fund Balance	<u>1,965,000</u>	<u>804,900</u>	<u>804,900</u>	<u>433,900</u>
Water Total	38,029,981	38,290,900	38,216,700	38,079,100
<b>War Memorial</b>				
Hotel/Motel Tax	1,131,250	905,000	905,000	905,000
War Memorial Revenue	1,405,448	1,563,000	1,563,000	1,563,000
Interest Earnings	-3,386	0	0	0
Trans. Premium & Interest	0	0	0	0
Appropriation of Fund Balance	225,000	0	0	0
Property Tax	<u>542,100</u>	<u>517,800</u>	<u>517,200</u>	<u>491,300</u>
War Memorial Total	3,300,412	2,985,800	2,985,200	2,959,300
<b>Parking</b>				
Parking Ramps	4,632,927	5,895,000	4,649,100	5,697,600
Parking Lots	402,257	337,600	350,500	289,500
Meters	806,119	1,000,000	1,350,000	1,300,000
East End Garage	64	8,000	0	12,000
Miscellaneous	77,321	93,600	86,000	91,900
Parking Fines	3,132,944	4,007,700	4,007,700	4,500,000
Interest Earnings	6,025	5,600	5,600	5,600
Trans. Premium & Interest	0	61,100	61,100	0
Trans. ERRP Fund	0	10,000	10,000	0
Appropriation of Fund Balance	<u>0</u>	<u>40,000</u>	<u>40,000</u>	<u>0</u>
Parking Total	9,057,657	11,458,600	10,560,000	11,896,600

**REVENUE SUMMARY  
REVENUE ESTIMATES**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
Public Market				
Market Fees	681,443	689,100	689,100	692,000
Embellishment Fees	34,847	36,200	36,200	36,200
Miscellaneous	0	0	2,000,000	0
Interest Earnings	403	300	300	300
Trans. ERRP Fund	0	500	500	0
Appropriation of Fund Balance	0	85,000	85,000	0
Property Tax	920,000	966,100	920,000	267,200
Public Market Total	<u>1,636,693</u>	<u>1,777,200</u>	<u>3,731,100</u>	<u>995,700</u>
Refuse				
Current Collections	20,374,515	20,134,000	20,134,500	20,134,000
Commercial Charges	3,603,012	3,375,000	3,288,000	3,266,000
Delinquent Collections	1,663,919	1,675,000	1,570,000	1,570,000
Miscellaneous	205,705	220,000	146,700	155,000
Interest Earnings	30,120	44,000	41,200	44,000
Sale of Scrap	153,542	35,000	38,000	35,000
Trans. ERRP Fund	0	36,800	36,800	0
Trans. Retirement Reserve	0	0	0	79,900
Appropriation of Fund Balance	400,000	0	0	0
Refuse Total	<u>26,430,813</u>	<u>25,519,800</u>	<u>25,255,200</u>	<u>25,283,900</u>
Local Works				
Current Collections	16,676,524	17,600,000	17,903,400	18,215,100
Miscellaneous	48,081	17,700	14,500	35,000
Interest Earnings	46,552	41,700	41,700	38,000
State Reimbursement-Snow & Ice Control	56,629	55,600	55,600	55,600
Trans. ERRP Fund	0	27,100	27,100	0
Trans. Retirement Reserve	0	50,700	50,700	0
Appropriation of Fund Balance	462,300	556,800	556,800	966,900
Local Works Total	<u>17,290,086</u>	<u>18,349,600</u>	<u>18,649,800</u>	<u>19,310,600</u>
Total All Funds	481,723,726	479,610,300	478,987,500	488,545,600

**REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS**

The property tax is the single largest source of revenue to the City. The fundamental equation for the property tax is: (Tax Rate × Assessed Value) = Tax Levy. In Rochester, this fundamental equation is modified in two significant ways.

First, according to Article 19 of the New York State Real Property Tax Law, Rochester’s levy is apportioned between Homestead and Non-Homestead classes of property. (Homestead properties, generally, are one, two, and three family residences. Non-Homestead properties are all others.) That is, separate tax rates for Homestead and Non-Homestead properties are applied to the separate assessment rolls for each class of property. The following display distinguishes the tax information for each class of property. The apportionment of the levy between the classes reflects the state mandated adjustment as calculated by the formula specified by Article 19. This adjustment occurs from year to year and is commonly called “the Shift”.

Secondly, because the Rochester City School District is not permitted under law to levy a property tax, the City does so on behalf of the District for funding education purposes. The City also levies a property tax on its own behalf for funding municipal government purposes. While technically two separate tax levies (and, due to differing exemption provisions, based upon separate and unequal assessment rolls), the City and School property tax collections are accounted for within the City Budget as a combined total. The District receives its portion of the taxes collected and other revenue received by the City subject to a revenue sharing agreement between the City and the District. This distribution is displayed as an interfund transfer (“Negative Revenue”) elsewhere in the Revenue Summary. The following display shows the combination of the separate City and School tax rates and impacts in a consolidated presentation. It is this consolidated rate that is most commonly referred to in discussion of the “City property tax.” Detailed information on the calculation of each property tax follows.

The 2012-13 STAR revenue of \$13,113,400 is applied as a credit to the tax levy after the tax rate has been determined.

**Property Tax Rates & Burdens**

The assessed value for a typical single family residence (Homestead) is \$70,000 in 2012-13. The assessed value for a typical commercial property (Non-Homestead) is \$262,100 in 2012-13. The Homestead value in 2011-12 was \$67,200 and \$262,100 for Non-Homestead.

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>	<u>Percent Change</u>
<b>TAX RATE (per \$1,000)</b>				
<b>Homestead Class</b>				
- City	5.82	5.61	-0.21	-3.61%
- School	<u>14.22</u>	<u>13.71</u>	<u>-0.51</u>	-3.59%
Total	20.04	19.32	-0.72	-3.59%
<b>Non-Homestead Class</b>				
- City	12.30	12.36	0.06	0.49%
- School	<u>30.49</u>	<u>30.63</u>	<u>0.14</u>	0.46%
Total	42.79	42.99	0.20	0.47%
<b>TAX BURDEN</b>				
<b>Single Family Residence</b>				
- City	\$391.10	\$392.70	\$1.60	0.41%
- School	<u>\$955.58</u>	<u>\$959.70</u>	<u>\$4.12</u>	0.43%
Total	\$1,346.68	\$1,352.40	\$5.72	0.42%
<b>Commercial Property</b>				
- City	\$3,223.83	\$3,239.56	\$15.73	0.49%
- School	<u>\$7,991.43</u>	<u>\$8,028.12</u>	<u>\$36.69</u>	0.46%
Total	\$11,215.26	\$11,267.68	\$52.42	0.47%

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

---

**Computation Of City 2012-13 Property Tax Levy**

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
<b>EXPENSE</b>				
Operating	422,804,800			422,804,800
Cash Capital		33,002,000		33,002,000
Debt Service			32,738,800	32,738,800
Tax Reserve	<u>491,917</u>	<u>971,532</u>	<u>939,021</u>	<u>2,402,470</u>
Total	423,296,717	33,973,532	33,677,821	490,948,070
<b>REVENUE</b>				
Operating	413,458,370			413,458,370
Cash Capital		14,542,900		14,542,900
Debt Service			<u>14,897,400</u>	<u>14,897,400</u>
Total	413,458,370	14,542,900	14,897,400	442,898,670
<b>TOTAL TAX LEVY</b>	<b>9,838,347</b>	<b>19,430,632</b>	<b>18,780,421</b>	<b>48,049,400</b>
Homestead (42.13681%)**				20,246,484
Non-Homestead (57.86319%)**				27,802,916
<b>ASSESSED VALUE</b>				
Homestead				5,860,652,793
Non-Homestead				3,610,744,395
				2,249,908,398
<b>TAX RATE</b>				
Homestead	1.15	2.27	2.19	5.61
Non-Homestead	2.53	5.00	4.83	12.36

\*\*In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2012-13 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2011-12 Homestead and Non-Homestead apportionment was 41.92487% and 58.07513%

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

**Computation Of School 2012-13 Property Tax Levy**

Expenses and revenues related to the City School District are located within the School District Budget, not the City Budget. Exceptions are: (1.) the City's \$119.1 million dollar funding of the District (shown as a negative fund transfer in the City's Revenue Summary) and (2.) the property tax collection estimate within the City Budget that represents collection of City and School taxes. The current revenue allocation displayed below reflects the \$119.1 million dollars less anticipated receipt of School taxes. A portion of the debt service revenue allocation listed below is debt service that is treated as a current expense (i.e. Revenue Anticipation Notes).

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
EXPENSE				
Operating	77,531,757			77,531,757
Cash Capital		11,057,269		11,057,269
Debt Service			26,497,967	26,497,967
Tax Reserve	<u>4,080,618</u>	<u>581,962</u>	<u>1,292,420</u>	<u>5,955,000</u>
Total	81,612,375	11,639,231	27,790,387	121,041,993
REVENUE				
Operating	0	0	0	0
Cash Capital				0
Debt Service*	<u>0</u>	<u>0</u>	<u>1,941,993</u>	<u>1,941,993</u>
Total	0	0	1,941,993	1,941,993
TOTAL TAX LEVY	81,612,375	11,639,231	25,848,394	119,100,000
Homestead (42.13681%)**				50,184,941
Non-Homestead (57.86319%)**				68,915,059
ASSESSED VALUE				5,910,991,579
Homestead				3,660,668,559
Non-Homestead				2,250,323,020
TAX RATE				
Homestead	9.39	1.34	2.98	13.71
Non-Homestead	20.99	2.99	6.65	30.63

\*Revenues and debt exclusions are recorded here. Revenues related to City School District debt are located within the School District Budget, not the City Budget.

\*\*In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2012-13 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2011-12 Homestead and Non-Homestead apportionment was 41.92487% and 58.07513% respectively.

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

---

**Computation Of Property Tax Revenue For The General Fund**

City Property Tax Levy	48,049,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	167,149,400

Less: Allowance for Uncollectables (Tax Reserve) 8,357,470

Less: STAR Revenue 13,113,400

Combined City and School Property Tax Revenue 145,678,500

Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:

Animal Control Fund	1,300,700
Library Fund	5,108,200
War Memorial Fund	491,300
Cemetery Fund	1,107,500
Public Market Fund	267,200

Net General Fund Property Tax Revenue 137,403,600

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

**STAR**

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of less than \$79,050. The second, called Basic STAR, is for all other home owners regardless of age with incomes less than \$500,000.

Eligible property owners for the 2012-13 program receive up to a \$41,670 and \$20,100 assessment exemption for the Enhanced program and Basic program respectively. The 2011-12 assessment exemption for the Basic program was \$40,270. Both values are adjusted by the equalization rate. For large cities with fiscally dependent school districts, the enacting legislation assumed 67% of the combined tax rate to be for school purposes. Beginning in 2011-12, the maximum STAR savings can't exceed more than 2% of the prior year maximum savings. The maximum savings in 2011-12 for the Enhanced and Basic programs were \$801 and \$400 respectively, therefore limiting the 2012-13 maximum STAR savings to \$817 for the Enhanced program and \$408 for the Basic program.

The Board of Real Property Services may establish special equalization rates that may result in revised STAR exemption amounts if the determined STAR exemption is 5% or more different than the previous year's exemptions. Approximately 4,600 property owners will benefit from the Enhanced STAR program and 25,850 property owners for the Basic STAR program in 2012-13.

The actual calculation of the dollar savings from the STAR exemption is determined subsequent to the determination of the City and School tax rates. The revenue from the STAR program is not counted in determining the tax rates.

The process is as follows: First, the tax levy is determined. Second, the tax rates are calculated based on the levy and the assessed values. Third, the actual amount of the tax levy billed is reduced by the aggregate of the City and School exemption values applied against the City and School tax rates. Fourth, New York State reimburses the City for the reduced billing.

The calculation of the 2012-13 STAR revenue estimate to be reimbursed from the state is as follows:

	<u>Assessed Value Exemption</u>	<u>Tax Rates</u>	<u>STAR Revenue</u>
City:			
Homestead	659,664,840	5.61	3,700,720
Non-Homestead	<u>6,226,281</u>	12.36	<u>76,957</u>
	665,891,121		3,777,677
School:			
Homestead	666,830,266	13.71	9,142,243
Non-Homestead	<u>6,316,669</u>	30.63	<u>193,480</u>
	673,146,935		9,335,723
Total	N/A	N/A	13,113,400

**REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS**

**Assessed Value – Changes**

The City's municipal taxable assessed valuation for property tax levies changes by:

2012-13 Assessed Value	5,860,652,793
2011-12 Assessed Value	5,729,224,760
Change	131,428,033
Percent Change	2.29%

The change in taxable assessment is substantially attributable to the following:

**Non-Homestead Assessment:**

Utility	12,766,957
Railroad	2,573,290
1645-1685 Emerson Street (from COMIDA)	2,325,000
70 Hartford Street (from COMIDA)	1,600,000
301 Exchange Boulevard (from COMIDA)	936,400
943 Blossom Road	850,000
999 Ridgeway Avenue	846,700
109 Brambury Drive	840,000
525 Blossom Road (from COMIDA)	645,000
101 Hartford Street (from COMIDA)	555,000
Crescent Park Apartments	384,000
Roll Section 5 (Special Franchise)	-63,460,263
Genwood Strathallan	-3,800,000
255 East Avenue - Corporate Place	-1,505,300
384 East Avenue (to COMIDA)	-1,400,000
Granite Building	-1,260,600
1271-1285 Mt. Read Boulevard (to COMIDA)	-978,000
970 Emerson Street (to COMIDA)	-805,000
500 Avis Street (to COMIDA)	-556,300
North Plymouth Avenue (25 lots-to COMIDA)	-433,200
1225 Ridgeway Avenue	-425,000
Non-Homestead Net other changes	32,080,511
Subtotal	-18,220,805

**Homestead Assessment :**

Decrease in Veterans Exemption	344,922
Homestead Net of other changes	<u>149,303,916</u>
Subtotal	149,648,838

Total Assessment Change	131,428,033
-------------------------	-------------

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

**Assessed Valuation – Historic**

<u>Fiscal Year</u>	<u>General Municipal Purposes</u>	<u>Veterans Exemption*</u>	<u>Total School Purposes</u>	<u>Change from Prior Year</u>
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2009-10	5,716,799,275	55,887,191	5,772,686,466	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	558,144,061
2007-08	5,135,078,243	54,377,249	5,189,455,492	37,975,473
2006-07	5,094,593,315	56,886,704	5,151,480,019	33,815,713
2005-06	5,057,647,759	60,016,547	5,117,664,306	11,857,246
2004-05	5,042,827,983	62,979,077	5,105,807,060	370,473,195
2003-04	4,674,520,611	60,813,254	4,735,333,865	-46,784,522

**Tax Collection Experience**

The following tables are all billings on the tax file. Items billed include: ad valorem taxes, residential refuse charges, local works charges, local improvements, property rehabilitation charges, municipal code fines, special assessment district charges, delinquent water charges, and supplemental and omitted taxes.

**A. Current Taxes**

<u>Fiscal Year</u>	<u>Tax Billed July 1</u>	<u>Current Collections</u>	<u>Percent of Levy</u>	<u>Tax Balances June 30*</u>
2011-12	205,558,194	190,955,268	92.90	14,602,926
2010-11	201,211,222	185,325,233	92.10	14,879,786
2009-10	197,218,680	182,280,504	92.43	14,354,317
2008-09	196,088,229	181,217,589	92.42	13,496,524
2007-08	190,297,840	174,901,972	91.91	14,634,571
2006-07	189,822,199	174,245,337	91.79	14,248,723
2005-06	184,085,987	168,296,701	91.42	14,037,418
2004-05	178,379,701	163,292,548	91.54	13,349,242
2003-04	173,144,803	158,479,093	91.53	13,284,880
2002-03	166,991,400	152,269,774	91.18	13,387,076

**REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS**

**B. Delinquent Taxes**

<u>Fiscal Year</u>	<u>Delinquent Tax Balances July 1</u>	<u>Delinquent Tax Collections</u>	<u>Percent of Delinquent Tax Balances</u>	<u>Delinquent Tax Balances June 30*</u>	<u>Total Tax Balances June 30**</u>
2011-12	17,188,963	9,163,776	53.31	8,025,187	22,628,113
2010-11	21,084,138	9,355,618	44.37	2,309,177	17,188,963
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138
2008-09	28,448,291	12,409,403	43.62	7,393,287	20,889,811
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291
2006-07	24,102,157	10,328,437	42.85	11,633,085	25,881,807
2005-06	23,003,806	9,682,226	42.09	10,064,739	24,102,157
2004-05	22,968,443	10,310,008	44.89	9,654,564	23,003,806
2003-04	23,506,991	9,739,205	41.43	9,683,582	22,968,462
2002-03	22,905,693	9,949,243	43.44	10,119,915	23,506,991

\*Current and delinquent tax balances on June 30 reflect the beginning balances less collections and adjustments for cancellations.

\*\*Total tax balances equals the sum of current and delinquent balances as of June 30.

**Constitutional Operating Tax Limit**

The State Constitution, Article VIII, Section 10, limits the maximum amount of real property taxes that can be raised for operating purposes. The limit is two percent of the five-year average of full valuation of taxable real property. The total taxable assessed valuation for school purposes is the assessed value used for this calculation. The limit pertains to cities of 125,000 or more inhabitants, except New York City, which has a limit of two and one-half percent.

The levy subject to the limit is equal to the total tax levy (City and School) minus appropriations for debt service (with a few exceptions) and budgetary appropriations for which a period of probable usefulness has been determined by law (Cash Capital).

The State Constitution also limits the maximum amount of real property taxes raised for debt service. This is described within the Capital section of the City Budget.

<u>Fiscal Year</u>	<u>Assessed Value</u>	<u>Equalization Ratio</u>	<u>Full Assessed Valuation</u>
2012-13	5,910,991,579	96.45	6,128,555,292
2011-12	5,779,908,468	97.85	5,906,906,968
2010-11	5,777,374,411	99.56	5,802,907,203
2009-10	5,772,686,466	99.26	5,815,722,815
2008-09	5,747,599,553	99.54	5,774,160,692
Five Year Total			29,428,252,970
Five Year Average			5,885,650,594
Constitutional Percentage			2%
Constitutional Limit			117,713,012

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

---

**Constitutional Tax Limit & Margin – Historic**

The following table contains the historical trend of the City's tax limit for operating purposes and the amount of the limit used. The amount of limit used is calculated by adding City and School operating levies and then subtracting Water Fund debt service. The tax margin is calculated by subtracting the amount used from the limit.

Constitutional Operating Tax Limit 2003-04 to 2012-13

<u>Fiscal Year</u>	<u>Limit</u>	<u>Amount Used</u>	<u>Tax Margin</u>
2012-13	117,713,012	84,862,322	32,850,690
2011-12	117,971,445	88,313,937	29,657,508
2010-11	117,705,892	83,918,841	33,787,051
2009-10	116,174,350	84,494,562	31,679,788
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043
2006-07	102,594,091	78,369,414	24,224,677
2005-06	100,062,845	87,548,500	12,514,345
2004-05	95,786,706	81,033,103	14,753,603
2003-04	93,374,182	81,679,387	11,694,795





REVENUE SUMMARY  
APPLICATION OF REVENUE BY UNIT

---

Beginning on the next page is an informational display of revenues for each major department or unit and the major category of revenue by fund. This display distributes revenues to the department to which they are most closely related. In this fashion, a sense of the overall revenue level for a given function can be approximated. The amount of revenue allocated to a department may be greater than that department's budget to reflect ownership. See *Application of Related Expenditures & Revenues* p.1-48 for the application of all related expenses to revenue.

# REVENUE SUMMARY APPLICATION OF REVENUE

Applied Revenue	City Council & Clerk	Admini- stration	Law	Finance	Neigh. & Bus. Dev.	Environ- mental Services	Emergency Communi- cations	Police	Fire	Rec. & Human Services	Library	Undistri- buted	Total Applied
<b>General</b>													
Other Taxes						1,032,800							1,032,800
Departmental Income	29,500	88,000		142,100	220,300	803,600	0	2,497,600	1,847,800	1,258,200		320,000	7,207,100
Use of Money & Property				350,000	270,000					0			620,000
Fines & Forfeitures				0	505,000								5,212,400
Licenses & Permits	425,900			10,500	1,880,000	307,000		4,557,400	150,000				2,623,400
Sale of Property & Comp.			50,000	197,000	602,100	75,000		350,000	90,400			215,500	1,364,500
Miscellaneous		300,000	200,500										716,000
Intergovernmental State		0		330,000		3,166,100		351,900	35,000	964,800			4,847,800
Intergovernmental Federal		343,300	195,600	109,900	2,828,500	169,500		1,979,000	250,500	1,172,600			7,048,900
Intergovernmental Other	237,200				1,075,000	0	16,871,200	179,200	173,900				18,536,500
Interfund Revenue	0	5,695,200		0	0	2,067,800	379,400	100,000	0			100,000	8,342,400
<b>General Total</b>	<b>692,600</b>	<b>6,426,500</b>	<b>446,100</b>	<b>1,139,500</b>	<b>7,380,900</b>	<b>7,621,800</b>	<b>17,250,600</b>	<b>10,015,100</b>	<b>2,547,600</b>	<b>3,395,600</b>		<b>635,500</b>	<b>57,551,800</b>
<b>Animal</b>													
Departmental Income								267,200					267,200
Fines & Forfeitures													25,000
<b>Animal Total</b>								<b>267,200</b>					<b>292,200</b>
<b>Library</b>													
Departmental Income													2,669,200
Intergovernmental State													1,139,900
Intergovernmental Other													6,827,000
Trans. Retirement Reserve													120,000
<b>Library Total</b>													<b>10,756,100</b>
<b>Local Works</b>													
Departmental Income						18,215,100							18,215,100
Use of Money & Property						38,000							38,000
Miscellaneous						35,000							35,000
Intergovernmental State						55,600							55,600
Intergovernmental Federal						966,900							966,900
Appropriation of Fund Balance													
<b>Local Works Total</b>						<b>19,310,600</b>							<b>19,310,600</b>
<b>Water</b>													
Departmental Income						35,948,800							36,134,300
Use of Money & Property		185,500				265,000							265,000
Miscellaneous						60,200							60,200
Intergovernmental Federal						3,700							3,700
Trans. Premium & Interest						1,112,000							1,112,000
Appropriation of Fund Balance					433,900								433,900
Trans. Retirement Reserve						70,000							70,000
<b>Water Total</b>		<b>185,500</b>			<b>433,900</b>	<b>37,459,700</b>							<b>38,079,100</b>
<b>War Memorial</b>													
Departmental Income					1,218,000	345,000							1,563,000
Intergovernmental Other					905,000								905,000
<b>War Memorial Total</b>					<b>2,123,000</b>	<b>345,000</b>							<b>2,468,000</b>
<b>Parking</b>													
Departmental Income				7,304,700									7,304,700
Fines & Forfeitures				4,500,000									4,500,000
Miscellaneous				91,900									91,900
<b>Parking Total</b>				<b>11,896,600</b>									<b>11,896,600</b>
<b>Cemetery</b>													
Departmental Income						1,362,000							1,362,000
Use of Money & Property						9,000							9,000
<b>Cemetery Total</b>						<b>1,371,000</b>							<b>1,371,000</b>
<b>Public Market</b>													
Departmental Income				36,200						692,000			728,200
Use of Money & Property										300			300
<b>Public Market Total</b>				<b>36,200</b>						<b>692,300</b>			<b>728,500</b>
<b>Refuse</b>													
Departmental Income		1,570,000				23,400,000							24,970,000
Use of Money & Property						44,000							44,000
Sale of Property & Comp.						35,000							35,000
Miscellaneous						155,000							155,000
Trans. Retirement Reserve						79,900							79,900
<b>Refuse Total</b>	<b>692,600</b>	<b>1,570,000</b>				<b>23,713,900</b>							<b>25,283,900</b>
<b>Total Applied</b>	<b>692,600</b>	<b>8,182,000</b>	<b>446,100</b>	<b>13,072,300</b>	<b>9,937,800</b>	<b>89,822,000</b>	<b>17,250,600</b>	<b>10,307,300</b>	<b>2,547,600</b>	<b>4,087,900</b>	<b>10,756,100</b>	<b>635,500</b>	<b>167,737,800</b>

**EXPENDITURE SUMMARY  
SUMMARY OF EXPENDITURE CHANGES**

**Expense Changes – Highlights**

The Mayor's Proposed Budget of \$488,661,600 increases expenditures by \$9,674,100 or 2.0% more than the 2011-12 Budget. Highlights of the changes that produce this variance are noted in the following display. Details of these and other expense changes are found in Tabs #4 through #17 of this document.

**MAJOR PROPOSED INCREASES**

- Payments to the New York State Retirement System due to higher required contributions
- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Medical coverage for current and retired employees in accordance with rates provided by third party insurers
- Rising costs of oil raises the City's fuel expense
- Program enhancements

**MAJOR PROPOSED DECREASES**

- Program eliminations or reductions in departmental sections.
- A net of 16 full-time positions are eliminated as detailed in the Proposed Budget
- Departmental efficiencies
- Department reductions

**Change Detail**

Salary & Wage			Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
2,795,000	1,274,800	33,600	-890,100	51,300	6,293,500	9,558,100

EXPENDITURE SUMMARY  
SUMMARY OF EXPENDITURE CHANGES

**Year-to-Year Comparison**

	Budget <u>2011-12</u>	Budget <u>2012-13</u>	<u>Variance</u>	<u>Percent</u>
City Council and Clerk Administration:	1,910,900	1,755,200	-155,700	-8.1
Mayor's Office	1,873,800	1,741,000	-132,800	-7.1
Management & Budget	757,400	760,300	2,900	0.4
Human Resource Management	2,273,700	2,176,700	-97,000	-4.3
Communications	2,449,000	2,444,900	-4,100	-0.2
Law	1,935,500	1,989,000	53,500	2.8
Information Technology	5,190,400	5,740,700	550,300	10.6
Finance (Excluding Parking)	4,525,200	4,433,000	-92,200	-2.0
Finance (Parking)	5,013,700	6,080,900	1,067,200	21.3
Neighborhood & Business Development	13,684,800	13,693,200	8,400	0.1
Environmental Services	78,784,900	78,144,700	-640,200	-0.8
Emergency Communications	13,383,800	13,312,900	-70,900	-0.5
Police	83,554,900	85,439,200	1,884,300	2.3
Fire	44,335,400	44,660,900	325,500	0.7
Library	11,006,500	10,794,000	-212,500	-1.9
Recreation & Youth Services	11,946,400	10,938,800	-1,007,600	-8.4
Undistributed Expense	120,446,800	136,003,500	15,556,700	12.9
Contingency	2,935,300	2,695,900	-239,400	-8.2
Cash Capital	40,902,400	33,002,000	-7,900,400	-19.3
Debt Service	<u>32,076,700</u>	<u>32,738,800</u>	<u>662,100</u>	2.1
TOTAL	478,987,500	488,545,600	9,558,100	2.0

EXPENDITURE SUMMARY  
SUMMARY BY DEPARTMENT

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
City Council and Clerk	1,884,193	1,847,800	1,910,900	1,755,200
Administration				
Mayor's Office	2,060,969	1,798,300	1,873,800	1,741,000
Management & Budget	1,824,769	717,100	757,400	760,300
Human Resource Management	2,176,712	2,235,200	2,273,700	2,176,700
Communications	2,350,911	2,359,800	2,449,000	2,444,900
Law Department	1,578,333	1,773,400	1,935,500	1,989,000
	<u>9,991,694</u>	<u>8,883,800</u>	<u>9,289,400</u>	<u>9,111,900</u>
Information Technology	5,123,745	5,649,900	6,136,800	6,579,400
Interfund Credit	0	-98,800	-98,800	-89,500
Intrafund Credit	-447,788	-847,600	-847,600	-749,200
	<u>4,675,957</u>	<u>4,703,500</u>	<u>5,190,400</u>	<u>5,740,700</u>
Finance				
Director's Office	285,950	300,300	302,200	422,100
Accounting	1,012,011	1,251,800	1,254,800	1,149,800
Treasury	1,589,512	1,764,900	1,763,900	1,679,900
Assessment	924,022	1,003,100	1,003,100	924,600
Parking & Municipal Violations	4,074,380	5,013,700	5,013,700	6,080,900
Purchasing	908,928	905,900	905,900	846,700
	<u>8,794,804</u>	<u>10,239,700</u>	<u>10,243,600</u>	<u>11,104,000</u>
Interfund Credit	0	-213,800	-213,800	-174,100
Intrafund Credit	-375,102	-490,900	-490,900	-416,000
	<u>8,419,702</u>	<u>9,535,000</u>	<u>9,538,900</u>	<u>10,513,900</u>
Neighborhood & Business Development				
Commissioner	762,946	820,000	851,600	795,400
Business & Housing Development	5,781,249	6,539,500	6,569,500	6,521,300
Planning & Zoning	1,794,323	1,644,600	1,644,600	1,623,100
Neighborhood Preservation	1,297,746	1,346,300	1,346,300	1,394,600
Inspection & Compliance	3,405,106	3,312,800	3,272,800	3,358,800
Total	<u>13,041,370</u>	<u>13,663,200</u>	<u>13,684,800</u>	<u>13,693,200</u>
Environmental Services				
Office of the Commissioner	2,466,427	2,388,400	2,378,500	2,563,300
Architecture & Engineering	7,736,423	7,507,800	7,847,500	7,680,300
Operations & Parks	50,777,858	52,432,200	57,505,900	57,782,600
Water	23,138,740	22,674,000	23,666,300	23,259,900
	<u>84,119,448</u>	<u>85,002,400</u>	<u>91,398,200</u>	<u>91,286,100</u>
Interfund Credit	0	-5,374,900	-6,000,600	-6,193,400
Intrafund Credit	-5,547,301	-6,388,800	-6,612,700	-6,948,000
	<u>78,572,147</u>	<u>73,238,700</u>	<u>78,784,900</u>	<u>78,144,700</u>

EXPENDITURE SUMMARY  
SUMMARY BY DEPARTMENT

1-39

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
Emergency Communications	11,302,524	12,873,600	13,383,800	13,312,900
Police	84,461,411	82,501,700	83,554,900	85,439,200
Fire	43,350,772	43,191,500	44,335,400	44,660,900
Library				
Central Library	7,818,930	7,502,300	7,544,400	7,262,200
Community Library	<u>3,383,900</u>	<u>3,512,100</u>	<u>3,462,100</u>	<u>3,531,800</u>
	11,202,830	11,014,400	11,006,500	10,794,000
Recreation & Youth Services				
Office of the Commissioner	446,039	413,300	488,500	463,800
Recreation	7,419,663	7,933,300	7,715,100	7,564,000
Employment Opportunities	1,545,342	1,356,100	1,436,500	1,205,800
Youth Services	<u>1,849,678</u>	<u>1,628,700</u>	<u>2,306,300</u>	<u>1,705,200</u>
	11,260,722	11,331,400	11,946,400	10,938,800
Undistributed	105,703,110	117,896,900	120,797,600	136,323,600
Interfund Credit	0	-164,200	-213,000	-179,000
Intrafund Credit	<u>-147,398</u>	<u>-117,800</u>	<u>-137,800</u>	<u>-141,100</u>
	105,555,712	117,614,900	120,446,800	136,003,500
Contingency	0	2,913,100	2,935,300	2,695,900
Capital				
Cash Capital	37,475,600	38,902,400	40,902,400	33,002,000
Debt Service	<u>32,166,700</u>	<u>32,076,700</u>	<u>32,076,700</u>	<u>32,738,800</u>
	69,642,300	70,979,100	72,979,100	65,740,800
TOTAL	453,361,333	464,291,700	478,987,500	488,545,600

EXPENDITURE SUMMARY  
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>PERSONNEL EXPENSES</b>				
City Council and Clerk	1,662,788	1,625,000	1,687,400	1,524,700
Administration	8,071,055	6,457,600	6,807,700	6,679,400
Information Technology	3,030,013	3,323,200	3,457,400	3,637,700
Finance	5,507,226	5,714,900	5,698,900	5,551,200
Neighborhood & Business Development	9,095,854	8,904,800	8,906,000	8,888,600
Environmental Services	33,498,282	33,420,800	34,718,300	34,822,900
Emergency Communications	9,961,044	11,743,300	12,074,600	11,941,500
Police	74,168,569	70,467,100	70,855,500	71,607,300
Fire	40,101,610	39,800,700	40,655,200	40,890,600
Library	8,577,728	8,335,800	8,271,900	8,065,000
Recreation & Youth Services	6,773,862	6,437,900	6,242,300	6,159,100
Undistributed	<u>82,077,779</u>	<u>90,355,400</u>	<u>92,718,100</u>	<u>108,738,400</u>
	282,525,810	286,586,500	292,093,300	308,506,400
<b>MATERIALS AND SUPPLIES</b>				
City Council and Clerk	9,878	10,300	10,300	9,000
Administration	72,370	84,900	91,200	93,200
Information Technology	35,322	36,700	37,000	40,000
Finance	166,995	243,800	244,900	247,700
Neighborhood & Business Development	78,535	82,200	98,100	92,000
Environmental Services	10,294,086	10,905,200	12,240,700	12,508,000
Emergency Communications	383,713	143,100	150,700	176,100
Police	1,233,360	1,319,000	1,578,500	1,602,600
Fire	466,968	598,600	701,700	794,800
Library	784,197	749,300	771,200	748,500
Recreation & Youth Services	<u>334,849</u>	<u>373,800</u>	<u>380,000</u>	<u>438,700</u>
	13,860,273	14,546,900	16,304,300	16,750,600

EXPENDITURE SUMMARY  
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>SERVICES</b>				
City Council and Clerk	211,527	212,500	213,200	221,500
Administration	1,848,269	2,341,300	2,390,500	2,339,300
Information Technology	2,058,410	2,290,000	2,642,400	2,901,700
Finance	3,120,582	4,281,000	4,299,800	5,305,100
Neighborhood & Business Development	3,806,980	4,490,900	4,495,400	4,527,300
Environmental Services	30,933,799	31,665,800	34,813,300	34,443,200
Emergency Communications	957,767	987,200	1,158,500	1,195,300
Police	9,059,482	10,715,600	11,120,900	12,229,300
Fire	2,782,194	2,792,200	2,978,500	2,972,700
Library	1,838,241	1,872,300	1,906,400	1,905,500
Recreation & Youth Services	4,152,011	4,221,100	5,032,300	3,977,500
Capital & Debt	<u>39,400</u>	<u>39,400</u>	<u>39,400</u>	<u>39,400</u>
	60,808,663	65,909,300	71,090,600	72,057,800
<b>OTHER</b>				
Neighborhood & Business Development	60,000	185,300	185,300	185,300
Environmental Services	9,393,281	9,010,600	9,625,900	9,512,000
Fire	0	0	0	2,800
Library	2,664	57,000	57,000	75,000
Recreation & Youth Services	0	298,600	291,800	363,500
Undistributed	23,625,331	27,541,500	28,079,500	27,585,200
Contingency	0	2,913,100	2,935,300	2,695,900
Capital & Debt	<u>69,602,900</u>	<u>70,939,700</u>	<u>72,939,700</u>	<u>65,701,400</u>
	102,684,176	110,945,800	114,114,500	106,121,100
<b>INTERFUND &amp; INTRAFUND CREDITS</b>	-6,517,589	-13,696,800	-14,615,200	-14,890,300
<b>Total</b>	453,361,333	464,291,700	478,987,500	488,545,600

EXPENDITURE SUMMARY  
SUMMARY OF 2011-12 BUDGET AMENDMENTS

---

The adopted budget may, under certain circumstances, be amended by City Council. Upon written recommendation of the Mayor, City Council may transfer unencumbered balances from one department to another. The transfer is done by passage of an ordinance, which can amend multiple budgets. Examples of amendments are the transfer from Contingency to the departments for purposes of a wage settlement and the transfer of funds from a department with a surplus to one with a deficit. In addition, revenues from any source other than the property tax can be appropriated by City Council upon recommendation of the Mayor. Usually, this occurs upon receipt of a grant and entails increasing both expense and the offsetting revenue. 2011-12 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

EXPENDITURE SUMMARY  
SUMMARY OF 2011-12 BUDGET AMENDMENTS

<u>Department</u>	<u>Approved Budget</u>	<u>Amended Budget</u>	<u>Variance</u>	<u>Ordinances</u>
City Council and Clerk	1,777,900	1,910,900	133,000	2011-380, 2012-89
Administration:				
-Mayor's Office	1,801,900	1,873,800	71,900	2011-380
-Management & Budget	702,400	757,400	55,000	2011-380
-Human Resource	2,134,700	2,273,700	139,000	2011-380, 2011-407
Management				
-Communications	2,409,200	2,449,000	39,800	2011-291, 2011-380
-Law	1,782,100	1,935,500	153,400	2011-380
Information Technology	5,077,200	5,190,400	113,200	2011-380
Finance	9,015,600	9,538,900	523,300	2011-380, 2012-132
Neighborhood & Business Development	13,321,900	13,684,800	362,900	2011-380
Environmental Services	78,179,700	78,784,900	605,200	2011-380, 2011-381
Emergency Communications	13,268,800	13,383,800	115,000	2011-380
Police	76,201,100	83,554,900	7,353,800	2011-262, 2011-263, 2011-320, 2011-366, 2011-380, 2011-381, 2012-42, 2012-45, 2012-87, 2012-132, 2012-160, 2012-162, 2012-165, 2012-169
Fire	40,113,300	44,335,400	4,222,100	2011-257, 2011-338, 2011-380, 2011-407, 2012-118
Library	10,712,600	11,006,500	293,900	2011-380, 2011-382
Recreation & Youth Services	10,916,600	11,946,400	1,029,800	2011-261, 2011-286, 2011-364, 2011-380, 2012-47, 2012-48, 2012-84, 2012-85
Undistributed Expenses	116,969,000	120,446,800	3,477,800	2011-320, 2011-380, 2011-407
Contingency	17,713,400	2,935,300	-14,778,100	2011-257, 2011-267, 2011-303, 2011-381, 2011-380, 2011-407, 2012-82, 2012-89, 2012-132
Cash Capital	32,924,000	40,902,400	7,978,400	2011-267, 2011-303, 2011-304, 2011-332, 2011-368, 2011-403, 2012-49, 2012-53, 2012-82, 2012-132
Debt Service	<u>32,076,700</u>	<u>32,076,700</u>	<u>0</u>	
TOTAL EXPENSE	467,098,100	478,987,500	11,889,400	

EXPENDITURE SUMMARY  
SUMMARY OF 2011-12 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
2011-257	Firefighter Entrance Exam	100,000	Fire
		<u>-100,000</u>	Contingency
		0	
2011-261	Summer of Opportunity	75,000 *	Recreation & Youth Services
2011-262	GRANET	200,000 *	Police
2011-263	Project IMPACT	504,200 *	Police
2011-267	Amending the 2010-11 and 2011-12 Budgets	10,000	Capital
		<u>-10,000</u>	Contingency
		0	
2011-286	Federal Teenage Pregnancy Prevention	499,100 *	Recreation & Youth Services
2011-291	Clarissa St. NYS Grant	5,000 *	Communications
2011-303	Turning Point Park	120,000	Capital
		<u>-120,000</u>	Contingency
		0	
2011-304	N. Union Street RR Bridge Rails to Trails	85,000 *	Capital
2011-320	Additional Fringe Costs Due to Personnel Retention	40,000	Undistributed Expenses
		<u>-40,000</u>	Police
		0	
2011-332	Cemetery Improvements	1,800,000 *	Capital
2011-338	CERT Agreement	25,000 *	Fire
2011-364	CAPP Agreement Y2	191,400 *	Recreation & Youth Services
2011-366	Tobacco Sales Enforcement	20,000 *	Police
2011-368	Homeland Security Funds	181,400 *	Capital
2011-380	Midyear Budget Amendment	20,000	City Council and Clerk
		71,900	Mayor's Office
		55,000	Management & Budget
		78,000	Human Resource Management
		34,800	Communications
		153,400	Law
		113,200	Information Technology
		375,200	Finance
		362,900	Neighborhood & Business Development
		555,200	Environmental Services
		115,000	Emergency Communications
		5,898,400	Police
		4,035,800	Fire
		236,300	Library
		121,900	Recreation & Youth Services
		3,421,900	Undistributed Expenses

EXPENDITURE SUMMARY  
SUMMARY OF 2011-12 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
		-13,633,800	Contingency
		2,015,100 *	
2011-381	Midtown Carrying Costs	100,000	Police
		50,000	Environmental Services
		-150,000	Contingency
		0	
2011-382	NYSED Local Govt Records Management Improvement Grant	57,600 *	Library
2011-403	Dormitory Authority of State of NY Econ Dev Grant	300,000 *	Capital
2011-407	Firefighter Entrance Exam	61,000	Human Resources Management
		56,300	Fire
		15,900	Undistributed Expenses
		-133,200	Contingency
		0	
2012-42	MVA Theft and insurance Fraud Prevention	22,000 *	Police
2012-45	Governor's Traffic Safety Committee	14,000 *	Police
2012-47	CAPP COLA	18,800 *	Recreation & Youth Services
2012-48	City Youth Arts Project	100,000 *	Recreation & Youth Services
2012-49	Windstream Donation for Gantt	100,000 *	Capital
2012-53	NYS Dept Ag and Mkts, Public Market Revitalization	2,000,000 *	Capital
2012-82	Inner Loop reconstruction	390,000	Capital
		-390,000	Contingency
		0	
2012-84	HEART reappropriation	8,000 *	Recreation & Youth Services
2012-85	NYSDOH Sexual Health Promotion	15,600 *	Recreation & Youth Services
2012-87	STOP DWI	44,300 *	Police
2012-89	Election Inspectors	109,000	Council
		4,000	Council
		-4,000	Contingency
		109,000 *	
2012-118	Urban Area Security Initiative	5,000 *	Fire
2012-132	Financial Projections	148,100	Finance
		550,000	Police
		2,992,000	Capital
		-237,100	Contingency
		3,453,000 *	
2012-160	Anti-Larceny	20,000 *	Police

EXPENDITURE SUMMARY  
SUMMARY OF 2011-12 BUDGET AMENDMENTS

---

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
2012-162	Tobacco Sales Enforcement	5,200 *	Police
2012-165	STOP DWI	7,500 *	Police
2012-169	Unclaimed Property	8,200 *	Police

\*Appropriation of additional revenue

EXPENDITURE SUMMARY  
APPLICATION OF RELATED  
EXPENDITURES & REVENUES

---

An informational display is provided on the next page which gives appropriations for each department or major subdivision, related expenditures, and revenues that are found elsewhere in the Budget. The City's budgeting and accounting systems place employee benefits, capital items, and debt in separate departments for monitoring and control purposes. This display distributes those expenses to the department to which they are judged most closely related. In this fashion, a sense of the overall expense level for a given department can be approximated. Intrafund credits, where applicable, have been subtracted from the department's budget to reflect net planned expenditures.

The display also distributes revenue that is judged related to a department. The Application of Revenue section, pages 1-33 to 1-34, provides additional detail on the sources of this revenue. This applied revenue is subtracted from the total expenditures for the departments, yielding a net expense for each department. This net amount is funded by the property tax and other General Fund revenues that are not applied.

## EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current		Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
	Expense Budget							
City Council and Clerk	1,755,200	1,025,800	0	0	0	2,781,000	692,600	2,088,400
Administration	9,111,900	4,481,900	540,000	0	0	14,133,800	8,628,000	5,505,800
Information Technology	5,740,700	2,440,900	950,000	0	0	9,131,600	0	9,131,600
Finance	10,513,900	3,612,400	1,227,000	3,383,400	0	18,736,700	13,188,300	5,548,400
Neighborhood & Business Development	13,693,200	5,979,500	7,737,000	2,198,100	0	29,607,800	9,937,800	19,670,000
Environmental Services	78,144,700	25,433,000	18,110,000	20,573,700	0	142,261,400	89,822,000	52,439,400
Emergency Communication	13,312,900	8,012,700	340,000	68,400	0	21,734,000	17,250,600	4,483,400
Police	85,439,200	47,848,000	961,000	0	0	134,248,200	10,307,300	123,940,900
Fire	44,660,900	27,437,600	1,001,000	1,259,600	0	74,359,100	2,547,600	71,811,500
Library	10,794,000	3,776,300	604,000	568,000	0	15,742,300	10,756,100	4,986,200
Recreation & Youth Services	10,938,800	4,094,000	1,532,000	3,485,000	0	20,049,800	4,087,900	15,961,900
Undistributed*	1,861,400	0	0	0	0	1,861,400	635,500	1,225,900
Contingency	2,695,900	0	0	0	0	2,695,900	0	2,695,900
Cash Capital	N/A	0	0	0	0	0	0	0
Debt Service**	N/A	0	0	1,202,600	0	1,202,600	0	1,202,600
<b>Total</b>		<b>134,142,100</b>	<b>33,002,000</b>	<b>32,738,800</b>	<b>488,545,600</b>	<b>167,853,700</b>	<b>320,691,900</b>	

\*Other General Fund expenses not distributed.

\*\*Includes only expenditures not distributed to departmental budgets.

N/A - Not applicable; all expenditures distributed

Net of all interfund and intrafund chargebacks

---

**FUND ACCOUNTING**

In accordance with generally accepted accounting principles, the City records financial transactions of its operations in various funds, each of which is a separate entity. Funds that do not generate sufficient revenues from operations are supported by property tax revenue. Following is a description of the funds and a table summarizing transactions in these funds during 2012-13.

General Fund is Rochester's principal fund and includes all operations not contained in other funds.

Animal Control Fund includes the operation of Animal Control. Under Article 7 of the Agriculture and Markets Law, licensing and impoundment fees, fines and penalties are deposited in this fund and are used solely for animal control purposes.

Library Fund includes operations of the Central and Community libraries. Under Section 259 of the Education Law, all moneys received from taxes or other public sources for library purposes are to be maintained in a separate fund.

Local Works Fund includes street cleaning, roadway plowing and salting, sidewalk plowing, and hazardous sidewalk replacement. Revenues are derived primarily from front footage charges to property owners for services rendered.

Water Fund includes water production, treatment, and distribution.

War Memorial Fund includes the Blue Cross Arena at the Rochester War Memorial operations.

Parking Fund includes operations of Rochester's parking garages, lots, and meters.

Cemetery Fund includes operations of Mt. Hope and Riverside Cemeteries.

Public Market Fund includes the operations of Rochester's Public Markets.

Refuse Fund includes refuse collection and disposal operations.

FUND SUMMARY

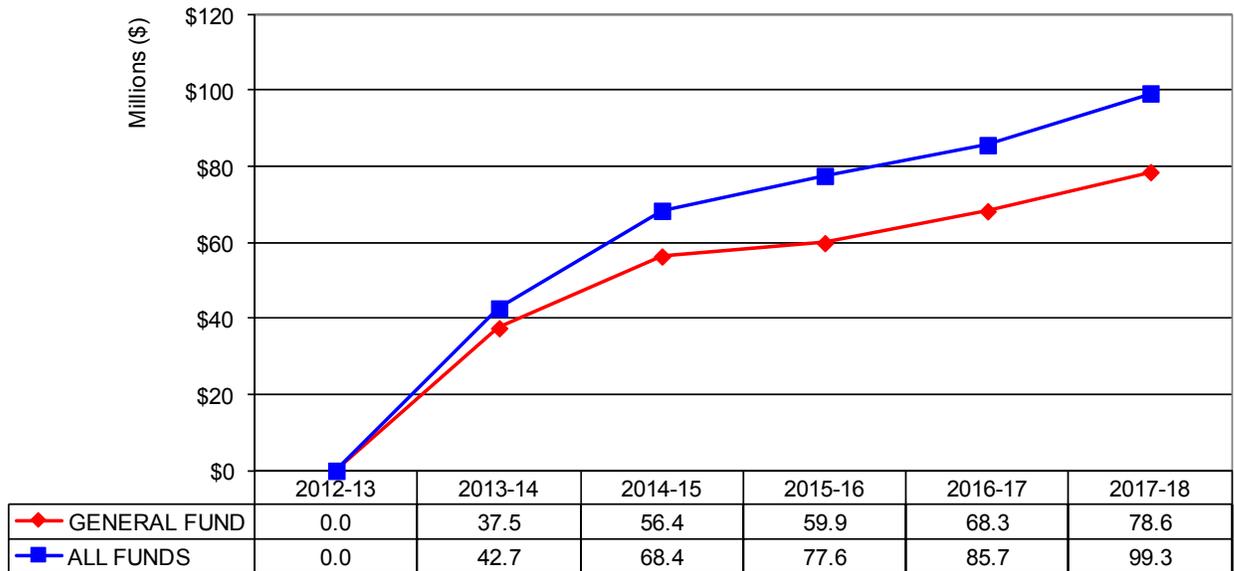
Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk Administration:	1,755,200										1,755,200
Mayor's Office	1,741,000										1,741,000
Management & Budget	760,300										760,300
Human Resource Management	2,176,700										2,176,700
Communications	2,444,900										2,444,900
Law	1,989,000										1,989,000
Information Technology	5,740,700						6,080,900				5,740,700
Finance	4,433,000					975,200					10,513,900
Neighborhood & Business Development	12,718,000				23,404,900					18,681,300	13,693,200
Environmental Services	22,912,200		11,661,400					1,484,900			78,144,700
Emergency Communications	13,312,900										13,312,900
Police	84,257,600	1,181,600									85,439,200
Fire	44,660,900										44,660,900
Library			10,794,000								10,794,000
Recreation & Youth Services.	10,312,800						1,170,700	404,900	626,000	5,745,600	10,938,800
Undistributed Expense	115,841,400	411,300	3,783,700	3,692,200	4,849,200	15,300			89,200		136,003,500
Contingency	2,599,000		95,300		1,600						2,695,900
Cash Capital	22,088,000		604,000	3,957,000	3,235,000	433,000	1,227,000	557,000	44,000	857,000	33,002,000
Debt Service	20,341,100		587,300	6,588,400	6,588,400	1,535,800	3,418,000	31,700	236,500		32,738,800
	370,084,700	1,592,900	15,864,300	19,310,600	38,079,100	2,959,300	11,896,600	2,478,500	995,700	25,283,900	488,545,600
Revenue											
Property Tax (City & School)	137,403,600	1,300,700	5,108,200			491,300		1,107,500	267,200		145,678,500
Other Taxes	160,402,400										160,402,400
Departmental Income	7,207,100	267,200	2,669,200	18,215,100	36,134,300	1,563,000	7,304,700	1,362,000	728,200	24,970,000	100,420,800
Use of Money & Property	620,000			38,000	265,000			9,000	300	44,000	976,300
Fines & Forfeitures	5,212,400	25,000					4,500,000				9,737,400
Licenses & Permits	2,623,400									35,000	2,623,400
Sale of Property & Comp.	1,364,500									155,000	1,399,500
Miscellaneous	7,875,300			35,000	60,200		91,900				8,217,400
Intergovernmental State	121,664,600		1,139,900	55,600							122,860,100
Intergovernmental Federal	7,048,900				3,700						7,052,600
Intergovernmental Other	18,766,500					905,000					26,498,500
Interfund Revenue	-100,104,000		6,827,000								-100,104,000
Trans. Premium & Interest					1,112,000						1,112,000
Appropriation of Fund Balance				966,900	433,900						1,400,800
Sale of Property & Compensation for Loss											
Trans. ERRP Fund											
Trans. Development Funds											
Trans. Cemetery Perpetual Care Fund											
Trans. Retirement Reserve	370,084,700	1,592,900	15,864,300	19,310,600	38,079,100	2,959,300	11,896,600	2,478,500	995,700	25,283,900	488,545,600
			120,000	70,000						79,900	269,900

**Introduction**

The multi-year projection is a forecast of revenues and expenditures for City purposes only. It does not include a forecast for the City School District.

The multi-year projection is not a prediction of future events. Instead, the projection illustrates the City's fiscal condition over the next five years based on existing trends and specified assumptions. As indicated in the forecast below, a gap for all funds of approximately \$42.7 million is expected for 2013-14. This gap accumulates to \$99.3 million in 2017-18.

**PROJECTED CITY GAPS**



---

**Revenue**Property Tax

In recognition of the unusually high property tax burden that City taxpayers currently bear, and to stay competitive with other residential and commercial locations, the multi-year projection assumes a constant property tax levy.

Sales Tax

A sales tax rate of 8.0% is assumed, with distributions according to current distribution formulas. The taxable sales growth rate assumed is 2.0% per year for 2013-14 through 2017-18.

City School District

The City revenue allocation to the City School District is assumed constant at \$119.1 million. Continuation of the City School District's annual funding of school resource officers at \$1.1 million is assumed.

Intergovernmental

The following actions are assumed of the Federal Government:

- Continuation of the Community Development Block Grant at a reduction of 4% per annum.

The following actions are assumed of the New York State Government:

- Aid and Incentives to Municipalities (AIM) total program funding is assumed to be constant for 2013-14 to 2017-18.
- Continuation at current levels of categorical and miscellaneous aid programs that was included in the New York State 2012-13 budget (e.g., Consolidated Highway Improvement Program funds).

The following actions are assumed of Monroe County:

- Continued funding of the emergency communications system.
- Continued funding of election inspectors.
- Continued funding at Central Library.

Fees and Enterprise Revenues

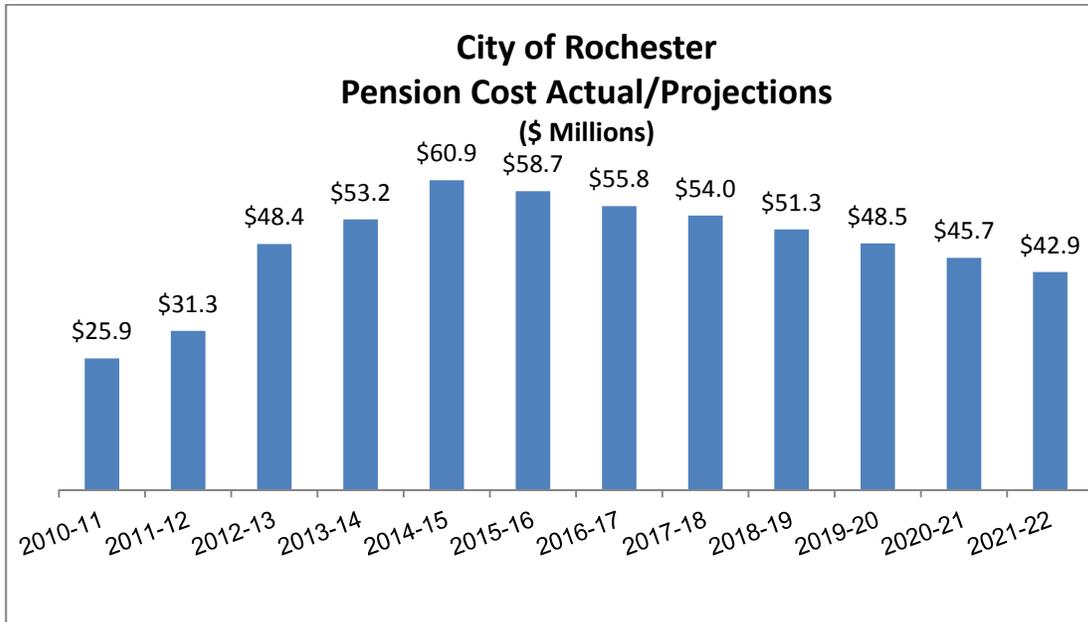
The multi-year projection assumes no change in all major service charges (water, refuse collection, front foot assessment). No parking rate increase is assumed.

Other Revenues

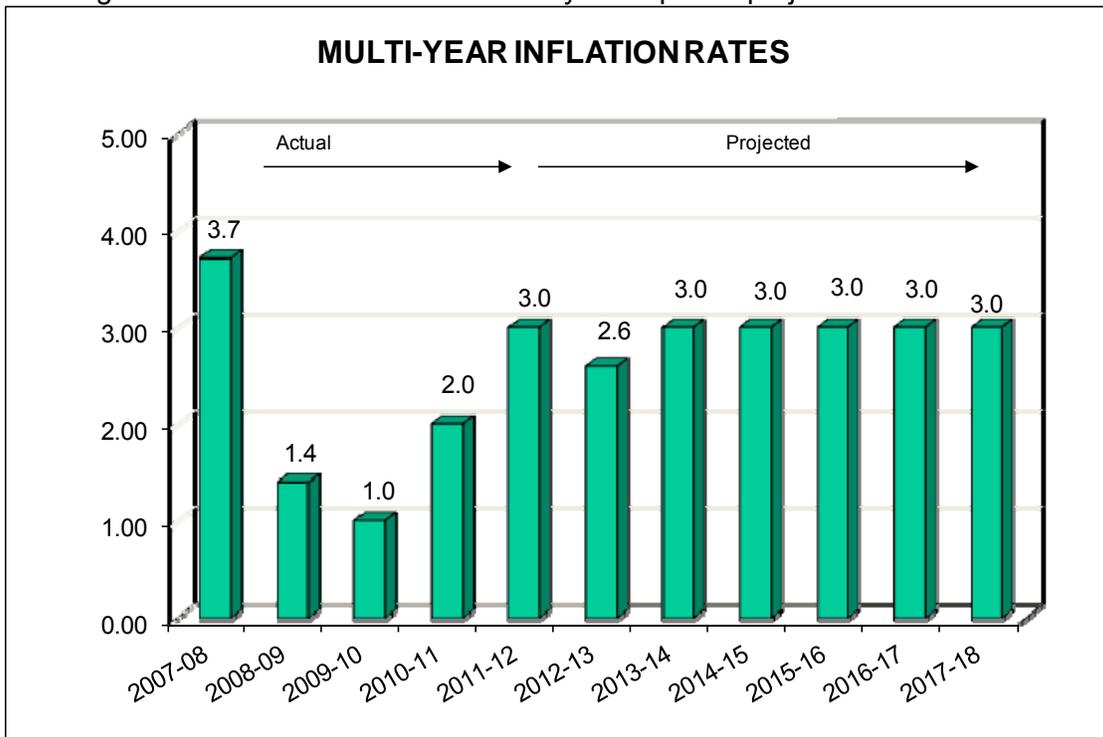
The multi-year projection assumes the appropriation of \$4.9 million General Fund surplus in 2013-14, and assumes zero thereafter.

**Expense**

The most intense pressure on the projected expenditures is the mandated contribution to the New York State Retirement System. Retirement expense reflects projections based on the most recent information from the New York State Retirement System and increases from \$48.4 million in 2012-13 to \$60.9 million in 2014-15.

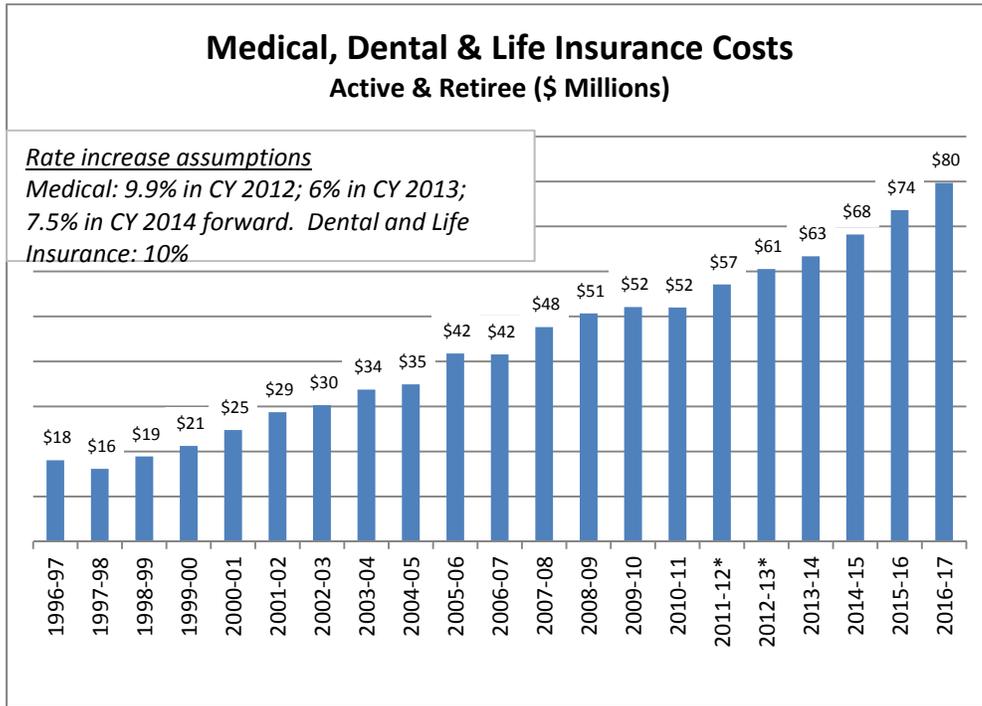


Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 3.0% in 2013-14 and each year thereafter. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, construction projects, materials, and other services. Cost increases based on expected inflation rates and current labor agreements are reflected in the multi-year expense projection.



The multi-year projection assumes a constant level of services. Only programmatic and service changes currently known are recognized. The constant services approach does not take into account changes in the demand for service.

Expenditure forecasts for Cash Capital and Debt Service are based on the City's 2013-2017 Capital Improvement Program.



Projections for active employee hospitalization and medical insurance assume a 12% increase in 2013-14 and each year thereafter. After the Memorandum Of Understanding on medical insurance coverage expires in 2012-13 no successor agreements are assumed. This means the City and current employees would equally split any premium increase in health insurance. Projections for retiree hospitalization and medical insurance assume a 12% increase in 2013-14 and each year thereafter. The projected debt service reflects projects in the Capital Improvement Program.

---

## Closing The Gap

A funding gap is anticipated for each year of the projection. Since New York State Law requires that municipalities prepare balanced budgets, it is necessary that actions be taken to eliminate the gap. Actions are likely to be a combination of the revenue and expenditure options listed below.

### Revenue Options

Because adjustments to existing taxes (except property taxes) have been included in the projection, revenue options are limited to the following:

- Intergovernmental aid and grant increase.
- New tax or user fees authorizations.
- Property tax increase.
- Service charge increase.
- Expanded use of Enterprise activities.

### Expenditure Options

Major expenditure options to eliminate the gap are to:

- Improve productivity – Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels.
- Reduce service – If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will be required.
- Consolidate services with other units of government.
- Negotiate savings in collective bargaining agreements.
- Invest in capital projects with a return on investment.
- Gain relief from State mandates.
- Investigate opportunities to outsource city-provided services.



May 18, 2012

**TO THE COUNCIL:**

Ladies and Gentlemen:

**RE: 2012-13 Budget**

Today I transmit to Rochester City Council the 2012-13 budget for the City of Rochester prepared in accordance with City Charter requirements. This proposed budget continues our priorities of public safety, education, neighborhood and business development, and customer service.

The 2012-13 budget estimate of \$488,661,600 is \$9,674,100 (2%) more than the 2011-12 amended City budget of \$478,987,500.

**The Challenge**

Rochester and other upstate cities are experiencing considerable financial stress. Fortunately, Governor Cuomo and the Legislature provided a temporary life line in the form of a cash advance or a “spin-up” to a number of cities, including our own.

Simply stated, our financial challenge is that our projected revenues for 2012-13 did not match our projected expenses. Our December 2011 projections showed a \$40.2 million gap for 2012-13 that needed to be closed. The projected gap between revenue and expenses was principally driven by:

- Skyrocketing increases in pension costs that are not expected to come down for years;
- A continued demand for capital expenditures including the use of cash capital;
- A 12% increase in the cost of health insurance; and
- An anticipated 1% wage increase for union and non-union employees.

In April the New York State Legislature adopted a state budget that included Governor Cuomo’s one-time \$15.4 million “spin-up” of state aid to Rochester, thereby reducing our projected gap to \$24.8 million.

Eliminating the gap and balancing a city budget is not a simple matter of arithmetic. We could be successful in balancing our budget and yet inflict substantial damage to the cultural and social environment that makes Rochester an attractive place to live and work. Instead we must be deliberate and thoughtful about incorporating changes that result in a balanced budget.

**Early Planning for Future Structural Deficit**

Immediately after I was elected Mayor in March 2011 we began to develop a multi-year plan to address the looming structural deficit in the city’s finances. In May 2011, just days before the budget was released we reached a multi-year wage settlement with our sworn Police and Fire unions including a 1% wage increase for 2011-12 and 2012-13. During the summer and fall of 2011 we implemented the first ever retirement incentive as part of our effort to reduce our workforce



by almost 200 full-time positions while minimizing the number of layoffs. Our Senior Management Team managed to make those workforce reductions stick during the current fiscal year and still control overtime; in doing so we have reduced our 2012-13 retirement costs by \$5.9 million. We do not have to pay any retirement costs in 2012-13 for employees we removed from the payroll before the end of March 2012. Nonetheless, the remaining increase in retirement costs is still a whopping \$17.1 million or 55% more than we paid in 2011-12. Fortunately, the \$5.9 million cost avoidance from the retirement incentive moved us closer to balancing the 2012-13 Budget without devastating service reductions. This \$5.9 million cost avoidance further proves that good things can happen when management and labor work together.

This Spring I joined a coalition of Mayors and County Executives from around New York State supporting Governor Cuomo's proposed retirement reform. This reform was passed by the State Legislature in March 2012 and is an important step in moving toward a state pension system that taxpayers can afford.

The pension reform also serves as a critical step towards addressing the City's financial challenge. For example, each new police or fire recruit will cost the city \$12,000 less annually as a direct result of the reform.

Given that the City has already reduced its full-time workforce by 14% over the last decade, I encouraged the City's Senior Management Team to look for new revenue opportunities as well as cost reductions as they developed their budget proposals for my review. I again sought input from city residents and stakeholders before I considered making budget decisions. To that end, four Voice of the Customer (VOC) forums were held, one in each quadrant of the city. It was encouraging to see that so many people in our community were involved, with more than 170 people attending the sessions. In addition, we received hundreds of emails and calls to 311 with suggestions on how to close the budget gap. There were many suggestions that have been combined in a report available on the City website. Prominent among them was a concern that city employee benefits were not in line with what the taxpayers receive in their own employment. VOC participants encouraged us to focus on needs, not wants, and they encouraged us to continue to find efficiencies. I believe the VOC process was extremely valuable for two reasons. First and foremost, listening to your customers' views and ideas is imperative at all times but particularly in times of financial pressure and second, participants came away with a better understanding of our financial issues and the difficult choices with which we are faced.

### Improving Economy

We have been monitoring the impact of our improving economy on our revenues. In April 2012 we amended our budget to reflect increasing sales tax collections for the first six months of our fiscal year. Our original 2011-12 Budget estimate for sales tax assumed a slow recovery and a 1% growth in collections. We now anticipate a 5.1% growth rate in taxable sales in 2011-12. There is no doubt the private investment leveraged from our Capital Program plays a significant part of this growing economy. City investments have leveraged millions of dollars that are being invested in our City neighborhoods creating jobs, growing our tax base and making the City a better place to live and work.

The improved sales tax collections assist us immediately in 2011-12 and in the development of the 2012-13 Budget. I plan on using \$3.3 million of the additional sales tax collections during 2011-12 to pre-fund planned public safety capital investments in fire apparatus and police vehicles, thus enabling me to reduce my planned capital expenditures for 2012-13. In addition, the increased sales tax base enables us to anticipate \$3.5 million more in sales tax revenue than we anticipated back in December 2011.

## Closing the Gap

In summary, the \$40.2 million gap was closed by:

\$15.4 million	–	One time state aid “spin-up”;
\$7.0 million	–	Reduction in planned cash capital funding;
\$5.9 million	–	Reduction in projected retirement costs due to the retirement incentive;
\$3.5 million	–	Increased anticipated sales tax collections from an improved economy;
\$3.5 million	–	Use of reserves; and
\$2.0 million	–	Departmental reductions and efficiencies;
\$1.7 million	–	Revenue from proposed fee increases;
\$1.1 million	–	New Fire Department revenues from Town of Brighton and Rural Metro;
\$0.1 million	–	Net of other changes.

## Employment Impacts

You will see in this budget a net decrease of 16 full-time positions. Existing vacancies will reduce the number of layoffs required to 6. The proposed total full-time workforce of 2,703 would be the lowest in the City’s history.

## Property Taxes and Burden

### Health Care Benefits

Currently, unionized City employees make no contribution to the cost of a family core health care plan and are provided with between \$475 and \$800 annually in a Health Reimbursement Account (HRA) for health care expenses they incur that are not covered. This was the result of an agreement that led to the selection of a single health care insurance carrier and generated substantial savings. While this was a fair deal when it was made, it is now unsustainable and out of step—not only with the private sector, but with the rest of the public sector.

Non-union employees have arrangements that vary largely with the length of employment; their contribution to the family core health care plan ranges from almost nothing to 10%. They are also provided with an HRA of \$700.

I cannot in good conscience recommend raising property taxes to sustain this level of benefit or to use reserves only to compound the problem in the future. City employees will need to make some contribution to the cost of health care benefits in order to avoid continuing to pay for them by reducing our workforce.

Based on language in the current Health Care Agreements with the unions, beginning January 1, we will implement a cost-sharing policy under which all active employees, union and non-union, will be responsible for paying one-half of the amount of any insurance premium increase (the total increase is capped at 12% for this year) and the HRA will no longer be funded by the City. We estimate this cost-sharing arrangement for ½ of the year will save the City an additional \$2.7 million.

Despite these policy changes, the City’s medical, dental, and life insurance costs will still increase by \$3.5 million for 2012-13.

An existing labor/management committee, from which a new MOA on health care may emerge, is led for the City by Deputy Mayor Redon. This is the group that produced the last agreement to mutual benefit of the City and its employees. I am hopeful that it will address this issue successfully again.

## Reassessment

Our recently completed reassessment identifies citywide homeowner's property values have increased by 4.3% since our last reassessment four years ago. This is good news, showing a continued growth in our property values. An annual state mandated adjustment between the homestead and non-homestead classes increases the burden on the homeowner by approximately 0.4%. The combined impact of increasing property values, the tax shift and my proposal to freeze the tax levy results in a 3.6% decrease in the homestead tax rate.

The drivers of the changes in tax burden are detailed below:

<b>Change in Property Tax Burden</b>		
	Typical Homestead Property	Typical Non-Homestead Property
2011-12 Budgeted	\$1,346.68	\$11,215.26
Assessment changes	\$0.00	\$97.28
State mandated tax shift	\$5.72	-\$44.86
Freeze tax levy	\$0	\$0
2012-13 Budgeted	\$1,352.40	\$11,267.68
Change	+\$5.72 (0.42%)	+\$52.42 (0.47%)

The financial impact of the tax shift is a \$5.72 increase in a typical homeowner's tax bill or a 0.4% increase in the property taxes a typical homeowner pays, for a home value of \$70,000. The non-homestead tax burden increases by \$52.42 or 0.47%, for a typical business valued at \$262,100.

## New Fees

I am proposing to raise fees in certain areas to protect the services our community cares about. These fee increases include illegal parking fines and parking fees which will generate \$1.2 million in new revenue. This new revenue will fund future capital improvements to the parking garages. Other fee increases include fire prevention permits, street permits, Genesee Valley Ice Rink ice time fees, and others.

## Self-Supporting Enterprise Funds

A 3.5% water rate increase is proposed to help pay for the federally mandated improvements to our water system at the Rush Reservoir. This translates into an extra \$11.53 per year for the typical homeowner.

We also propose to increase the local works rate to pay for increases in pension and health care costs. This will cost the typical homeowner an additional \$4.20 annually.

No changes are proposed for refuse rates.

Now let me share more details of my budget proposal in each of our four priority areas:

## **PUBLIC SAFETY**

### Enhancements:

- An August recruit class of 25 new diverse police officers, \$1.0 million
- An August recruit class of 15 and a Spring class of new diverse firefighters, \$1.2 million
- Funding for the purchase of 50 new police vehicles, \$2.3 million
- Funding for the purchase of two new fire trucks, \$1.0 million

### Reductions/Deferrals:

- Funding for the purchase of additional surveillance cameras deferred until 2013-14, \$435,000
- Two senior sworn command positions held vacant in the Police Department due to budget constraints, \$247,700

### Efficiencies:

- A vacant full-time security position and counseling position are converted to part-time as an efficiency measure, \$46,700

## **NEIGHBORHOOD AND BUSINESS DEVELOPMENT**

### Enhancements:

- \$8.4 million in additional demolition funding to be combined with \$1 million in additional funding in late 2011-12 will accelerate the demolition of an additional 315 vacant properties. This acceleration of demolitions funded primarily by cost containment measures in 2011-12 will be used in place of future planned CDBG funded demolitions that simply would not occur due to the reduction in federal funding
- Funding for our continued commitment to the Focused Investment Strategy neighborhoods, \$2,600,000
- To further strengthen our neighborhoods, two additional 311 Service Representatives are transferred from the call center to the Neighborhood Service Centers so that each NSC has this resource in-house
- Funding for rehabilitating city properties is held harmless from a 10% reduction in federal CDBG funding due to the 2011-12 budget amendment you approved in April 2012
- \$500,000 in additional funding for grants and loans to benefit small businesses in neighborhoods to help spur investment, job creation, and commercial corridor revitalization
- Two code enforcement positions are promoted to Assistant Administrator positions to increase accessibility to neighborhood residents (\$23,400)

## **EDUCATION**

We provide the City School District with \$119.1 million per year, which is approximately \$50 million more than the City of Buffalo provides its larger district, yet only half of our children graduate from high school. Our ability to provide additional financial support is limited; however, I have included an additional \$100,000 to partner with the City School District to enhance our joint truancy efforts. I have begun to work with Superintendent Vargas to identify the best way to utilize these resources. Being in the classroom is vital to a student's academic success. Further, I have provided \$50,000 in the new budget for a study of the integration of youth services between the City School District and the City of Rochester.

This budget maintains library hours and our literacy outreach effort in our branch libraries. We are also maintaining our recreation and community center sites and hours.

## **CUSTOMER SERVICE**

Additional Capital Investments:

- Improvements to the water system, \$10,600,000
- Finish the development of the new Marina at the Port, \$8,500,000
- Continue our commitment to improve our city streets through residential street rehabilitation and our milling and resurfacing program, \$5,900,000
- Additional transportation funding, such as bridge repair, arterial streets, and street lights, \$4,500,000
- Complete the infrastructure of a former Midtown site and the redevelopment of the former Midtown Tower, \$4,300,000
- Replace hazardous sidewalks and improve accessibility to the disabled, \$2,400,000
- Replace the Genesee Valley Ice Rink slab, \$1,200,000
- Matching funding for construction of Public Market Winter Shed, \$1,000,000
- Funding is provided for homeownership and market rate housing, \$900,000
- Design of new streets and sidewalks that will be constructed as part of the new College Town development, \$450,000
- Design and construct on-street bike lanes, \$239,000
- Purchase of new play apparatus at recreation centers, \$200,000

Reductions/Deferrals::

- Implementation of new payroll system deferred due to budget constraints, \$2 million
- Local share of funding for the reconstruction of Lake Avenue and Ridgeway Avenue is deferred due to uncertain federal funding from the lack of an approved 2012 Federal Budget, \$2.4 million
- Cash Capital funding for the reconstruction of city streets deferred due to budget constraints, \$1.9 million

Conclusion

Early planning and an upturn in the economy assisted us in the development of this budget proposal. Yet significant challenges remain as the one-time spin-up of \$15.4 million additional state aid will disappear without support from our local delegation.

Government can and does provide important and valued services. If we are to preserve our capacity to do good, we need to look beyond the present and the next political cycle, and instead exercise discipline in our decision making.

Our customers were adamant that the city should focus on needs, not wants; that city employee benefits should be on par with those in the private sector, and that we should continuously examine our operations to find efficiencies.

We should not simply raise taxes because we can, with an already overburdened community. Instead we must match our government expense base to the community's willingness and capacity to pay. In order to become a competitive community our "race to the bottom" must end. Working together, my administration, the union leadership, the City Council and the community must continue to find new solutions to our ongoing structural fiscal challenges.

I look forward to your review of the 2012-13 proposed City budget and I commit to being responsive to your questions and concerns.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tom S. Richards". The signature is fluid and cursive, with a long horizontal stroke at the beginning and a large, sweeping flourish at the end.

Mayor Thomas S. Richards



Lovely A. Warren, President  
Councilmember  
Northeast District

Dana K. Miller, Vice President  
Councilmember At-Large

Carolee A. Conklin  
Councilmember At-Large

Matt Haag  
Councilmember At-Large

Adam C. McFadden  
Councilmember  
South District

Jacklyn Ortiz  
Councilmember At-Large

Carla M. Palumbo  
Councilmember  
Northwest District

Loretta C. Scott  
Councilmember At-Large

Elaine M. Spaul  
Councilmember  
East District

July 31, 2012

The Honorable Thomas S. Richards  
Mayor, City of Rochester  
City Hall  
30 Church Street, Room 301A  
Rochester, NY 14614

Dear Mayor Richards:

Subsequent to our thorough review of the Proposed Budget for the City of Rochester for 2012-13, we herein present you with the comments and judgments of City Council regarding that document.

#### General Overview

The Approved Budget of \$488,661,600 represents an increase of 1.02% or \$9,674,100 above the Amended 2011-12 Budget. The budget presented has no change in the property tax levy and provides a decrease of (0.96%) for the property tax rate for homestead and an increase 0.9% for non-homestead properties. Fees will increase on average of \$11.53 for water, \$4.20 for local works, and there is no change in refuse costs. These increases result in an annual fee increase of \$15.70 for a home assessed at \$70,000. This year's budget increases the Non-Homestead burden by 0.47% and decreases the Homestead burden by (3.59%).

This year marks the completion of a new citywide assessment. Again, assessed value has increased for city properties. Properties have seen an assessment increase of 4.3% since the last full assessment that was done in 2008, and an increase of 2.29% from last year alone, bringing the assessed value of properties to \$5,860,388,438.

The City of Rochester's aid from New York State was increased by a \$15,469,000 "spin-up". The City will continue its ongoing emphasis on the disparity between Rochester's per capita State aid, and the levels of such aid provided to Buffalo and Syracuse. Achieving parity on this issue is critical to the ongoing fiscal health of the community. We must insist on achieving equity.

Staffing levels for the city are the lowest they have been in 40 years with a fulltime position count of 2,703. It cannot be ignored, at present and

in the future, that our largest challenge in balancing the budget is, and will continue to be, the skyrocketing costs of our retirement payments. This year alone the increase was \$17.1million for a total cost of \$48,400,000. It should be noted that this will peak in 2014-15 with a projected cost of \$60.9 million and then will slowly start to annually decrease. Skyrocketing pension costs, along with the increase in the cost of health benefits is approaching a point that exceeds our ability to pay. We are supportive of Tier 6, and were pleased that this legislation was passed this year by our State Legislature. While this will provide some reprieve to our city and other municipalities across the state, we will not feel the benefit for years to come.

### Review Process

City Council's review of the Annual Budget is a lengthy and thorough process; with an analysis of each department, as well as individual departmental public hearings held by the Finance Committee. We as a Council educate ourselves on the year-to-year changes in an effort to ensure that the City is moving forward on the right path toward continued growth and economic stability.

This year marked the reinstating of the hearing for the Rochester City School District's (RCSD) Annual Budget. The City is obligated through New York State Legislation to fund RCSD at \$119.1million annually. While the Council has no authority on the line spending within the District's budget, we do approve their budget as a whole. Therefore it is important for the RCSD Superintendent and senior staff to come before the Council and answer questions and concerns that we have, similar to the way that City departments do. These hearings were suspended for many years but we are pleased to have restored them. It is important for communication between the City and RCSD to remain open and transparent.

Upon the conclusion of the departmental hearings, and the RCSD hearing, the Council hosts a joint public hearing with the members of the Rochester City School District Board of Education to hear concerns from the community about the City of Rochester and Rochester City School District budgets. After this hearing is completed the Council then votes on the City and City School District Annual Budgets.

Some items of note that are helping to balance this budget include: \$15.4 million in spin-up aide from the state, a reduction of \$7million in cash capital funding, \$5.9 million reduction in projected retirement costs due to the retirement incentive, an increase of \$3.5 million in sales tax revenue, efficiencies from departments resulting in a savings of \$2 million, \$1.7million in new revenue from fee increases, \$1.1 million from new revenue as a result of the Rural/Metro and Town of Brighton contracts, an additional \$100,000 from various changes, and the use of \$3.5 million from the Reserve Fund.

Council agrees with the way in which the Administration crafted this budget. It is a thoughtful document that delivers essential services while maintaining a certain quality of life that Rochesterians have come to expect. Yes, cuts were made, but they were made in a way that had minimal impact on the residents of Rochester. Core services were all maintained, and no fire houses, recreation centers, or libraries were closed or cut.

Concerns continue to center around the transfer of \$3,500,000 from reserves to balance the budget and the State mandated MOE that obligates \$119,100,000 in tax dollars to be given to the RCSD.

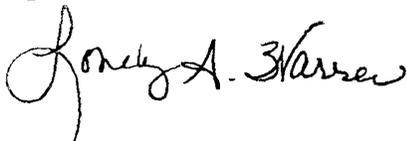
This is not the first year that reserve funds have been transferred to balance the budget. This is an unsustainable practice going forward. With growing pension, health and mandated costs adding to the budget, the City must evaluate and implement further cost savings and consolidations. Our reserves are for emergencies and unforeseeable events. We cannot continue to use them on an annual basis to balance our budget.

The State mandated MOE of \$119,100,000 to Rochester City School District, irrespective of enrollment, school closings, or performance, and with no accountability on spending, is a preposterous agreement. This dollar amount represents 75% of the entire tax levy, leaving only 25% of our taxes to provide police services, fire services, plow streets, repair streets, maintain cemeteries, provide 911 service, maintain our water system, maintain our parks, provide recreation to our youth, keep libraries open, and move large projects like Midtown and the Port Redevelopment forward. We, as a city, do this with only 25% of taxes, while the District, regardless of whether it has one student or one million, is entitled to \$119,100,000. This does not make sense, and we will continue to urge Albany to rethink this level of funding irrespective of circumstances such as enrollment or the City's ability to pay. By all means, we want to support our schools, but we want to do it in a way that makes sense, that is reasonable, and is tied to the actual needs of the schools.

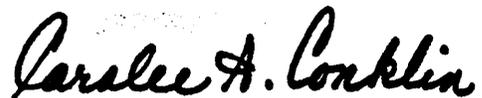
### Conclusion

We conclude by complimenting you and your Administration on producing a budget that maintains services in a difficult financial time, without placing the burden on our residents. Council is, as always, your partner in government. We look forward to working with you to implement this budget, which suits the needs of our community. We will continue to work together to make Rochester the best mid-sized city in which to live, work, and raise a family.

Respectfully submitted,



Lovely A. Warren  
President



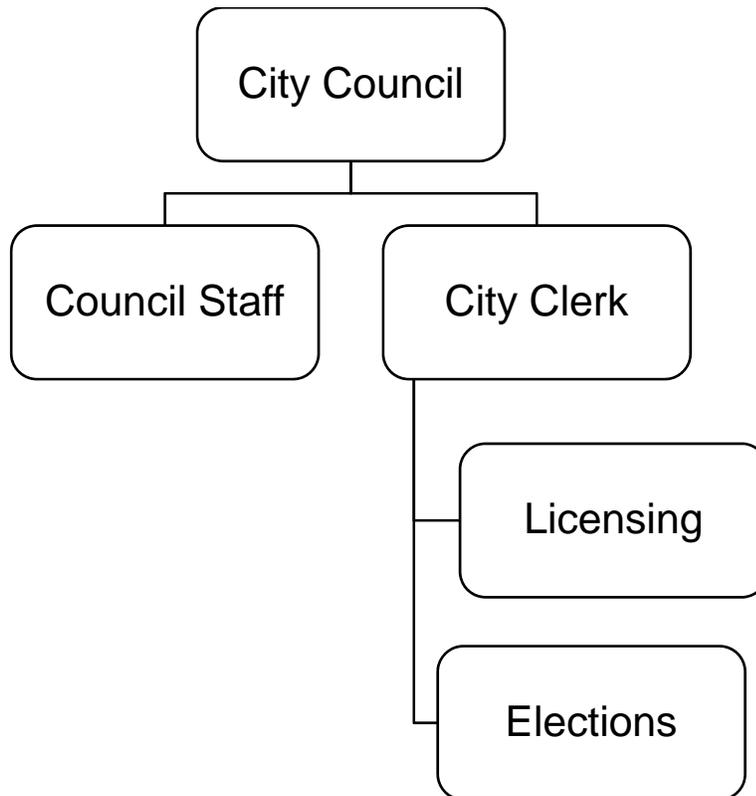
Carolee A. Conklin  
Chair, Finance Committee

---

**Purpose**

The City Council supports the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* and governs the City through the enactment of local laws, ordinances, and resolutions. It has nine members elected to overlapping four year terms, with four elected from districts and five from the City at-large. The President of City Council is elected by members of Council and presides over its meetings.

The Office of the City Clerk supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* and maintains official records of the proceedings of the City Council. It issues several types of licenses and administers compensation of City election inspectors.



**Key Performance Indicators**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>CUSTOMER PERSPECTIVE</b>				
Licenses processed:				
• Dog	4,246	4,018	4,392	4,228
• Marriage	1,645	1,782	1,408	1,683
• Duplicate Marriage	1,703	1,500	1,541	1,500
• Commissioner of Deeds	138	137	148	154
• Business	1,486	1,574	1,543	1,570
• Hack Plates	307	301	300	299
• Taxicab drivers	486	502	518	514
• Other taxicab	346	345	341	347
Domestic Partnerships	180	156	140	150
Alarm permits	8,137	8,279	8,492	8,294
Handicapped parking	4,496	3,793	4,663	4,119
Marriage ceremonies	546	572	515	590
Passports	213	250	296	255

**Year-To-Year Comparison**

<u>Activity</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
City Council	962,300	949,100	-13,200	-1.4%
Office of the City Clerk	365,600	372,600	7,000	1.9%
Licensing	186,900	192,300	5,400	2.9%
Elections	<u>396,100</u>	<u>241,200</u>	<u>-154,900</u>	-39.1%
Total	1,910,900	1,755,200	-155,700	-8.1%
Employee Years	25.7	23.1	-2.6	-10.1%

**Change Detail**

<u>Salary &amp; Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
3,900	1,100	-5,400	0	2,900	-158,200	-155,700

**Major Change Highlights**

Presidential and Congressional primaries in 2011-12 do not recur	-109,000
Election expense reduced based on projected need	-45,900
Non-Council legal notice expense transfers to Undistributed	-10,500
One-time budget increase does not recur	-5,700
Broadcasting cost of Council meetings increases	5,600
Contract labor increased based on projected need	3,700
Audit cost increase	3,600

---

**Organization**

City Council includes the members of the City Council and appropriations for Council research, support staff, and other related expenses.

Office of the City Clerk prepares the agendas for City Council meetings, records the proceedings, and prints and distributes the minutes. It prints supplements and amendments to the City Code and Charter. It advertises public hearings and notifies the Secretary of State of changes in local laws. It also administers and audits the payroll for City election inspectors.

Licensing receives applications and payments for licenses for businesses, occupations, marriages, dogs, passport applications, fire and burglar alarm permits, and handicapped parking permits. It prepares related reports for City, County, and State agencies.

The Elections activity consists of salary and training expenses for election inspectors. Inspectors, who are directly supervised by the Monroe County Board of Elections, administer election laws and procedures at local polling places. They record, certify, and transmit election returns to the County Board of Elections.

CITY COUNCIL & CLERK  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	1,662,788	1,625,000	1,687,400	1,524,700
Materials & Supplies	9,878	10,300	10,300	9,000
Services	211,527	212,500	213,200	221,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,884,193	1,847,800	1,910,900	1,755,200
<b>Appropriation by Activity</b>				
City Council	991,627	959,300	962,300	949,100
Office of the City Clerk	376,137	370,400	365,600	372,600
Licensing	183,874	191,600	186,900	192,300
Elections	<u>332,555</u>	<u>326,500</u>	<u>396,100</u>	<u>241,200</u>
Total	1,884,193	1,847,800	1,910,900	1,755,200
<b>Employee Years by Activity</b>				
City Council	8.2	7.2	7.2	7.2
Office of the City Clerk	4.3	4.4	4.4	4.4
Licensing	4.0	4.0	4.1	4.1
Elections	<u>10.0</u>	<u>17.5</u>	<u>10.0</u>	<u>7.4</u>
Total	26.5	33.1	25.7	23.1

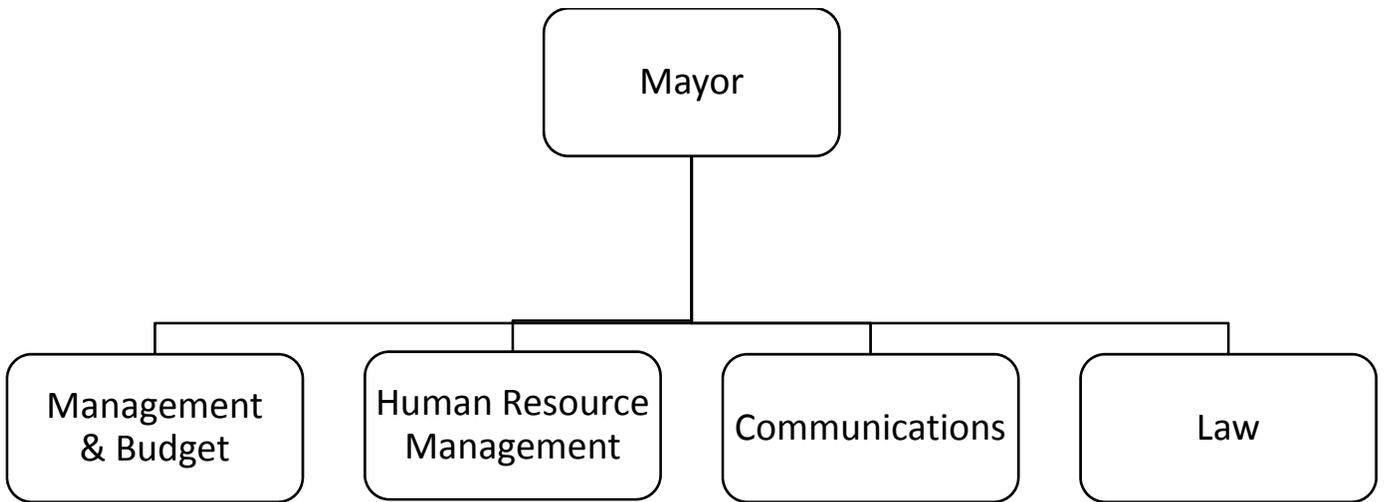
CITY COUNCIL & CLERK  
PERSONNEL SUMMARY

FULL TIME POSITIONS			City Council	Office of the City Clerk	Licensing	Elections	
Br.	Title	Budget 2011-12	Approved 2012-13				
36	Chief of Staff	1.0	1.0	1.0			
31	City Clerk	1.0	1.0		1.0		
28	Deputy City Clerk	1.0	1.0		1.0		
26	Associate Legislative Analyst	1.0	1.0	1.0			
20	Senior Legislative Assistant	2.0	2.0	0.3	0.5	1.2	
18	Secretary to Council	1.0	1.0	1.0			
16	Legislative Assistant	1.0	1.0		1.0		
11	Receptionist to City Council	1.0	1.0	0.5	0.5		
9	Senior Legislative Clerk	1.0	1.0			1.0	
7	Legislative Clerk	2.0	2.0			2.0	
FX	President-City Council	(1)	(1)	(1)			
FX	Vice President-City Council	(1)	(1)	(1)			
FX	Council Member	(7)	(7)	(7)			
( ) = not in totals							
EMPLOYEE YEARS							
	Full Time	12.0	12.0	3.8	4.0	4.2	0.0
	Overtime	0.0	0.0	0.0	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	15.2	12.6	3.6	0.5	0.0	8.5
	Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.2</u>	<u>0.1</u>	<u>0.1</u>	<u>1.1</u>
	Total	25.7	23.1	7.2	4.4	4.1	7.4

---

**Purpose**

Administration performs the City's executive and central support functions. These include managing City departments, implementing policies for affirmative action, resolving and preventing chronic quality of life, nuisance and disorder issues, preparing and administering the annual budget and capital programs, providing centralized personnel, civil service, and communications functions, distributing information, examining and evaluating City programs, and attending to the legal business of the City.



---

**Year-To-Year Comparison**

	Budget <u>2011-12</u>	Budget <u>2012-13</u>	<u>Change</u>	Percent <u>Change</u>
<u>Main Functions</u>				
Mayor's Office	1,873,800	1,741,000	-132,800	-7.1%
Management & Budget	757,400	760,300	2,900	0.4%
Human Resource Management	2,273,700	2,176,700	-97,000	-4.3%
Communications	2,449,000	2,444,900	-4,100	-0.2%
Law Department	1,935,500	1,989,000	53,500	2.8%
Total	<u>9,289,400</u>	<u>9,111,900</u>	<u>-177,500</u>	-1.9%
Employee Years	92.5	93.4	0.9	1.0%

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
224,800	22,700	-6,100	0	3,600	-422,500	-177,500

**Major Change Highlights**

A one-time budget increase in 2011-12 does not recur	-262,200
Net impact of personnel transactions	-145,100
Net of impact of non personnel transactions	-33,900

ADMINISTRATION  
EXPENDITURE SUMMARY

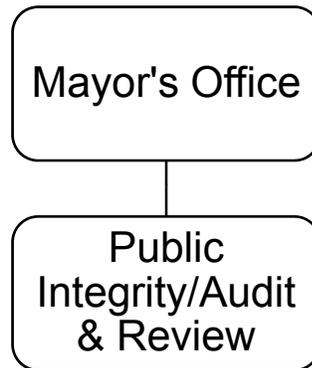
	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	8,071,055	6,457,600	6,807,700	6,679,400
Materials & Supplies	72,370	84,900	91,200	93,200
Services	1,848,269	2,341,300	2,390,500	2,339,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	9,991,694	8,883,800	9,289,400	9,111,900
Appropriation by Activity				
Mayor's Office	2,060,969	1,798,300	1,873,800	1,741,000
Management & Budget	1,824,769	717,100	757,400	760,300
Human Resource Management	2,176,712	2,235,200	2,273,700	2,176,700
Communications	2,350,911	2,359,800	2,449,000	2,444,900
Law Department	<u>1,578,333</u>	<u>1,773,400</u>	<u>1,935,500</u>	<u>1,989,000</u>
Total	9,991,694	8,883,800	9,289,400	9,111,900
Employee Years by Activity				
Mayor's Office	20.5	15.5	17.5	18.3
Management & Budget	39.3	8.8	9.8	9.3
Human Resource Management	36.2	28.9	29.9	29.3
Communications	17.1	16.5	15.3	17.5
Law Department	<u>17.0</u>	<u>19.0</u>	<u>20.0</u>	<u>19.0</u>
Total	130.1	88.7	92.5	93.4

---

**Mission Statement**

Mayor's Office Administration:

To make Rochester the best mid-sized city in the U.S. in which to live, raise a family, visit and grow a business. Our city will be renowned for its safe neighborhoods, vibrant economy, educational excellence and customer service.

**Organization****Vital Customers**

Mayor's Office Administration:

- Internal: City Council and City departments
- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester

**Critical Processes**

Mayor's Office Administration:

- Oversight of all City departments
- Develop programs and policies
- Prepare operating and capital budgets
- Continuously improve performance of all City operations
- Manage City's intergovernmental relations
- Represent of the City to all constituencies and monitor satisfaction with our services

**Mission Statement**

Office of Public Integrity (OPI):

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by enhancing public confidence and trust in city government by making it more transparent, efficient, and accountable. The office is a means for city government to ensure all City employees are committed to integrity, ethical behavior, legal compliance, and accountability.

**Vital Customers**

Office of Public Integrity (OPI):

- Internal: City of Rochester administration, departments, and employees
- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester

---

**Critical Processes**

Office of Public Integrity (OPI):

- Investigations — administrative and criminal
- Internal audits
- External audits if a relationship exists with the City
- Educate employees and constituents

The Mayor is the Chief Executive Officer of the City and is elected by the citizens to a four-year term. The Mayor is empowered to enforce City laws and ordinances, appoint and remove department heads, develop programs and policies, prepare the operating and capital budgets, and examine the performance of all City operations. The Mayor also is responsible for the City's intergovernmental relations and representation to all constituencies.

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Collaborate with City School District to enhance truancy program and increase student attendance	Education	Second Quarter
Collaborate with the City School District to review the youth services program that are provided by the City, through the Department of Recreation and Youth Services, and the District to produce a coordinated total program	Education	Fourth Quarter
Continue the effort in collaboration with community supporters to obtain a fair share of AIM aid from the State	Customer Service	Ongoing
Continue effort through budget control, efficiency development and internal restructuring to create a sustainable expense base	Customer Service	Ongoing
Continue to oversee the public safety diversity effort	Customer Service	Ongoing
Recruit and hire a Fire Chief	Customer Service	First Quarter
Implement the departmental monthly object and financial reporting system	Customer Service	Ongoing
Conduct departmental audits and investigate allegations of impropriety among employees and vendors	Customer Service	Ongoing
Partner with City School District to maximize the School Facility Modernization Plan	Education	Ongoing

ADMINISTRATION  
MAYOR'S OFFICE

<b>Key Performance Indicators</b>	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Office of Public Integrity (OPI)				
Audits completed	16	14	14	14
Reviews and consultations completed	18	15	15	15
Payroll field checks completed	15	15	15	15
<b>FINANCIAL/COST</b>				
Investigations conducted by OPI involving financial loss	20	20	20	20

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,873,800	1,741,000	-132,800
Employee Years	17.5	18.3	0.8

**Change Detail**

Salary & Wage	General		Vacancy			Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
99,900	3,700	6,200	0	1,000	-243,600	-132,800

**Major Changes**

Transfer funds to Law Department for Federal and State Lobbyist	-171,900
A one-time budget increase in 2011-12 does not recur	-71,900
Part-time position added for Sister Cities support	15,000
Funding for contract services is reduced as an efficiency measure	-9,500
Funding for travel is reduced due to budget constraints	-3,900
Funding decreases for cell phone expense due to budget constraints	-1,400

ADMINISTRATION  
MAYOR'S OFFICE  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,664,792	1,377,400	1,435,600	1,478,600
Materials & Supplies	7,341	11,900	13,900	12,900
Services	388,836	409,000	424,300	249,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,060,969	1,798,300	1,873,800	1,741,000
Appropriation by Activity				
Mayor's Office	1,504,519	1,263,000	1,353,000	1,184,400
Public Integrity/Audit & Review	<u>556,450</u>	<u>535,300</u>	<u>520,800</u>	<u>556,600</u>
Total	2,060,969	1,798,300	1,873,800	1,741,000
Employee Years by Activity				
Mayor's Office	14.0	9.0	11.0	11.3
Public Integrity/Audit & Review	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>	<u>7.0</u>
Total	20.5	15.5	17.5	18.3

ADMINISTRATION  
MAYOR'S OFFICE  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office	Public Integrity/ Internal Audit
Br.	Title	Budget 2011-12	Approved 2012-13		
FX	Mayor	1	1	1	
FX	Deputy Mayor	1	1	1	
36	Assistant to Mayor	1	1	1	
36	Chief/Performance Accountability & Customer Satisfaction	1	1	1	
36	Director, Office of Public Integrity	1	1		1
35	Director of Special Projects	1	0		
32	Manager, Internal Audit	1	1		1
31	Executive Staff Assistant IV	0	1	1	
26	Associate Field Auditor	1	1		1
24	Sr. Administrative Analyst	1	1	1	
23	Executive Staff Assistant II	1	1	1	
23	Secretary to Mayor	1	1	1	
22	Secretary to Deputy Mayor	1	1	1	
20	Executive Assistant	1	1		1
18	Secretary to Assistant to Mayor	1	1	1	
18	Senior Field Auditor	1	1		1
11	Receptionist to the Mayor	1	1	1	
EMPLOYEE YEARS					
Full Time		16.0	16.0	11.0	5.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.5	2.3	0.3	2.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		17.5	18.3	11.3	7.0

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the collection, analysis and evaluation of data and by providing information, forecasts and preparing recommendations and plans for the needs and uses of City resources for its major customers with the goal of ensuring that limited resources are aligned with strategic priorities.

**Vital Customers**

- Internal: City of Rochester Administration; City of Rochester departments; City Council
- External: Those who currently, or could potentially, live, work, visit, or do business in the City of Rochester

**Critical Processes**

- Prepares and administers the City's operating budget
- Prepares and administers the City's capital budget
- Develops the City's long-range fiscal plans
- Conducts studies of City departments to improve service delivery and cost effectiveness
- Sets standards of measurement and performance

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Amend 2012-13 budget to reflect transfer forward of prior year encumbrances	Customer Service	First Quarter
Train departmental staff in MUNIS financial reporting capabilities	Customer Service	First Quarter
Train departmental staff to implement new chargeback methods	Customer Service	First Quarter
Implement MUNIS budget preparation module	Customer Service	Second Quarter
Support Mayor's effort for State mandate relief and fair share of State AIM aid	Customer Service	Third Quarter
Update administrative cost chargeback plan	Customer Service	Third quarter
Assist the Department of Environmental Services in their analysis of the water rate structure	Customer	Fourth quarter
Partner with departments to evaluate current business processes	Customer Service	Ongoing
Focus organizational leaders on seven key fiscal factors: fair share of state aid; control employee benefit costs; increase city's taxable assessment; continue to find efficiencies; obtain mandate relief; identify new revenue sources; and plan for federal aid reductions.	Customer Service	Ongoing
Support labor negotiations	Customer Service	Ongoing

ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET

---

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>FINANCIAL/COST</b>				
Total Property Tax levy (\$000)	163,872	167,149	167,149	167,149
General Fund surplus (\$000)	4,343	4,948	4,948	4,920
Budget growth (%)	-3.1	-1.1	-1.1	2.0

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	757,400	760,300	2,900
Employee Years	9.8	9.3	-0.5

**Change Detail**

Salary & Wage	General	Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
22,300	500	-600	0	3,100	-22,400	2,900

**Major Change**

A one-time budget increase in 2011-12 does not recur	-27,100
A Supervisor of Administrative Support is shared with Neighborhood and Business Development as an efficiency measure	17,100
A position of Research Assistant is eliminated and a part time Administrative Analyst is added as an efficiency measure	-12,400

ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,941,566	694,600	732,500	732,400
Materials & Supplies	9,065	1,600	2,600	2,700
Services	-125,862	20,900	22,300	25,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,824,769	717,100	757,400	760,300
Appropriation by Activity				
Management & Budget Analysis	774,032	717,100	757,400	760,300
311/One Call To City Hall	<u>1,050,737</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,824,769	717,100	757,400	760,300
Employee Years by Activity				
Management & Budget Analysis	10.8	8.8	9.8	9.3
311/One Call To City Hall	<u>28.5</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total	39.3	8.8	9.8	9.3

ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET  
PERSONNEL SUMMARY

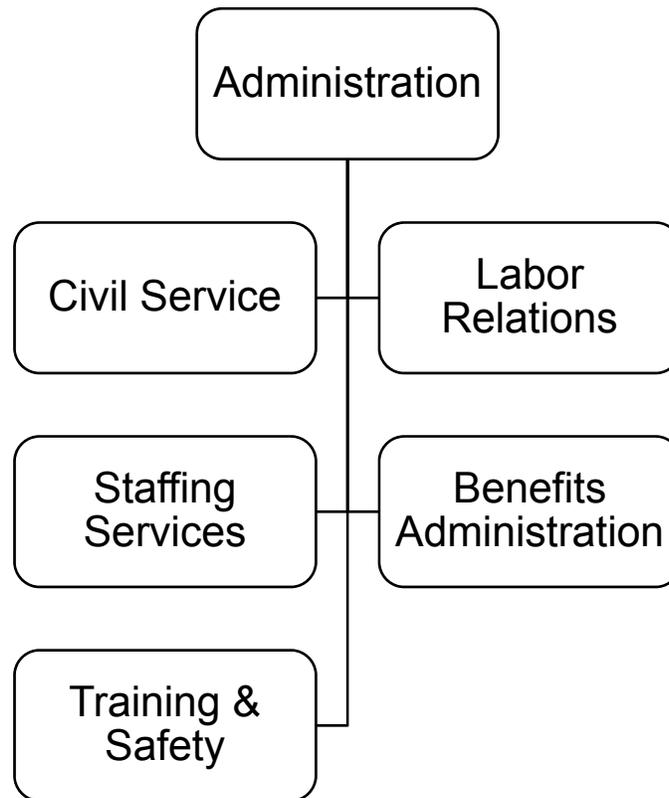
FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
36	Director	1.0	1.0
31	Assistant Director	0.0	0.5
29	Principal Staff Assistant	0.5	0.0
26	Associate Administrative Analyst	2.0	2.0
26	Operations Analyst	0.0	1.0
26	Process Improvement Specialist	1.0	1.0
26	Supervisor of Administrative Services	0.0	0.2
24	Operations Analyst	1.0	0.0
24	Senior Administrative Analyst	1.0	1.0
20	Administrative Analyst	0.0	1.0
18	Municipal Assistant	1.0	0.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
16	Research Assistant	1.0	0.0
EMPLOYEE YEARS			
	Full Time	9.5	8.7
	Overtime	0.1	0.1
	Part Time, Temporary, Seasonal	0.2	0.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	9.8	9.3

---

**Mission Statement**

Human Resource professionals who support the City of Rochester's *vision, values, and principles* by recruiting, selecting, developing and retaining employees; creating a diverse, talented, and dynamic workforce; providing collaborative human resource solutions; encouraging and recognizing workforce excellence; and providing an environment where expectations are clear, documented and communicated.

**Organization**



**Vital Customers**

- External: Job applicants, State & Federal agencies, vendors, bargaining units
- Internal: City of Rochester employees and retirees; City of Rochester departments

**Critical Processes**

- Maintain Data Integrity/Records Management and Retention
- Staffing and Recruitment
- Conduct Civil Service Exam Administration and Development
- Provide Labor Relations Management
- Provide Benefits Management Administration
- Training and Development
- Manage Budget
- Affirmative Action Administration
- Administer Safety Management

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Evaluate existing pre-employment background checks to determine if more effective and cost efficient alternatives exists. Develop and implement a formal policy for the conducting of pre-employment background checks	Customer Service	First Quarter
Continue to partner with Labor Unions to identify cost containment measures as part of the Labor Management Health Care Committee.	Customer Service	Third Quarter
Analyze utilization data to determine feasibility and economic benefits of changing health insurance funding arrangement	Customer Service	Third Quarter
Continue collaboration with Rochester City School District for the development and implementation of a centralized Public Safety Career Awareness Program	Customer Service	Ongoing
Negotiate Outstanding Collective Bargaining Agreements	Customer Service	Ongoing

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Grievances filed	60	60	70	65
Provisional Positions at end of fiscal year	198	170	170	160
# Days for hiring Process	60	35	55	50
Examinations administered	85	117	100	100
<b>CUSTOMER PERSPECTIVE</b>				
Employment applications received	10,727	10,800	11,000	11,000
Average number of Employees participating in Wellness initiatives	188	350	350	400
<b>FINANCIAL/COSTS</b>				
Full time employee Turnover	147	153	150	145
Full time positions hired, promoted, transferred	893	890	N/A	900
Non-Full time positions hired, promoted, transferred	741	745	N/A	750
Personal injury accidents	275	260	259	240
Average hours of sick leave per full time employee	89	65	65	65

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>LEARNING &amp; INNOVATION</b>				
New Hires - % females	36	36	36	38
New Hires - % minority	32	29	26	30
Employees - % females	26	26	26	27
Employees - % minority	28	28	28	29
Training hours per employee	27	25	20	25
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,273,700	2,176,700	-97,000
Employee Years	29.9	29.3	-0.6

**Change Detail**

<u>Adjustment</u>	<u>General</u>		<u>Vacancy</u>			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
81,100	3,700	-10,000	0	400	-172,200	-97,000

**Major Change**

A one-time budget increase in 2011-12 does not recur	-78,000
Funds to support Fire Fighter Exam is complete	-61,200
One vacant position is eliminated, partially offset by additional part-time personnel	-36,100
Funds added for part time position added to prepare for new payroll system	27,000
Professional services decreases for background checks due to budget constraints	-19,500
Fees for purchase of New York State exams decrease	-6,300
Funds included for administration of a Fire Fighter Lieutenants Exam	3,500
Funds decrease for maintenance of equipment	-1,600

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,965,552	1,782,100	1,805,200	1,799,200
Materials & Supplies	13,738	15,000	16,000	13,000
Services	197,422	438,100	452,500	364,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,176,712	2,235,200	2,273,700	2,176,700
Appropriation by Activity				
Administration	834,279	810,300	863,600	757,400
Civil Service	407,294	502,000	507,300	471,800
Staffing Services	358,349	310,900	270,300	275,300
Labor Relations	171,880	207,200	215,700	215,100
Benefits Administration	143,222	173,600	160,600	204,200
Training	<u>261,688</u>	<u>231,200</u>	<u>256,200</u>	<u>252,900</u>
Total	2,176,712	2,235,200	2,273,700	2,176,700
Employee Years by Activity				
Administration	10.5	7.2	8.2	7.6
Civil Service	8.2	8.2	8.2	7.2
Staffing Services	3.5	5.0	5.0	5.0
Labor Relations	6.0	2.5	2.5	2.5
Benefits Administration	4.0	3.0	3.0	4.0
Training	<u>4.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
Total	36.2	28.9	29.9	29.3

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit
Br.	Title	Budget 2011-12	Approved 2012-13						
36	Director of Human Resource Management	1	1	1					
32	Manager of Labor Relations	1	1				1		
29	Senior Labor Relations Specialist	1	1				1		
26	Human Resource Coordinator	1	2		1			1	
26	Training & Safety Coordinator	1	1						1
25	Employee Safety Coordinator	1	1						1
24	Senior Administrative Analyst	2	1	1					
24	Senior Human Resource Consultant	4	3	1	1	1			
21	Human Resource Consultant II	1	1		1				
18	Human Resource Consultant I	3	4	1		3			
18	Secretary to Director of Human Resource Management	1	1	1					
16	Human Resource Assistant	2	1						1
12	Human Resource Associate	2	3	1	1			1	
9	Clerk II with Typing	2	1					1	
9	Clerk II with Typing Bilingual	1	1		1				
7	Clerk III with Typing	3	3	1	1			1	
7	Clerk III with Typing Bilingual	0	1			1			
6	Receptionist Typist	1	0						
<b>EMPLOYEE YEARS</b>									
	Full Time	28.0	27.0	7.0	6.0	5.0	2.0	4.0	3.0
	Overtime	0.7	0.7	0.0	0.7	0.0	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	2.2	3.0	1.0	1.5	0.0	0.5	0.0	0.0
	Less: Vacancy Allowance	<u>1.0</u>	<u>1.4</u>	<u>0.4</u>	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	<b>Total</b>	<b>29.9</b>	<b>29.3</b>	<b>7.6</b>	<b>7.2</b>	<b>5.0</b>	<b>2.5</b>	<b>4.0</b>	<b>3.0</b>

---

**Mission Statement**

## Communications:

To support the City of Rochester's *One City Vision* and its *Values and Guiding Principles* and achieve the City Administration's goals and objectives by providing information to the public about the City utilizing multiple communications platforms.

## Special Events:

To support the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by producing and supporting a diverse array of cultural programming designed to enhance a strong sense of community, attract residents and visitors, promote economic development and market Rochester as a vibrant destination for entertainment and the arts.

**Vital Customers**

## Communications:

- Internal: City of Rochester departments
- External: The general public, specific target audiences and a variety of organizations

## Special Events:

- Internal: City of Rochester departments
- External: People of all ages residing in or visiting the Greater Rochester Area, event sponsors, community members who organize festivals, parades, special events, block parties and races, and professional producers of large events and concerts

**Critical Processes**

## Communications:

- Delivers information, graphics, photo, video, and web services and administer Freedom of Information services
- Provides marketing, communications planning and consultation, and media relations

## Special Events:

- Conceives, designs, plans logistics for, promotes, and produces events
- Processes permits and work orders for all events
- Develops corporate and community partners and sponsors for events
- Assists community members in planning their events
- Enters into and administers contracts with promoters to produce events
- Coordinates services of various City departments for events

---

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Study FOIL process for efficiencies	Customer Service	Ongoing
Expand outreach activities	Customer Service	Ongoing
Continue website enhancements	Customer Service	Ongoing
Grow Rochester Events Network resources	Customer Service	Ongoing

**Key Performance Indicators**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Communications:				
Advertising/marketing/promotions	854	995	896	800
Photography/AV productions	400	400	650	400
Television/video program productions	360	400	400	400
Web site visitors	2,417,153	2,800,000	2,800,000	2,800,000
<b>CUSTOMER PERSPECTIVE</b>				
Communications:				
Major promotional campaigns produced	40	48	48	48
FOIL applications processed	2,807	3,096	2,800	3,100
News releases written and distributed	672	660	550	650
News conferences conducted	137	160	125	160
Speeches and talking points prepared	401	400	250	400
Proclamations issued	75	75	75	75
Special Events:				
Total Special Events permit applications processed	469	470	470	470
Total City produced events	35	26	37	24
Coordinated major events with City sponsorship	111	100	90	100
Attendance at City produced events	110,900	110,000	130,000	110,000
Attendance at City supported events	302,600	330,000	475,000	300,000
Attendance at all events in City	1,274,600	1,263,600	1,250,000	1,265,000
<b>FINANCIAL/COST</b>				
Special Events:				
Professional services agreements	55	50	110	50
City support services for City events	147,000	150,000	157,000	150,000
Revenue generated for trust fund	85,000	153,000	125,000	175,000
<b>LEARNING &amp; INNOVATION</b>				
Communications:				
Average number training hours per employee	25	25	25	25
Special Events:				
Average number training hours per employee	25	25	25	25

ADMINISTRATION  
COMMUNICATIONS

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,449,000	2,444,900	-4,100
Employee Years	15.3	17.5	2.2

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
7,500	9,200	600	0	0	-21,400	-4,100

**Major Change**

Funding for film festivals is not continued	-14,500
Eliminate professional services for photo / video / web production assistance and other efficiencies	-13,800
A revised staffing plan includes the conversion of four part-time positions into two full-time positions along with the creation of a Process Improvement Specialist, offset by the elimination of a Senior Events Coordinator	12,000
Increase in funding for special event promotion	7,000
A one-time budget increase in 2011-12 does not recur	-6,900
Funding for the High Falls site is budgeted in other departments	-6,900
Additional funding for data / phone plan for tablet computers	6,700
New York State grant for Clarissa Street Reunion does not recur	-5,000

ADMINISTRATION  
COMMUNICATIONS  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,094,557	1,068,000	1,151,400	1,165,700
Materials & Supplies	8,722	17,400	19,700	20,100
Services	1,247,632	1,274,400	1,277,900	1,259,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,350,911	2,359,800	2,449,000	2,444,900
Appropriation by Activity				
Communications	2,350,911	2,359,800	2,449,000	2,444,900
Employee Years by Activity				
Communications	17.1	16.5	15.3	17.5

ADMINISTRATION  
COMMUNICATIONS  
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
36	Director, Communications	1	1
32	Deputy Director of Communications	1	1
28	Communications Creative Coordinator	1	1
27	Assistant to Director - Communications	1	1
27	Special Events Operations Manager	1	1
26	Process Improvement Specialist	0	1
25	Communications Producer	1	1
25	New Media Editor	1	1
23	Principal Graphic Designer	0	1
22	Digital Media Specialist	1	1
22	Special Events Coordinator	1	0
21	Sr. Graphic Designer	1	0
18	Communications Assistant	0	1
18	Communications Assistant Bilingual	0	1
18	Secretary to Director - Communications	1	1
18	Special Events Program Assistant Bilingual	1	1
16	Communications Aide	1	0
16	Communications Aide Bilingual	0	1
EMPLOYEE YEARS			
	Full Time	13.0	15.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	2.3	2.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	15.3	17.5

**Mission Statement**

To support the City of Rochester's *One Vision Statement* and its *Values and Guiding Principles* by contributing to make Rochester the best mid-size city in the United States. We provide cost effective services at the highest professional level to meet all of the City's legal needs through its priorities of public safety, education, economic development and customer service.

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Review collection cases for further action and implement collection plan	Neighborhood & Business Development	First Quarter
Develop and implement succession and training plan for new attorneys	Customer Service	Second Quarter
Finalize WINN/Sibley Agreement	Neighborhood & Business Development	Ongoing
Progress Midtown Project including site planning and development and build-out	Neighborhood & Business Development	Ongoing
Assist with public safety disability cases	Public Safety	Ongoing

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Claims filed against City	394	375	375	375
Real estate closings	359	400	425	400
Contracts drafted	203	175	200	200
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	473	425	400	425
<b>LEARNING &amp; INNOVATION</b>				
Avg. # of training hours per employee	7	8	8	8

ADMINISTRATION  
LAW DEPARTMENT

---

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,935,500	1,989,000	53,500
Employee Years	20.0	19.0	-1.0

**Change Detail**

Salary & Wage	General		Vacancy			Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
14,000	5,600	-2,300		-900	37,100	53,500

**Major Change**

Transfer from Mayor's Office funding for Federal and State Lobbyist	171,900
A one-time budget increase in 2011-12 does not recur	-78,300
One vacant position is eliminated as an efficiency measure	-56,500

ADMINISTRATION  
LAW DEPARTMENT  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,404,588	1,535,500	1,683,000	1,503,500
Materials & Supplies	33,504	39,000	39,000	44,500
Services	140,241	198,900	213,500	441,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,578,333	1,773,400	1,935,500	1,989,000
Appropriation by Activity				
Legal Services	1,578,333	1,773,400	1,935,500	1,989,000
Employee Years by Activity				
Legal Services	17.0	19.0	20.0	19.0

ADMINISTRATION  
LAW DEPARTMENT  
PERSONNEL SUMMARY

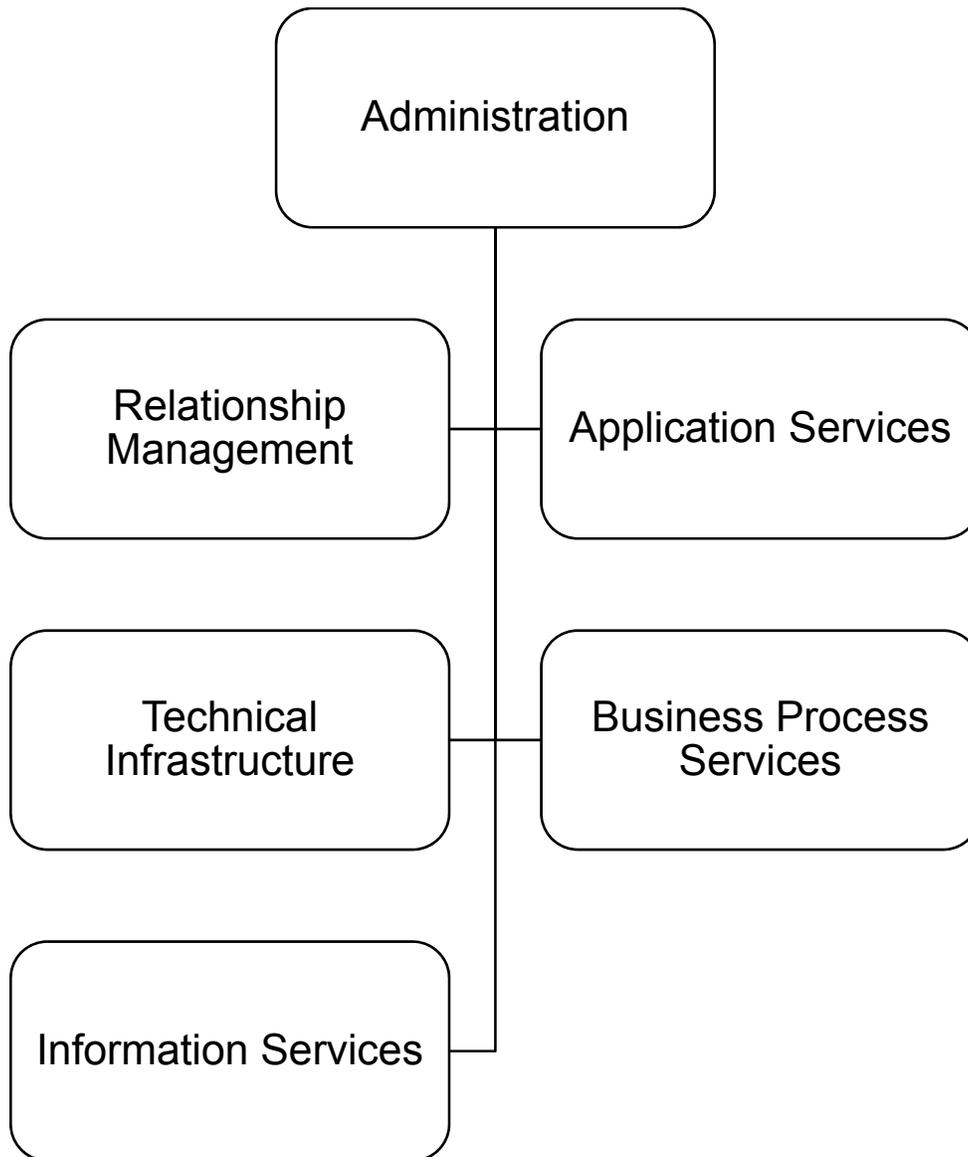
---

FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
36	Corporation Counsel	1	1
34	Municipal Attorney IV	1	1
32	Municipal Attorney III	8	6
29	Municipal Attorney II	3	5
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	1
20	Legal Assistant/Real Estate	2	1
11	Senior Legal Secretary	1	1
9	Legal Secretary	1	1
7	Clerk III with Typing	1	1
EMPLOYEE YEARS			
Full Time		20.0	19.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		20.0	19.0

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the delivery of information technology solutions and services to our customers which enables them to realize their strategies and objectives.

**Organization**

---

**Vital Customers**

- Internal: City of Rochester Departments
- All who use public facing systems, such as the City's web site and e-government process

**Critical Processes**

## Relationship Management Services Bureau:

- Strategic Planning
- Tactical Planning
- Project Execution & Governance
- Base Operations Governance
- IT Policy Administration
- City Council Legislation Administration
- IT Vendor Relationship Management

## Business Process Services Bureau:

- Software Evaluation & Selection
- Business Process Re-Engineering & Optimization
- Change Management
- Education & Training

## Applications Services Bureau:

- Applications Planning, Analysis and Configuration, and Deployment
- Applications Forms Design
- Training & Conversion
- Applications Development & Systems Integration
- Web Applications Development and e-commerce
- Content Management
- Applications Security
- Applications Services Support
- Mainframe Operation
- Records Management
- Disaster Recovery Planning

## Information Services Bureau:

- Database Design & Administration
- Data Warehouse Design & Development
- Reporting & Analytics
- Information Security
- GIS
- Information Services Support

## Technical Infrastructure Services Bureau:

- Technical Infrastructure Planning, Design, Deployment and Migration
- Asset Inventory & Configuration Management
- Backup & Recovery
- Policy Based Change Management
- Technical Infrastructure Health Monitoring
- Basic OS/Application Monitoring
- Client Support Services
- Data Center Management
- Network Engineering & Telecommunications

---

**2012-13 Strategic Goals & Objectives**

<b>Bureau</b>	<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
All Bureaus	Selection of a Payroll Vendor	Customer Service	Fourth Quarter
	Process reengineering to implement an Automated Vehicle Locator system for the Environmental Services vehicle fleet	Customer Service	Fourth Quarter
	Transformation from a decentralized to an Enterprise GIS with Governance, oversight and refreshed system architecture using a local government Geo-database model	Customer Service	Fourth Quarter
	Process reengineering, and implementation of new RPD Records Management system to support incident reporting, investigation case management, personnel roster and mobile field reporting	Public Safety	Fourth Quarter
	Web Revitalization to include the deployment of a mobile application upgrade of the website's content management system	Customer Service	First Quarter
Relationship Management – Public Safety	Securing City Facilities & City Video Surveillance – Expansion of video surveillance camera system and replacing access control systems at selected City facilities	Public Safety	Fourth Quarter
Technical Infrastructure	Improved Network Connections for City Operations: Identify and prioritize the improvements in network connectivity to Public Safety, Neighborhood Recreation Centers, and City offices to support growing communications demands	Customer Service Neighborhood & Business Development Public Safety	Fourth Quarter
Technical Infrastructure	Phase 2 of the City's Office Printer Consolidation Program – Cost containment and reduction in printer costs while providing a robust printing solution to city departments	Customer Service	Third Quarter
Technical Infrastructure	Data Center expansion: Expand capacity in the Data Center to support growing PSI initiatives and replace aging equipment	Customer Service	Third Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Departmental archive record retrieval requests completed	916	1,000	1,000	1,010
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	197	200	200	250
<b>CUSTOMER PERSPECTIVE</b>				
Percentage of calls resolved	96%	97%	98%	95%
Percentage of calls resolved on the first call	25%	25%	25%	25%
Average First call resolution per month	358	300	300	300
Total work orders Received	17,200	15,000	15,000	20,000
Average number of work orders resolved per month	1,250	1,250	1,250	1,250
Total Web EGOV transactions received and processed	45,000	55,000	55,000	50,000
<b>FINANCIAL/COSTS</b>				
Administrative costs as a percent of total IT cost	12%	12%	12%	12%
Total IT maintenance cost versus IT budget	25%	25%	24%	26%

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>	<u>Change</u>	<u>Percent Change</u>
Administration	208,700	184,000	-24,700	-11.8%
Relationship Management	1,308,400	1,556,200	247,800	18.9%
Application Services	1,273,400	1,676,900	403,500	31.7%
Technical Infrastructure	2,540,600	2,223,000	-317,600	-12.5%
Business Process Services	563,500	533,900	-29,600	-5.3%
Information Services	<u>242,200</u>	<u>405,400</u>	<u>163,200</u>	67.4%
Total	6,136,800	6,579,400	442,600	7.2%
Interfund Credit*	-98,800	-89,500	9,300	-9.4%
Intrafund Credit*	<u>-847,600</u>	<u>-749,200</u>	<u>98,400</u>	-11.6%
Total	5,190,400	5,740,700	550,300	10.6%
Employee Years	50.3	49.6	-0.7	-1.4%

\*Reflects chargebacks for telephone service and office printers.

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
111,200	24,000	9,000	0	24,500	381,600	550,300

**Major Change**

Increase in maintenance costs on a new Records Management System and software license renewals	249,700
Two positions are added to support citywide GIS initiative	156,000
Funding for Phase II Training for Finance System originally planned to be funded in 2011-12	150,000
Reduction in maintenance expense due to PSI delayed implementation and available prior year encumbrance.	-97,400
Eliminate two computer operators due to restructuring	-85,000
Reduction in part-time clerical support	-26,200
Funding for GIS Training	25,000
Increase in on call support needed in Records Management area until new payroll system is implemented	10,900
Productivity improvements results in savings	-3,200
Reduction in College Intern Program to fund full-time client support analyst	1,800

Telephone Chargebacks

<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>
CITY COUNCIL & CLERK	10,300	8,700	ENVIRONMENTAL SERVICES		
			Commissioner	12,900	10,900
ADMINISTRATION			Engineering	26,800	22,600
Mayor's Office	16,500	13,900	Operations & Parks	59,900	50,600
Management & Budget	18,000	15,200	Water	<u>33,400</u>	<u>28,200</u>
Human Resource Mgt.	17,700	15,000	Total	133,000	112,300
Communications	11,600	9,800			
Law	<u>9,800</u>	<u>8,300</u>	POLICE	213,000	180,500
Total	73,600	62,200			
			FIRE	67,400	57,100
INFORMATION TECHNOLOGY	35,200	29,800			
			RECREATION & YOUTH SERVICES		
FINANCE			Commissioner	9,100	7,700
Director's Office	2,300	1,900	Recreation	28,800	24,400
Accounting	7,300	6,200	Youth Services	<u>10,700</u>	<u>9,200</u>
Treasury	10,300	8,600	Total	48,600	41,300
Assessment	8,200	6,900			
Parking & Mun.Violations	12,200	10,400	Total Interfund	64,000	54,200
Purchasing	<u>4,100</u>	<u>3,500</u>	Total Intrafund	<u>656,000</u>	<u>555,100</u>
Total	44,400	37,500	CITY TOTAL	720,000	609,300
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	94,500	79,900			

Office Printer Chargebacks

<u>Department</u>	<u>2011-12</u>	<u>2012-13</u>
City Council/ Clerk's Office	2,900	3,000
Administration	25,500	25,900

Information Technology	11,000	11,200
Finance	21,300	21,500
Neighborhood & Business Development	15,200	15,300
Environmental Services	82,600	83,700
Police	38,700	39,300
Fire	13,000	13,100
Recreation & Youth Services	<u>16,200</u>	<u>16,400</u>
Total	226,400	229,400
Total Interfund	34,800	35,300
Total Intrafund	<u>191,600</u>	<u>194,100</u>
Total	226,400	229,400

### Program Change

Information Technology will have several new program initiatives 2012-13 fiscal year that include: selection of a payroll vendor, deployment of an AVL system for DES, begin work on the GIS transformation (capital and operating funding re-directed away from Front Office towards GIS), phase 2 of training on the Finance System, process reengineering and implementation of a RPD records management system, website revitalization project, securing city facilities and city video surveillance, providing network redundancy, improved fiber connections, expansion of the data center, and providing disaster recovery for critical business processes.

As City Departments become more automated, constraints on our resources continue to increase. Help desk work orders have seen a continual increase recent years; however resources are kept at a minimal level. The College Intern Program budget has been cut in half, reducing the number of interns from 4 to 2 in 2012-13 in order to reevaluate the Internship Program and to provide more structure. In addition, we are also seeing an increase in retirements with individuals supporting the legacy environments. This will eventually affect our service level response time. In response, a full-time analyst has been added to better support City technical Infrastructure.

INFORMATION TECHNOLOGY DEPARTMENT  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	3,030,013	3,323,200	3,457,400	3,637,700
Materials & Supplies	35,322	36,700	37,000	40,000
Services	2,058,410	2,290,000	2,642,400	2,901,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,123,745	5,649,900	6,136,800	6,579,400
Interfund Credit*	0	-98,800	-98,800	-89,500
Intrafund Credit*	<u>-447,788</u>	<u>-847,600</u>	<u>-847,600</u>	<u>-749,200</u>
Total	4,675,957	4,703,500	5,190,400	5,740,700
<b>Appropriation by Activity</b>				
Administration	243,824	208,700	208,700	184,000
Relationship Management	810,028	909,500	1,308,400	1,556,200
Application Services	1,287,452	1,287,900	1,273,400	1,676,900
Technical Infrastructure	2,162,188	2,471,900	2,540,600	2,223,000
Business Process Services	393,729	529,700	563,500	533,900
Information Services	<u>226,523</u>	<u>242,200</u>	<u>242,200</u>	<u>405,400</u>
Total	5,123,745	5,649,900	6,136,800	6,579,400
Interfund Credit*	0	-98,800	-98,800	-89,500
Intrafund Credit*	<u>-447,788</u>	<u>-847,600</u>	<u>-847,600</u>	<u>-749,200</u>
Total	4,675,957	4,703,500	5,190,400	5,740,700
<b>Employee Years by Activity</b>				
Administration	2.0	1.2	1.2	1.0
Relationship Management	3.0	3.0	3.0	3.0
Application Services	18.0	19.9	19.9	17.9
Technical Infrastructure	14.5	15.2	15.2	14.7
Business Process Services	7.0	8.0	8.0	8.0
Information Services	<u>4.0</u>	<u>3.0</u>	<u>3.0</u>	<u>5.0</u>
Total	48.5	50.3	50.3	49.6

\*Reflects chargebacks for telephone service and office printers.

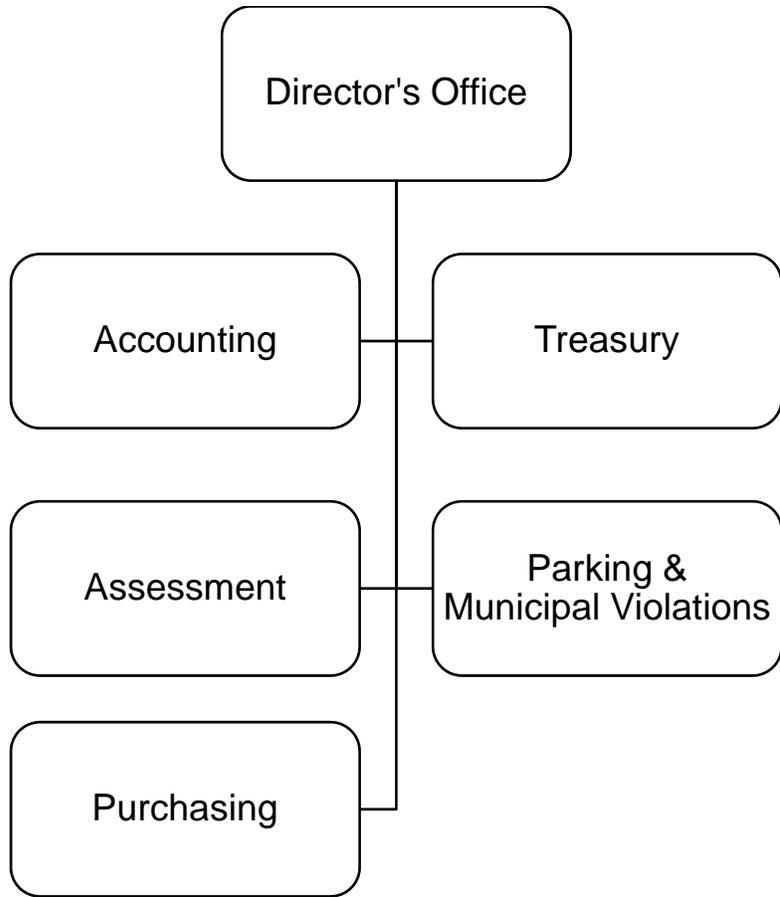
INFORMATION TECHNOLOGY DEPARTMENT  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Business Process Services	Information Services
Br.	Title	Budget 2011-12	Approved 2012-13						
36	Chief Information Officer	1	1	1					
31	Application Services Manager	1	1			1			
31	Business Process Services Manager	0	1					1	
31	IT Relationship Manager	4	3		3				
31	Technical Infrastructure Services Manager	1	1				1		
30	Information Services Analyst III	1	1						1
30	Systems Engineer IV	2	2			1	1		
29	Application Services Analyst III	1	1						1
29	Business Process Services Manager	1	0						
29	GIS Administrator	0	1						1
29	Systems Engineer III	1	2				2		
27	Application Services Analyst II	3	2			2			
27	Business Process Analyst II	0	1					1	
27	Systems Engineer II	2	2				2		
25	Application Services Analyst I	8	8			5	1	2	
25	Business Process Analyst I	1	1					1	
25	IT Transitions Analyst	1	3			3			
25	Systems Engineer I	2	1				1		
25	Webmaster	1	1			1			
24	Records Management Coordinator	1	1			1			
23	Business Process Developer	4	3					3	
23	Client Support Analyst	3	4				4		
23	GIS Analyst	0	1						1
23	Information Services Developer	1	1						1
19	Senior IT Call Center Analyst	2	2				2		
12	Computer Operator	3	1			1			
12	IT Control Assistant	0	2			2			
7	Data Entry Clerk	2	0						
<b>Total</b>									
<b>EMPLOYEE YEARS</b>									
Full Time		47.0	48.0	1.0	3.0	17.0	14.0	8.0	5.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		3.3	1.6	0.0	0.0	0.9	0.7	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>		<b>50.3</b>	<b>49.6</b>	<b>1.0</b>	<b>3.0</b>	<b>17.9</b>	<b>14.7</b>	<b>8.0</b>	<b>5.0</b>

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by managing the City's financial affairs. We collect revenues, manage and invest cash, manage City debt, and control financial processing. Our responsibilities are to manage payroll, purchasing, and assessment operations; maintain financial records and reports; and enforce financial policies and standards.



## DEPARTMENT OF FINANCE

Highlights of the Department's 2012-13 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Bureau</b>	<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Director's Office	Conduct BAN & Bond Sale	Customer Service	First Quarter
Director's Office	Conduct BAN Sale	Customer Service	Third Quarter
Accounting	Comprehensive review of account payable function to determine most effective method of processing invoices to best utilize resources	Customer Service	Third Quarter
Treasury	Complete Tax Lien Sale	Customer Service	Second Quarter
Assessment	Complete City-wide review of exempt organizations - Phase I	Customer Service	Third Quarter
Parking	Develop a plan to improve internal control for cash handling, recording, balancing, and reconciliation for all bank and credit card deposits that will result in an employee manual	Customer Service	First Quarter
Purchasing	Initiate changes to achieve long-term objective of automating purchase order, invoicing and payment transactions to achieve process efficiencies where possible	Customer Service	Third Quarter

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Director's Office	302,200	422,100	119,900	39.7%
Accounting	1,254,800	1,149,800	-105,000	-8.4%
Treasury	1,763,900	1,679,900	-84,000	-4.8%
Assessment	1,003,100	924,600	-78,500	-7.8%
Parking & Municipal Violations	5,013,700	6,080,900	1,067,200	21.3%
Purchasing	905,900	846,700	-59,200	-6.5%
Total	10,243,600	11,104,000	860,400	8.4%
Interfund Credit*	-213,800	-174,100	39,700	-18.6%
Intrafund Credit*	-490,900	-416,000	74,900	-15.3%
Total	9,538,900	10,513,900	975,000	10.2%
Employee Years	96.1	102.6	6.5	6.8%

**Change Detail**

<u>Salary &amp; Wage</u>	<u>General</u>		<u>Vacancy</u>				<u>Total</u>
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
82,000	14,700	32,300	-18,900	28,000	836,900		975,000

**Major Change Highlights**

In lieu of depreciation charged to fund future capital improvements in garages	965,700
Increase in unit cost required for a bond sale to convert notes to bonds in 2012-13 as mandated by New York State	115,000
Eliminate 1 of 2 Director positions in Accounting due to retirement as transition plan concludes	-102,200
Staffing added during 2011-12 to support PSI and MUNIS workload	89,300

DEPARTMENT OF FINANCE  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	5,507,226	5,714,900	5,698,900	5,551,200
Materials & Supplies	166,995	243,800	244,900	247,700
Services	3,120,582	4,281,000	4,299,800	5,305,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	8,794,804	10,239,700	10,243,600	11,104,000
Interfund Credit*	0	-213,800	-213,800	-174,100
Intrafund Credit*	<u>-375,102</u>	<u>-490,900</u>	<u>-490,900</u>	<u>-416,000</u>
Total	8,419,702	9,535,000	9,538,900	10,513,900
<b>Appropriation by Activity</b>				
Director's Office	285,950	300,300	302,200	422,100
Accounting	1,012,011	1,251,800	1,254,800	1,149,800
Treasury	1,589,512	1,764,900	1,763,900	1,679,900
Assessment	924,022	1,003,100	1,003,100	924,600
Parking & Municipal Violations	4,074,380	5,013,700	5,013,700	6,080,900
Purchasing	<u>908,928</u>	<u>905,900</u>	<u>905,900</u>	<u>846,700</u>
Total	8,794,804	10,239,700	10,243,600	11,104,000
Interfund Credit*	0	-213,800	-213,800	-174,100
Intrafund Credit*	<u>-375,102</u>	<u>-490,900</u>	<u>-490,900</u>	<u>-416,000</u>
Total	8,419,702	9,535,000	9,538,900	10,513,900
<b>Employee Years by Activity</b>				
Director's Office	3.2	2.9	2.9	2.9
Accounting	16.7	18.2	14.2	18.2
Treasury	21.0	17.1	17.1	17.1
Assessment	15.0	13.6	13.6	13.5
Parking & Municipal Violations	35.0	36.4	36.4	38.9
Purchasing	<u>12.6</u>	<u>11.9</u>	<u>11.9</u>	<u>12.0</u>
Total	103.5	100.1	96.1	102.6

\*Reflects chargeback for postage and duplicating.

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by issuing and monitoring the City's public debt and risk management.

**Vital Customers**

- External: City of Rochester Contractors, City of Rochester Vendors
- Internal: City of Rochester Departments

**Critical Processes**

- Issue debt in compliance with State and SEC regulations and City Policy
- Provide central planning, programming, and development services to the bureaus of the Department.

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Conduct BAN & Bond Sale	Customer Service	First Quarter
Conduct BAN Sale	Customer Service	Third Quarter

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>FINANCIAL/COST</b>				
Total Entity General Obligation Debt (\$000)	367,384	367,771	399,977	415,672
Bond and Notes Sale	2	3	2	6
Sales Value	85,830	148,325	201,762	250,158

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	302,200	422,100	119,900
Employee Years	2.9	2.9	0.0

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
4,400	2,100	-600	0	1,000	113,000	119,900

**Major Change**

Increase in unit cost required for a bond sale to convert notes to bonds in 2012-13 as mandated by New York State	115,000
Savings due to reduction in printing expense	-2,000

DEPARTMENT OF FINANCE  
DIRECTOR'S OFFICE  
EXPENDITURE SUMMARY

---

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	210,395	208,200	208,100	212,800
Materials & Supplies	693	700	1,500	1,500
Services	74,862	91,400	92,600	207,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	285,950	300,300	302,200	422,100
Appropriation by Activity				
Director's Office	285,950	300,300	302,200	422,100
Employee Years by Activity				
Director's Office	3.2	2.9	2.9	2.9

DEPARTMENT OF FINANCE  
 DIRECTOR'S OFFICE  
 PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
36	Director of Finance	1	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
EMPLOYEE YEARS			
	Full	3.0	3.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.5	0.5
	Less: Vacancy Allowance	<u>0.6</u>	<u>0.6</u>
	Total	<u>2.9</u>	<u>2.9</u>

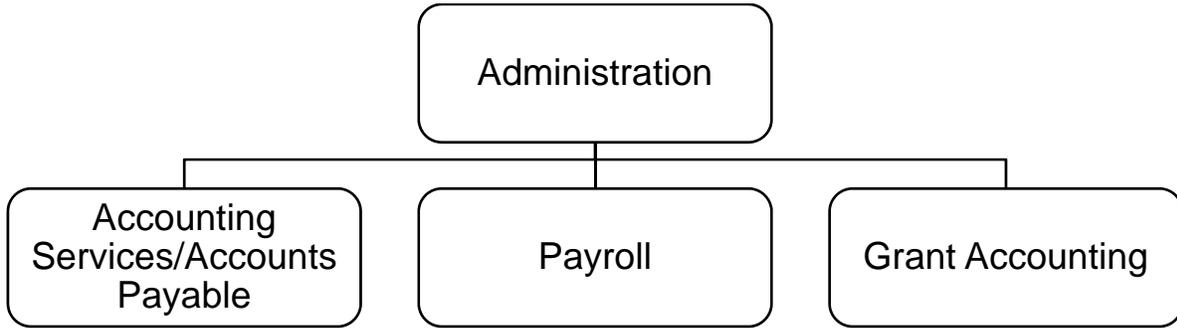
DEPARTMENT OF FINANCE  
ACCOUNTING  
EXPENDITURE SUMMARY

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the provision of reliable, timely and useful financial information and services that assures accountability to the public and provides support for decision making.

**Organization**



**Vital Customers**

- External: City of Rochester citizens, City vendors, Grantors, Investment community
- Internal: City of Rochester Departments, City Council

**Critical Processes**

- Auditing and processing payrolls
- Auditing and processing vouchers
- Recording all financial transactions
- Producing financial reports
- Issuing paychecks to each employee and certain pensioners
- Maintaining general ledger and subsidiary records
- Reviewing grant budgets and monitors loan programs

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Comprehensive review of account payable function to determine most effective method of processing invoices to best utilize resources	Customer Service	Third Quarter

DEPARTMENT OF FINANCE  
ACCOUNTING  
PERSONNEL SUMMARY

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>CUSTOMER PERSPECTIVE</b>				
Weekly invoices processed	N/A	1,350	N/A	1,200
Federal and New York State grants processed	157	150	145	145
Residential property improvement loans serviced	189	172	180	100
Economic Development loans serviced	110	119	115	120
<b>FINANCIAL/COST</b>				
In lieu of tax agreements billed	123	128	127	135
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,254,800	1,149,800	-105,000
Employee Years	14.2	18.2	4.0

**Change Detail**

<u>Salary &amp; Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
18,600	400	-2,500	0	6,300	-127,800	-105,000

**Major Change**

Eliminate 1 of 2 Director positions in Accounting due to retirement as transition plan concludes	-102,200
Staffing added during 2011-12 to support PSI and MUNIS workload	89,300
Reduction in temporary salaries due to additional full time staffing added in 2011-12	-64,000
One time budget increase in 2011-12 does not recur	-37,300
Miscellaneous savings	-13,600

DEPARTMENT OF FINANCE  
ACCOUNTING  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	987,369	1,174,000	1,191,800	1,088,000
Materials & Supplies	2,735	4,000	4,700	4,800
Services	21,908	73,800	58,300	57,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,012,011	1,251,800	1,254,800	1,149,800
Appropriation by Activity				
Administration	227,171	376,100	371,200	238,100
Accounting Services/Accounts Payable	0	316,000	355,400	380,100
Accounting Services	82,053	0	0	0
Accounts Payable/Data Input	136,079	0	0	0
Payroll	287,796	248,200	246,700	245,400
Grant Accounting	<u>278,912</u>	<u>311,500</u>	<u>281,500</u>	<u>286,200</u>
Total	1,012,011	1,251,800	1,254,800	1,149,800
Employee Years by Activity				
Administration	2.0	2.0	2.0	2.0
Accounting Services/Accounts Payable	0.0	8.2	4.2	8.2
Accounting Services	2.3	0.0	0.0	0.0
Accounts Payable/Data Input	2.4	0.0	0.0	0.0
Payroll	6.0	3.5	3.5	3.5
Grant Accounting	<u>4.0</u>	<u>4.5</u>	<u>4.5</u>	<u>4.5</u>
Total	16.7	18.2	14.2	18.2

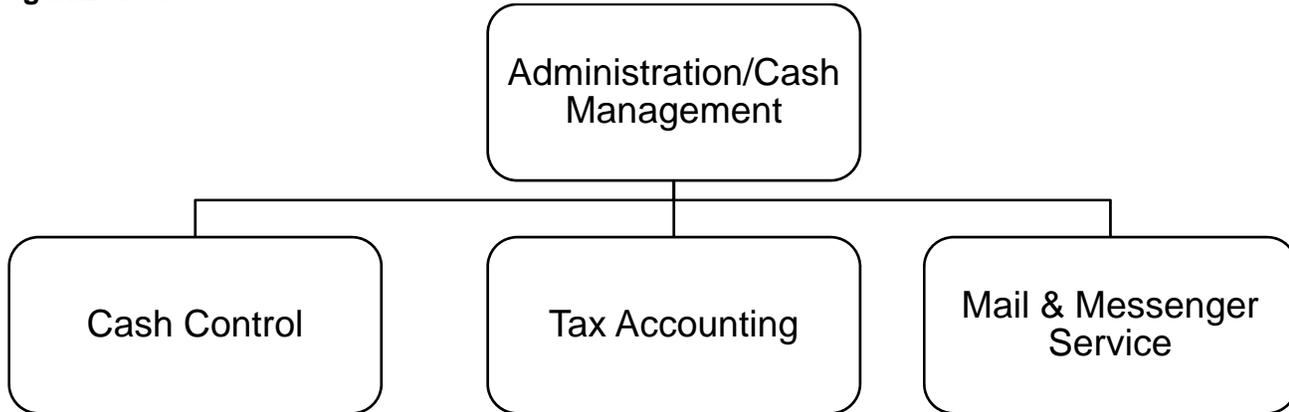
DEPARTMENT OF FINANCE  
ACCOUNTING  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Accounting Services/Accounting Payable	Payroll	Grant Accounting
Br.	Title	Budget 2011-12	Approved 2012-13				
33	Deputy Director, Finance	1	1	1			
33	Director, Accounting	1	0				
28	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Assistant Payroll Systems Supervisor	1	1			1	
26	Principal Finance Officer	1	1				1
24	Associate Accountant	1	2		1		1
20	Senior Accountant	3	3		1	0.5	1.5
18	Payroll Auditor	1	1			1	
17	Accountant	1	2		1		1
9	Clerk II	1	1		1		
9	Clerk II with Typing	0	3		3		
<b>EMPLOYEE YEARS</b>							
	Full Time	13.0	17.0	2.0	7.0	3.5	4.5
	Overtime	0.2	0.3	0.0	0.3	0.0	0.0
	Part Time, Temporary, Seasonal	1.0	0.9	0.0	0.9	0.0	0.0
	Less: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Total</b>	<b>14.2</b>	<b>18.2</b>	<b>2.0</b>	<b>8.2</b>	<b>3.5</b>	<b>4.5</b>

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the provision of quality customer service to the taxpayers of Rochester by safeguarding liquidity and yield as it relates to investment, collection and disbursement of taxpayer dollars while upholding the highest ethical standards.

**Organization**



**Vital Customers**

- External: City of Rochester Taxpayers, City of Rochester Vendors
- Internal: City of Rochester Departments

**Critical Processes**

- Skilled, highly motivated, cross-trained employees manage specialized receivable, disbursement, and investment systems
- Use of reliable Financial Systems
- Adherence to Statutory regulations
- Clear and consistent policy guidance
- Invest City and City School District funds to generate interest income
- Maintain the City's cash ledger
- Process all interdepartmental and outgoing mail from City facilities
- Preparation of Annual City Property Tax Bill

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Complete Tax Lien Sale	Customer Service	Second Quarter
Complete Annual Tax Bill	Customer Service	Fourth Quarter

DEPARTMENT OF FINANCE  
TREASURY

5-13

**Key Performance Indicators**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Foreclosure notices mailed	340	665	350	700
<b>CUSTOMER PERSPECTIVE</b>				
Tax accounts	62,934	62,900	63,000	63,000
Tax information calls	28,406	30,000	30,000	30,000
<b>FINANCIAL/COSTS</b>				
Delinquent tax accounts	9,760	9,650	9,400	9,600
Percent of adjusted property tax balances collected – Current (%)	92.57	92.50	92.20	92.00
Percent of adjusted property tax balances collected – Delinquent (%)	80.35	75.00	75.00	75.00
Liens sold	5,249	4,593	5,500	5,000
City initiated foreclosures	249	465	250	250
Properties redeemed before foreclosure	91	200	50	50
Average daily cash ledger balance (\$000)	347,640	350,000	350,000	352,000
Average daily invested cash bank balance (\$000)	342,666	347,000	347,000	348,000
Average investment rate (%)	0.22	0.22	.25	0.20

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,196,700	1,228,300	31,600
Employee Years	17.1	17.1	0.0

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
22,300	2,500	44,400	-18,900	3,900	-22,600	31,600

**Major Change**

Funding added for interdepartmental messenger service for remote locations	40,000
One time budget increase in 2011-12 does not recur	-37,300
Reduction in overtime as an efficiency savings	-18,100
Productivity improvements results in savings	-7,200

DEPARTMENT OF FINANCE  
TREASURY

---

**Postage Chargebacks**

<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>
CITY COUNCIL & CLERK	18,300	14,400	ENVIRONMENTAL SERVICES		
			Commissioner	1,800	6,600
ADMINISTRATION			Engineering	6,200	4,900
Mayor's Office	4,800	3,800	Operations & Parks	7,100	5,700
Management & Budget	1,200	1,000	Water	<u>121,300</u>	<u>95,500</u>
Human Resource Mgt.	26,400	20,800	Total	136,400	112,700
Communications	5,600	4,400			
Law	<u>7,100</u>	<u>5,600</u>	EMERGENCY COMMUNICATIONS	6,000	4,700
Total	45,100	35,600			
			POLICE	62,500	49,100
INFORMATION TECHNOLOGY	300	200			
			FIRE	1,500	1,200
FINANCE			RECREATION & YOUTH SERVICES		
Director's Office	1,000	800	Commissioner	900	700
Accounting	6,600	5,200	Recreation	11,000	8,600
Treasury	88,600	69,700	Youth Services	<u>2,700</u>	<u>2,100</u>
Assessment	21,000	16,500	Total	14,600	11,400
Parking & Mun. Viol.	79,900	62,900			
Purchasing	<u>13,100</u>	<u>10,200</u>	Total Interfund	210,900	171,200
Total	210,200	165,300	Total Intrafund	<u>356,300</u>	<u>280,400</u>
			CITY TOTAL	567,200	451,600
Neighborhood & Economic Dev.	72,300	57,000			

DEPARTMENT OF FINANCE  
TREASURY  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,077,943	1,031,900	1,020,600	984,300
Materials & Supplies	26,821	32,000	32,000	32,800
Services	484,748	701,000	711,300	662,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,589,512	1,764,900	1,763,900	1,679,900
Interfund Credit*	0	-210,900	-210,900	-171,200
Intrafund Credit*	<u>-170,666</u>	<u>-356,300</u>	<u>-356,300</u>	<u>-280,400</u>
Total	1,418,846	1,197,700	1,196,700	1,228,300
Appropriation by Activity				
Administration/Cash Management	590,877	667,500	677,000	706,400
Cash Control	258,625	207,000	201,900	193,200
Tax Accounting	298,439	318,300	317,800	282,000
Mail and Messenger Service	<u>441,571</u>	<u>572,100</u>	<u>567,200</u>	<u>498,300</u>
Total	1,589,512	1,764,900	1,763,900	1,679,900
Interfund Credit*	0	-210,900	-210,900	-171,200
Intrafund Credit*	<u>-170,666</u>	<u>-356,300</u>	<u>-356,300</u>	<u>-280,400</u>
Total	1,418,846	1,197,700	1,196,700	1,228,300
Employee Years by Activity				
Administration/Cash Management	6.0	6.0	6.0	6.0
Cash Control	6.2	4.1	4.1	4.1
Tax Accounting	7.1	6.0	6.0	6.0
Mail and Messenger Service	<u>1.7</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total	21.0	17.1	17.1	17.1

\*Reflects chargeback for postage

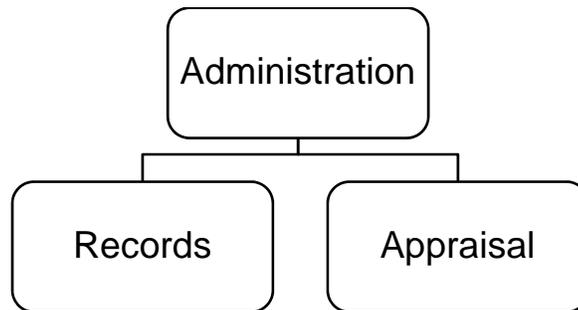
DEPARTMENT OF FINANCE  
TREASURY  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2011-12	Approved 2012-13				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Associate Administrative Analyst	1	1	1			
24	Sr. Administrative Analyst	2	3	2		1	
20	Executive Assistant	0	1		1		
20	Senior Accountant	1	0				
18	Head Account Clerk	1	1			1	
18	Head Cashier	1	1		1		
16	Administrative Assistant	1	1	1			
15	Principal Account Clerk	1	0				
14	Junior Accountant	2	2			2	
14	Mailroom Coordinator	1	1				1
13	Senior Cashier	1	1		1		
9	Clerk II with Typing	1	1		1		
7	Clerk III with Typing	2	2			2	
EMPLOYEE YEARS							
Full Time		17.0	17.0	6.0	4.0	6.0	1.0
Overtime		0.1	0.1	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		17.1	17.1	6.0	4.1	6.0	1.0

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by continually improving the accuracy and equity of the annual assessment roll used for the levy of City, School and County real property taxes; to increase the understanding of the assessment process; and to treat all owners fairly.

**Organization**



**Vital Customers**

- External: Rochester property owners, legal and real estate professionals, business entities, World Wide Web users
- Internal: City of Rochester Departments

**Critical Processes**

- Locate, identify, inventory, and record all real property
- Estimate every parcel's full market value
- Defend proper values and correct errors
- Incorporate strategic technology to increase the long-term effectiveness and quality of community service
- Process applications, complaints, and appeals to the Board of Assessment Review.

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
City-wide review of exempt organizations - Phase I	Customer Service	Third Quarter
Inspection for reclassification of buildings with single room occupancies (SRO's)	Customer Service	Third Quarter

DEPARTMENT OF FINANCE  
ASSESSMENT

---

**Key Performance Indicators**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>CUSTOMER PERSPECTIVE</b>				
Reviews performed:				
• Sales	2,768	1,046	750	2,700
• Inspection of building permits	2,583	2,260	2,700	2,700
• Exemptions (new and renewal)	11,334	11,339	11,000	11,000

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,003,100	924,600	-78,500
Employee Years	13.6	13.5	-0.1

**Change Detail**

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
8,400	700	-5,700	0	1,200	-83,100	-78,500

**Major Change**

Reduction in temporary salaries post 2011-12 Reassessment	-53,500
Reduction in rental expense post 2011-12 Reassessment	-22,000
Productivity improvements results in savings	-7,600

DEPARTMENT OF FINANCE  
ASSESSMENT  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	843,795	841,900	841,900	792,600
Materials & Supplies	1,237	12,600	12,600	9,600
Services	78,991	148,600	148,600	122,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	924,022	1,003,100	1,003,100	924,600
Appropriation by Activity				
Administration	186,128	268,600	268,600	237,100
Records	174,869	199,300	199,300	200,100
Appraisal	<u>563,025</u>	<u>535,200</u>	<u>535,200</u>	<u>487,400</u>
Total	924,022	1,003,100	1,003,100	924,600
Employee Years by Activity				
Administration	1.0	1.0	1.0	1.0
Records	5.0	5.4	5.4	5.3
Appraisal	<u>9.0</u>	<u>7.2</u>	<u>7.2</u>	<u>7.2</u>
Total	15.0	13.6	13.6	13.5

DEPARTMENT OF FINANCE  
ASSESSMENT  
PERSONNEL SUMMARY

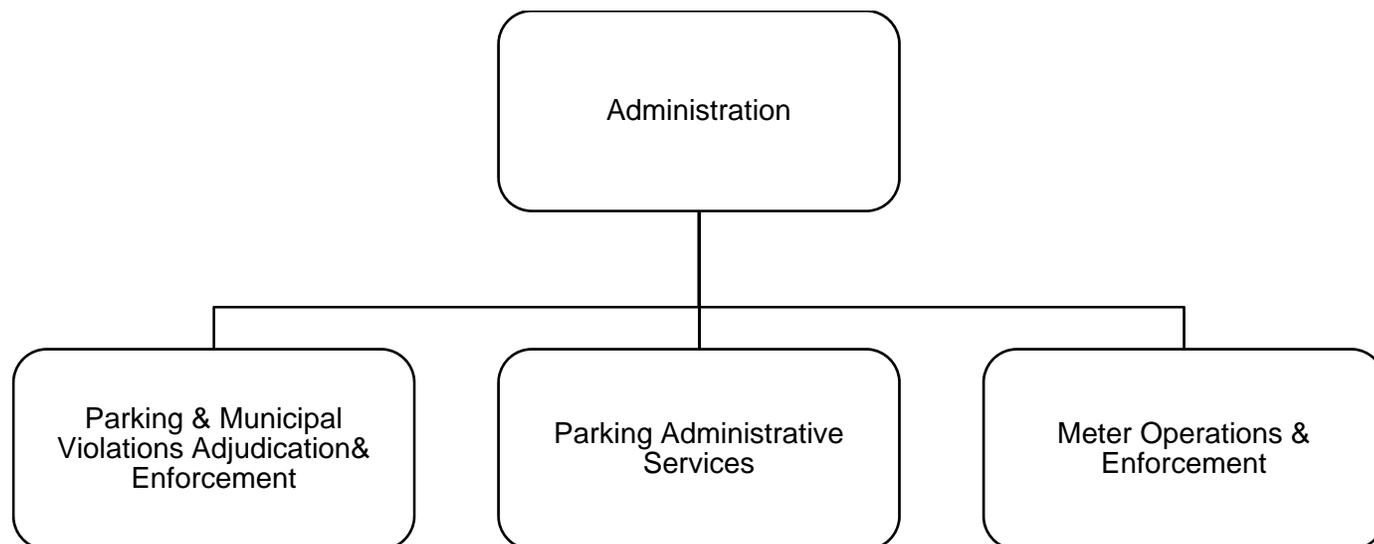
FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2011-12	Approved 2012-13			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
7	Clerk III with Typing	3	3		3	
EMPLOYEE YEARS						
	Full Time	12.0	12.0	1.0	4.0	7.0
	Overtime	0.5	0.4	0.0	0.2	0.2
	Part Time, Temporary, Seasonal	1.1	1.1	0.0	1.1	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	13.6	13.5	1.0	5.3	7.2

---

### Mission Statement

To support the City of Rochester's One City Vision Statement and its Values and Guiding Principles by providing safe, affordable, convenient access that is customer focused and self-sustaining.

### Organization



### Vital Customers

#### External:

- Potential developers and business owners contemplating a move to the City of Rochester
- Vehicle owners who park in City parking facilities
- Vehicle owners who park on City street
- Vehicle owners and City of Rochester property owners, who violate Chapter 13A of the City of Rochester Code
- All those who currently or potentially could live, visit, or do business in the City of Rochester.

#### Internal:

- Rochester Police Department for coordination of Red Light Photographic Enforcement Program
- Office of Special Events for Coordination of parking needs for special events
- Office of Information Technology for coordination of new parking software initiatives and for the with the Coordinate major maintenance of parking facilities with Department of Engineering Services

### Critical Processes

- Monitor contracts and revenue collection for City owned garages and surface lots
- Oversee facility repair and maintenance
- Maintain and install on-street parking meters
- Perform meter revenue collection on a daily basis
- Enforce on-street parking compliance
- Coordinate Hearings at Parking & Municipal Violations
- Process ticket payment by mail, internet, phone, in person
- Referral of unpaid housing tickets to property tax bills
- Referral of unpaid parking or municipal tickets to collection agencies

DEPARTMENT OF FINANCE  
PARKING & MUNICIPAL VIOLATIONS

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Develop a plan to improve internal control for cash handling, recording, balancing, and reconciliation for all bank and credit card deposits that will result in an employee manual	Customer Service	First Quarter
Develop a program to assess and a plan to repair the various garage systems, e.g. elevators, fire suppression, HVAC, electrical, plumbing, etc.	Customer Service Public Safety	Fourth Quarter

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>CUSTOMER PERSPECTIVE</b>				
Percent of Immobilizations that pay vs. being towed	93%	90%	93%	93%
<b>FINANCIAL/COST</b>				
Collection rate of Red Light Camera tickets	N/A	55%	N/A	75%

N/A – Not Applicable

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	5,013,700	6,080,900	1,067,200
Employee Years	36.4	38.9	2.5

**Change Detail**

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
15,500	7,200	1,100	0	14,200	1,029,200	1,067,200	

**Major Change**

In lieu of depreciation charged to fund future capital improvements in garages	965,700
Increase cellular web service for pay stations	33,500
Part-time Equipment Mechanic converted to full-time to improve customer service and enhance public safety	29,600
Clerical position is added to support workload created by Red Light Photographic Enforcement Program violations	29,100
One Executive Assistance position is converted to a clerical position resulting in a savings	-28,000
Productivity improvements results in savings	-700

---

**Program Change**

The Parking Bureau is responsible for the collection and adjudication of General Fund Red Light Photographic Enforcement Program tickets. As intersections have increased, the work volume associated with this program has become more than 50% of the Parking and Municipal Code work. Parking and IT staff have been developing a process to send Red Light Camera tickets to a Collection Agency as well. One full time clerical position was added to handle the increased work load for this program and additional Hearing Examiner funds will allow the program to be managed in the most efficient manner possible. The proposed revenue enhancements for Parking can cover this additional expense for both salary and benefits, as well as additional Hearing expense.

DEPARTMENT OF FINANCE  
PARKING & MUNICIPAL VIOLATIONS  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,657,665	1,707,600	1,688,000	1,766,000
Materials & Supplies	72,567	126,900	126,500	129,600
Services	2,344,148	3,179,200	3,199,200	4,185,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,074,380	5,013,700	5,013,700	6,080,900
Appropriation by Activity				
Administration	206,501	248,800	248,800	1,198,100
Parking/Municipal Violations Adjud. & Enforcement	756,558	783,300	783,300	722,500
Parking Administrative Services	2,325,892	3,169,600	3,169,600	3,253,900
Meter Operations/Parking Enforcement	<u>785,428</u>	<u>812,000</u>	<u>812,000</u>	<u>906,400</u>
Total	4,074,380	5,013,700	5,013,700	6,080,900
Employee Years by Activity				
Administration	1.5	1.5	1.5	2.5
Parking/Municipal Violations Adjud. & Enforcement	13.1	13.2	13.2	12.1
Parking Administrative Services	4.0	6.9	6.9	8.1
Meter Operations/Parking Enforcement	<u>16.4</u>	<u>14.8</u>	<u>14.8</u>	<u>16.2</u>
Total	35.0	36.4	36.4	38.9

DEPARTMENT OF FINANCE  
PARKING & MUNICIPAL VIOLATIONS  
PERSONNEL SUMMARY

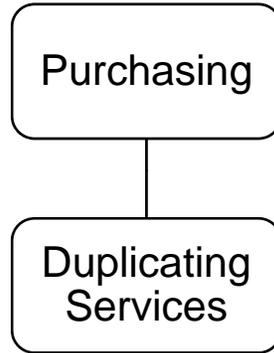
FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2011-12	Approved 2012-13				
33	Director, Parking	1	1	1			
28	Asst. Director, Parking	2	2		1	1	
26	Supervisor, Administrative Services	1	1		1		
23	Municipal Parking Compliance Auditor	1	1			1	
22	Parking Facility Manager	1	1			1	
20	Executive Assistant	1	0				
15	Parking Enforcement Supervisors	2	2				2
15	Senior Parking Equipment Mechanic	1	2				2
14	Parking Compliance Monitor	2	2			2	
11	Adjudication Assistant	0	1		1		
11	Cashier Bilingual	0	1		1		
11	Secretary	1	1		1		
10	Parking Enforcement Officer	7	7				7
10	Parking Equipment Mechanic	1	1				1
9	Clerk II	1	1		1		
9	Clerk II with Typing	1	2	1.5		0.5	
7	Clerk III	6	5		4	1	
7	Clerk III Typing Bilingual	1	0				
5	Account Clerk	1	2		1	1	
<b>EMPLOYEE YEARS</b>							
Full Time		31.0	33.0	2.5	11.0	7.5	12.0
Overtime		0.9	1.1	0.0	0.1	0.2	0.8
Part Time, Temporary, Seasonal		4.5	4.8	0.0	1.0	0.4	3.4
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		36.4	38.9	2.5	12.1	8.1	16.2

DEPARTMENT OF FINANCE  
PURCHASING

### Mission Statement

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by obtaining products and services required by City of Rochester agencies at the best price while ensuring adherence to New York State General Municipal Law and City Council Ordinances and regulations governing public purchasing.

### Organization



### Vital Customers

- External: Vendors providing goods and services, Public works contractors
- Internal: City of Rochester Departments

### Critical Processes

- Oversees fair and open bidding process to ensure compliance and award to low bidder
- Contract awards and maintenance
- Auctioning of surplus equipment
- Issuance of purchase orders and call numbers
- Training department and bureau purchasing liaisons in purchasing law and practices
- General audit and review of encumbered funds
- Gather and monitor information from public contractors
- Gather information from vendors
- Liaison between vendors/contractors of City of Rochester Departments/Bureaus
- Review and approval of Minority and Women Business Enterprises Utilization plans
- Liaison between prime contractors and M/WBE subcontractors for City of Rochester projects
- Provide copying services to City Hall

### 2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete smooth transition of purchasing processes in MUNIS from 2011-12 to 2012-13 to provide efficient service to departments and timely payment to vendors	Customer Service	Third Quarter
Initiate changes to achieve long-term objective of automating purchase order, invoicing and payment transactions to achieve process efficiencies where possible	Customer Service	Fourth Quarter

DEPARTMENT OF FINANCE  
PURCHASING

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>INTERNAL OPERATIONS</b>				
Contracts awarded:				
• Construction (\$000)	38,961	30,000	31,600	32,000
• Construction M/WBE (\$000)	3,172	3,000	3,900	4,400
• Number of Goods and Services Contracts Awarded	N/A	310	N/A	325
<b>CUSTOMER PERSPECTIVE</b>				
Percent of Service Contracts without Coverage Gaps	N/A	N/A	N/A	100
<b>FINANCIAL/COSTS</b>				
Money recovered from sale of surplus property (\$)	464,836	266,000	107,000	266,000
<b>LEARNING AND INNOVATION</b>				
Ratio of Specifications Mailed via U.S. Mail versus Internet (%)	N/A	N/A	N/A	50
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	768,400	708,200	-60,200
Employee Years	11.9	12.0	0.1

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
12,800	1,800	-4,400	0	1,400	-71,800	-60,200

**Major Change**

One time budget increase in 2011-12 does not recur	-37,300
Reduction in temporary salaries and overtime as an efficiency savings	-17,200
Savings in advertising expense due to switching from Democrat & Chronicle to the Daily Record	-15,000
Productivity improvements results in savings	-2,300

DEPARTMENT OF FINANCE  
PURCHASING

---

**Duplicating Chargebacks**

<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>
CITY COUNCIL & CLERK	3,700	3,700	ENVIRONMENTAL SERVICES		
ADMINISTRATION			Commissioner	1,200	1,200
Mayor's Office	10,800	11,000	Engineering	7,100	7,100
Management & Budget	8,500	8,500	Operations & Parks	1,500	1,500
Human Resource Mgt.	13,200	13,300	Water	<u>600</u>	<u>600</u>
Communications	4,000	4,000	Total	10,400	10,400
Law	<u>2,800</u>	<u>2,800</u>			
Total	39,300	39,600	EMERGENCY COMMUNICATIONS	1,000	1,000
INFORMATION TECHNOLOGY	300	300	RECREATION & YOUTH SERVICES		
			Commissioner	6,600	6,700
FINANCE			Recreation	17,200	17,500
Director's Office	700	700	Youth Services	<u>12,700</u>	<u>12,900</u>
Accounting	1,200	1,200	Total	36,500	37,100
Treasury	2,200	2,200			
Assessment	2,000	2,000	Total Interfund	2,900	2,900
PMCVB	1,900	1,900	Total Intrafund	<u>134,600</u>	<u>135,600</u>
Purchasing	<u>2,900</u>	<u>2,900</u>	CITY TOTAL	137,500	138,500
Total	10,900	10,900			
NEIGHBORHOOD & BUSINESS DEV.	35,400	35,500			

DEPARTMENT OF FINANCE  
PURCHASING  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	730,060	751,300	748,500	707,500
Materials & Supplies	62,942	67,600	67,600	69,400
Services	115,926	87,000	89,800	69,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	908,928	905,900	905,900	846,700
Interfund Credit*		-2,900	-2,900	-2,900
Intrafund Credit*	<u>-204,436</u>	<u>-134,600</u>	<u>-134,600</u>	<u>-135,600</u>
Total	704,491	768,400	768,400	708,200
Appropriation by Activity				
Purchasing	740,227	768,400	768,400	707,700
Duplicating Services	<u>168,701</u>	<u>137,500</u>	<u>137,500</u>	<u>139,000</u>
Total	908,928	905,900	905,900	846,700
Interfund Credit*	0	-2,900	-2,900	-2,900
Intrafund Credit*	<u>-204,436</u>	<u>-134,600</u>	<u>-134,600</u>	<u>-135,600</u>
Total	704,491	768,400	768,400	708,200
Employee Years by Activity				
Purchasing	11.5	10.8	10.8	10.9
Duplicating Services	<u>1.1</u>	<u>1.1</u>	<u>1.1</u>	<u>1.1</u>
Total	12.6	11.9	11.9	12.0

\*Reflects chargeback for duplicating

DEPARTMENT OF FINANCE  
PURCHASING  
PERSONNEL SUMMARY

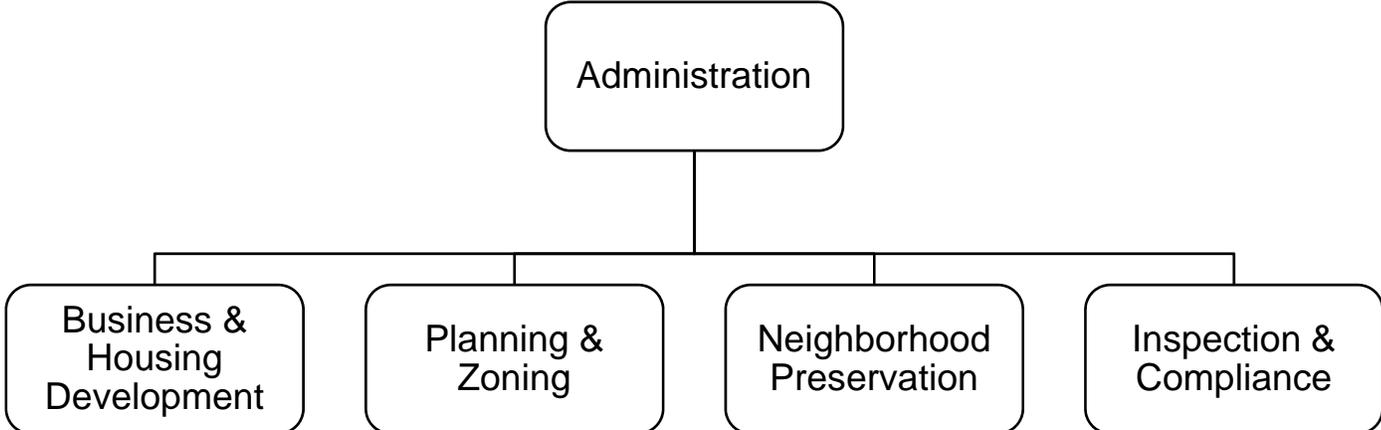
FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2011-12	Approved 2012-13		
33	Purchasing Agent	1	1	1	
24	Contract Administrator	1	1	1	
24	Minority & Women Business Enterprise Officer	1	1	1	
21	Senior Purchaser	0	1	1	
19	Purchaser	4	3	3	
16	Wage & Hour Investigator	1	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
10	Purchasing Control Clerk	1	1	1	
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		11.0	11.0	10.0	1.0
Overtime		0.1	0.2	0.1	0.1
Part Time, Temporary, Seasonal		0.8	0.8	0.8	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		11.9	12.0	10.9	1.1

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Department of Neighborhood and Business Development will work to provide high quality housing, successful businesses of all sizes, and safe and attractive neighborhoods to retain our current customers and attract new ones. We will use a team-oriented approach with our residents, investors, and community partners to solve problems, address quality of life concerns, support our businesses, and enhance our neighborhoods.

**Organization**



Highlights of the Department's 2012-13 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Issue RFP for the sale and development of 151 Mt. Hope Avenue	Neighborhood & Business Development	First Quarter
Work with developer to complete the redevelopment of former Josh Lofton School and begin renovation for mixed use residential	Neighborhood & Business Development	Second Quarter
Complete review/study of Business Permit and City Clerk's office licensing for possible reorganization/combination of functions	Customer Service	Second Quarter
Enhance Lead Testing Program to provide more flexible and convenient service	Customer Service Neighborhood & Business Development	Second Quarter
Update Center City Master Plan	Neighborhood & Business Development	Third Quarter
Enhance reporting capabilities for nuisance abatement activities	Customer Service Neighborhood & Business Development	Third Quarter
Work with developers to complete construction of the Holy Rosary development	Neighborhood & Business Development	Fourth Quarter
Work with developers to complete redevelopment of the Seneca Building for the Windstream Office Building at the Midtown site	Neighborhood & Business Development	Fourth Quarter
Accelerate implementation of the Vacant Property Five Year Demolition Plan through demolition of 315 properties	Neighborhood & Business Development	Fourth Quarter
Support ongoing efforts for stabilization of business corridors	Neighborhood & Business Development	Ongoing

### **Year-To-Year Comparison**

<u>Bureau</u>	Budget	Budget	<u>Change</u>	Percent
	<u>2011-12</u>	<u>2012-13</u>		<u>Change</u>
Commissioner	851,600	795,400	-56,200	-6.6%
Business & Housing Development	6,569,500	6,521,300	-48,200	-0.7%
Planning & Zoning	1,644,600	1,623,100	-21,500	-1.3%
Neighborhood Preservation	1,346,300	1,394,600	48,300	3.6%
Inspection & Compliance	<u>3,272,800</u>	<u>3,358,800</u>	<u>86,000</u>	2.6%
Total	13,684,800	13,693,200	8,400	0.1%
Employee Years	140.0	137.6	-2.4	-1.7%

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
178,800	31,800	40,800	-2,600	19,600	-260,000	8,400

**Major Change Highlights**

Funding eliminated for two full-time positions in Business and Housing Development due to budget constraints and efficiency measures	-154,400
Funding added for two part-time and one temporary position for Business and Housing Development	93,400
Funding eliminated for one vacant administrative position in Commissioner's Office as efficiency measure	-90,500
Funding eliminated for seasonal inspector positions due to budget constraints	-79,200
Position added to enhance services at the Northeast Neighborhood Service Center during 2011-12	57,100
Productivity improvements results in savings	-53,200
Funding eliminated for one position in Planning and Zoning due to budget constraints	-45,200
Funding added for Inspector position added during 2011-12	39,000
Two Code Enforcement Officer positions are converted to Assistant Administrator positions in the Northeast and Northwest Neighborhood Service Centers to enhance service to the neighborhoods	23,400
Funding for temporary position does not recur	-21,900
Implement shared position with Office of Management and Budget as an efficiency measure	-17,100
Reduction in professional fees for lead wipes due to loss of County funding and restructured high risk area	-15,000
Reduction in grant funds for Heading Home Program causes elimination of seasonal position funding	-8,100
Funding added for overtime due to increased workload	7,100

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
EXPENDITURE SUMMARY

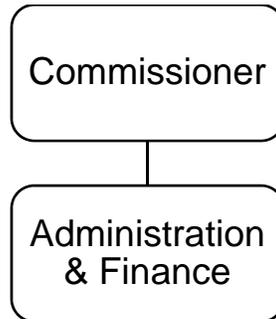
	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	9,095,854	8,904,800	8,906,000	8,888,600
Materials & Supplies	78,535	82,200	98,100	92,000
Services	3,806,980	4,490,900	4,495,400	4,527,300
Other	<u>60,000</u>	<u>185,300</u>	<u>185,300</u>	<u>185,300</u>
Total	13,041,370	13,663,200	13,684,800	13,693,200
Appropriation by Activity				
Commissioner	762,946	820,000	851,600	795,400
Business & Housing Development	5,781,249	6,539,500	6,569,500	6,521,300
Planning & Zoning	1,794,323	1,644,600	1,644,600	1,623,100
Neighborhood Preservation	1,297,746	1,346,300	1,346,300	1,394,600
Inspection & Compliance	<u>3,405,106</u>	<u>3,312,800</u>	<u>3,272,800</u>	<u>3,358,800</u>
Total	13,041,370	13,663,200	13,684,800	13,693,200
Employee Years by Activity				
Commissioner	11.2	9.7	10.7	11.0
Business & Housing Development	44.2	39.2	39.2	38.2
Planning & Zoning	24.0	21.8	21.8	21.1
Neighborhood Preservation	20.9	18.2	21.9	19.1
Inspection & Compliance	<u>52.9</u>	<u>46.4</u>	<u>46.4</u>	<u>48.2</u>
Total	153.2	135.3	140.0	137.6
NBD Resource Allocation - Dollars				
NBD Allocation	13,041,370	13,663,200	13,684,800	13,693,200
Police Department NBD Allocation	<u>1,470,000</u>	<u>1,693,200</u>	<u>1,693,200</u>	<u>1,876,100</u>
Total NBD Allocation	14,511,370	15,356,400	15,378,000	15,569,300
NBD Resource Allocation - Employee Years				
NBD Allocation	153.2	135.3	140.0	137.6
Police Department NBD Allocation	<u>24.2</u>	<u>24.3</u>	<u>24.3</u>	<u>24.3</u>
Total NBD Allocation	177.4	159.6	164.3	161.9

---

### Mission Statement

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the NBD Office of the Commissioner and its Division of Administration and Finance will provide budget and personnel management services, grant compliance, contracting, and monitoring and management support for the operating bureaus within the department.

### Organization



### Vital Customers

- Internal: City of Rochester departments, NBD staff
- External: Federal and State government, skilled trades

### Critical Processes

- Prepare and monitor departmental operating and CIP budgets
- Provide budgetary and financial reporting functions
- Monitor grant budgets and coordinate audit visits
- Coordinate performance management and measurement programs
- Administer personnel, purchasing and payroll activities
- Ensure adherence to grant compliance requirements for federal formula grant programs
- Manage the federal disbursement and information system
- Prepare and monitor professional services, sub-recipient and beneficiary agreements
- Monitor and maintain database of affordable homeownership and rental units
- Process code enforcement billing activities
- Coordinate City Council agenda process for departmental items
- Coordinate departmental web content
- Administer licensing of skilled trades and elevator certification program

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
OFFICE OF THE COMMISSIONER

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>INTERNAL OPERATIONS</b>				
Licensed Trades:				
Applications Received (Biannual renewals)	261	2,140	2,140	300
Certificates/Cards Issued	1,621	1,200	1,200	1,200
General Billing Invoices Issued	N/A	N/A	N/A	4,000
Contracts Created/Amended	N/A	N/A	N/A	600
Customer Invoices Processed	N/A	N/A	N/A	10,000
<b>CUSTOMER PERSPECTIVE</b>				
% Contracts prepared within 30 days	97%	95%	100%	95%
Complaints Processed	N/A	N/A	N/A	1,000
Permit FOI Requests Processed	N/A	N/A	N/A	600
<b>FINANCIAL/COST</b>				
State & federal grants (\$ millions)	15.1	15.0	15.0	12.0
<b>LEARNING &amp; INNOVATION</b>				
Web pages developed/created/amended	N/A	N/A	N/A	500
Average # of training hours per employee	25	25	25	25

N/A – Not Applicable

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	851,600	795,400	-56,200
Employee Years	10.7	11.2	0.5

**Change Detail**

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
-19,800	500	18,700	-2,600	4,600	-57,600		-56,200

**Major Change**

Funding eliminated for one vacant administrative position as an efficiency measure	-90,500
A clerical position transfers from Business & Housing Development	42,900
Implement shared position with Office of Management and Budget as efficiency measure	-17,100
Funding added for overtime due to increased workload	7,100

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
OFFICE OF THE COMMISSIONER  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	624,454	664,800	723,200	638,000
Materials & Supplies	6,233	5,500	6,000	6,000
Services	132,259	149,700	122,400	151,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	762,946	820,000	851,600	795,400
Appropriation by Activity				
Commissioner	318,151	361,600	351,900	381,900
Administration & Finance	<u>444,795</u>	<u>458,400</u>	<u>499,700</u>	<u>413,500</u>
	762,946	820,000	851,600	795,400
Employee Years by Activity				
Commissioner	2.0	2.0	2.0	2.5
Administration & Finance	<u>9.2</u>	<u>7.7</u>	<u>8.7</u>	<u>8.5</u>
	11.2	9.7	10.7	11.0

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
OFFICE OF THE COMMISSIONER  
PERSONNEL SUMMARY

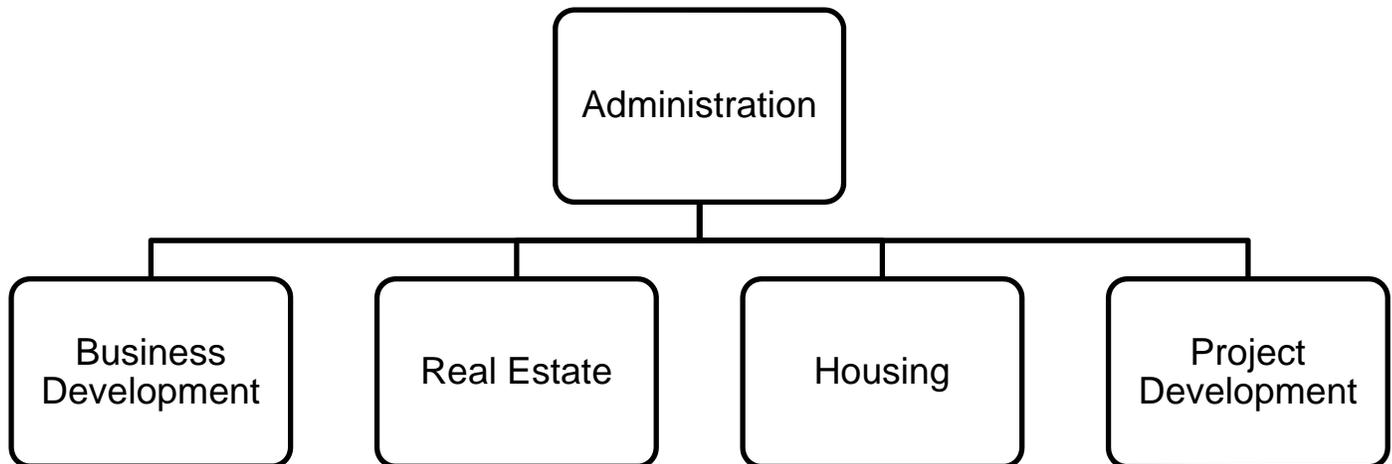
FULL TIME POSITIONS				Commissioner	Administration & Finance
Br.	Title	Budget 2011-12	Approved 2012-13		
36	Commissioner	1.0	1.0	1.0	
29	Principal Staff Assistant	1.0	0.0		0.0
26	Associate Administrative Analyst	1.0	1.0		1.0
26	Supervisor of Administrative Services	1.0	0.8		0.8
18	Secretary to Commissioner	1.0	1.0	1.0	
12	Project Assistant	2.0	1.0		1.0
12	Project Assistant Bilingual	0.0	1.0		1.0
11	Clerk I	0.0	1.0		1.0
9	Clerk II	1.0	1.0		1.0
9	Clerk II/Typing Bilingual	0.0	1.0		1.0
7	Clerk III	1.0	1.0		1.0
7	Clerk III Typing Bilingual	1.0	0.0		0.0
EMPLOYEE YEARS					
Full Time		10.0	9.8	2.0	7.8
Overtime		0.2	0.2	0.0	0.2
Part Time, Temporary, Seasonal		0.6	1.0	0.5	0.5
Less: Vacancy Allowance		<u>0.1</u>	<u>0.0</u>	<u>0.1</u>	<u>0.0</u>
Total		10.7	11.0	2.5	8.5

---

### Mission Statement

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Business & Housing Development will create economic opportunity for residents and businesses to enhance the growth of our city. This will be accomplished through real estate development, neighborhood revitalization, business attraction, housing production and rehabilitation, and workforce development.

### Organization



### Vital Customers

- Internal: City of Rochester departments
- External: Commercial/retail businesses; industrial businesses; developers/investors; property buyers/owners; neighborhood groups; business associations; local amateur and professional sports teams; patrons of live sports, entertainment, and cultural activities.

### Critical Processes

- Promote development of small and middle markets
- Promote residential development
- Purchase and sell selected real estate that is essential to achieving City goals
- Portfolio management – loan and grant monitoring
- Manage housing programs
- Manage demolition program
- Manage municipal facilities

**DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
BUSINESS & HOUSING DEVELOPMENT**

---

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Pursue Sibley Building revitalization	Neighborhood & Business Development	First Quarter
Continue implementation of action plans for FIS Areas	Neighborhood & Business Development	First Quarter
Continue implementation of JOSANA Plan	Neighborhood & Business Development	First Quarter
Issue RFP for the sale and development of 151 Mt Hope Avenue	Neighborhood & Business Development	First Quarter
Work with developer to complete study of needs for homeless facilities and identify possible locations for facilities in City	Neighborhood & Business Development	First Quarter
Work with developer to complete redevelopment of residential phase of 44 Exchange Street project	Neighborhood & Business Development	First Quarter
Work with developer to begin construction of Phase II of former Culver Road Armory	Neighborhood & Business Development	First Quarter
Work with developer to begin construction of Phase II of 116 W. Main Street project	Neighborhood & Business Development	First Quarter
Work with developer to begin construction of the Academy Building for mixed use residential	Neighborhood & Business Development	First Quarter
Work with developer on construction of Flats at Brooks Landing	Neighborhood & Business Development	First Quarter
Begin planning for four Project Green Areas	Neighborhood & Business Development	Second Quarter
Finalize development program and funding plan for College Town	Neighborhood & Business Development	Second Quarter
Coordinate with RCSD Modernization Board to ensure investment in schools and City priorities of community development around schools, including the potential sharing of facilities	Neighborhood & Business Development	Second Quarter
Work with developer to complete construction of Voters Block Project and Frederick Douglass Project	Neighborhood & Business Development	Second Quarter
Work with developer to complete redevelopment of former Josh Lofton School and begin renovation for mixed use residential	Neighborhood & Business Development	Second Quarter
Identify a developer for 88 Elm Street	Neighborhood & Business Development	Third Quarter
Continue to identify opportunities to reduce City subsidies for the Port, High Falls & Soccer Stadium	Neighborhood & Business Development	Third Quarter
Close on sale of Midtown Tower for mixed-use development	Neighborhood & Business Development	Third Quarter

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 BUSINESS & HOUSING DEVELOPMENT

Objective	Priorities Supported	Projected Completion
Work with developer to complete construction of El Camino Estates II and rehabilitation program for surrounding properties	Neighborhood & Business Development	Third Quarter
Work with developer to complete construction of Holy Rosary development project	Neighborhood & Business Development	Fourth Quarter
Accelerate implementation of the Vacant Property Five Year Demolition Plan through demolition of 315 properties	Neighborhood & Business Development	Fourth Quarter
Work with developer to complete the redevelopment of the Seneca Building for the Windstream Office Building at the Midtown site	Neighborhood & Business Development	Fourth Quarter

**Key Performance Indicators**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Jobs created (projected)	1,209	850	800	800
Jobs retained	1,277	1,500	1,500	1,500
Business Associations supported (avg)	23	24	26	23
HOME Rochester sales to owner-occupants	40	30	35	35
Owner-Occupied Housing Units Created	10	22	22	22
Rental Housing Units Created	189	200	333	300
Rental Housing Units Preserved	374	300	345	300
Demolitions by private owner	104	81	100	50
Demolitions by City contract	176	120	150	315
Surplus City property:				
• Structures (average)	21	22	20	20
• Vacant lots	2,345	2,300	2,850	2,300
Tax foreclosures (City & County)	222	100	200	200
Properties sold (auction, RFP, negotiation)	187	140	125	125
<b>CUSTOMER PERSPECTIVE</b>				
MWBE financial applications	35	40	35	35
New business formations	12	15	15	15
Business Recruitments	12	10	10	10
Business owners receiving technical assistance resulting in investment	60	40	60	60
Lead Hazard Reduction Grants awarded	160	165	200	200
Homebuyers receiving down payment/closing cost assistance	97	120	105	100
City Living Sundays annual attendance	251	255	450	450
City Living Sundays houses sold	79	75	75	75
City Living Sundays homes listed	127	100	150	150
Residential properties receiving City rehabilitation assistance	121	200	447	200
Blue Cross Arena events	118	140	110	110

**DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
BUSINESS & HOUSING DEVELOPMENT**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
Blue Cross Arena average attendance per event	3,904	3,900	3,900	3,900
Rochester Riverside Convention Center conventions/trade shows	26	26	26	26
RRCC public shows	14	13	10	10
RRCC total attendance	241,951	260,000	260,000	260,000
Emergency Shelter Grant beneficiaries	19,177	5,000	16,000	5,000
Housing for Persons with AIDS households	295	300	210	250

**FINANCIAL/COSTS**

Total business investment (\$)	40,325,040	50,000,000	129,000,000	129,000,000
Total housing investment (\$)	113,798,964	40,700,000	68,698,000	68,698,000
Housing investment from HOME Rochester (\$)	4,067,902	2,400,000	2,275,000	2,275,000
Lead Hazard Reduction Grant value (\$)	966,667	2,880,000	3,600,000	3,600,000
Property sales revenue (\$)	649,059	600,000	600,000	600,000
In Lieu of Tax payments as a result of City property sales (\$)	72,062	40,000	48,000	48,000
Property rental revenue (\$)	76,586	75,000	75,000	90,000
Blue Cross Arena Revenue	1,078,400	1,151,000	1,151,000	1,151,000

**LEARNING & INNOVATION**

Average # of training hours per employee	26	25	25	25
--	----	----	----	----

**Year-To-Year**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	6,569,500	6,521,300	-48,200
Employee Years	39.2	38.2	-1.0

**Change Detail**

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		<u>Total</u>
47,600	21,900	54,900	0	-10,500	-162,100		-48,200

**Major Change**

Funding eliminated for two full-time positions due to budget constraints and efficiency measures	-154,400
Funding added for two part-time and one temporary position	93,400
A clerical position transfers to Commissioner's Office	-42,900
Productivity improvements results in savings	-36,300
Funding for temporary position does not recur	-21,900

**Program Change**

Additional funding of \$6,050,000 for demolition activities provided in 2012-13. Non-recurrence of 2011-12 NYS Lead Grant results in reduction of residential properties receiving City rehabilitation assistance.

Operating costs for major municipal facilities are estimated on the following pages:

**Rochester Riverside Convention Center**

	2011-12 Estimated	2012-13 Budget
<b>Revenues</b>		
Building & equipment rental	892,500	930,000
Audio Visual rental	90,000	130,000
Utility Service Hookups	65,000	75,000
Communications	16,000	18,000
Security/Special Services	148,900	157,000
Commissions: Decorator/AV	61,800	72,000
Food & beverage service	4,480,905	4,738,940
Pier 45 at the Port	1,354,000	1,063,500
Riverside Production	437,923	437,137
Riverside Parking	1,350,306	1,307,136
Convention Services	290,000	290,000
Interest	2,500	2,500
<b>TOTAL REVENUES</b>	<b>9,189,834</b>	<b>9,221,213</b>
<b>Expenses</b>		
Administration	812,801	844,254
Operations	2,742,745	2,886,014
Sales	343,584	347,988
Food and Beverage	3,405,242	3,572,985
Pier 45 at the Port	1,512,393	1,241,884
Riverside Productions	340,210	337,402
Riverside Parking	1,162,959	1,138,486
Convention Services	290,000	290,000
Capital Improvements	0	0
<b>TOTAL EXPENSES</b>	<b>10,609,934</b>	<b>10,659,013</b>
Operating Deficit:	-1,420,100	-1,437,800
Monroe County Hotel/Motel Tax	795,000	795,000
<b>City Subsidy</b>	<b>625,100</b>	<b>642,800</b>



DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 BUSINESS & HOUSING DEVELOPMENT  
 EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	2,852,727	2,779,900	2,772,800	2,703,600
Materials & Supplies	9,706	14,600	19,700	18,300
Services	2,858,816	3,559,700	3,591,700	3,614,100
Other	<u>60,000</u>	<u>185,300</u>	<u>185,300</u>	<u>185,300</u>
Total	5,781,249	6,539,500	6,569,500	6,521,300
Appropriation by Activity				
Administration	383,018	624,800	676,800	628,600
Business Development	766,614	690,900	685,800	616,600
Real Estate	661,142	675,600	711,500	656,900
Housing	604,949	531,700	516,000	573,200
Project Development	774,950	856,100	807,300	794,600
Rochester Riverside Convention Center	1,526,100	1,420,100	1,420,100	1,437,800
Blue Cross Arena at the Rochester War Memorial	849,571	940,500	940,500	975,200
High Falls	214,905	229,900	241,300	226,800
Port of Rochester	0	216,400	216,700	216,700
Soccer Stadium	<u>0</u>	<u>353,500</u>	<u>353,500</u>	<u>394,900</u>
	5,781,249	6,539,500	6,569,500	6,521,300
Employee Years by Activity				
Administration	3.5	3.0	3.0	5.5
Business Development	10.9	9.4	9.4	6.0
Real Estate	8.9	6.9	6.9	7.5
Housing	8.9	7.9	7.9	8.0
Project Development	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>	<u>11.2</u>
	44.2	39.2	39.2	38.2

**DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
BUSINESS & HOUSING DEVELOPMENT  
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Administration	Business Development	Real Estate	Housing	Project Development
Br.	Title	Budget 2011-12	Approved 2012-13					
35	Director of Development Services	1.0	1.0	1.0				
30	Director of Real Estate	1.0	1.0			1.0		
30	Manager of Downtown Development	1.0	1.0					1.0
30	Manager of Housing	1.0	1.0				1.0	
30	Manager of Small Market Development	1.0	1.0		1.0			
29	Principal Staff Assistant	1.0	1.0					1.0
26	Associate Administrative Analyst	1.0	1.0					1.0
26	Associate Community Housing Planner	1.0	1.0				1.0	
26	Associate Real Estate Specialist	2.0	1.0			1.0		
26	Credit Manager	1.0	1.0	1.0				
26	Economic Development Project Manager	2.0	2.0		2.0			
26	Municipal Facilities Coordinator	1.0	1.0			1.0		
26	Sr. Marketing Specialist	1.0	1.0		1.0			
26	Sr. Marketing Specialist Bilingual	1.0	1.0		1.0			
24	Sr. Community Housing Planner	6.0	6.0				5.0	1.0
24	Sr. Economic Development Specialist	3.0	2.0		1.0			1.0
24	Sr. Property Rehabilitation Specialist	2.0	2.0					2.0
21	Property Rehabilitation Specialist	3.0	3.0					3.0
20	Executive Assistant	1.0	1.0	1.0				
20	Legal Assistant/Real Estate	1.0	1.0	1.0				
20	Real Estate Specialist Bilingual	1.0	1.0			1.0		
12	Project Assistant	2.0	2.0			2.0		
12	Project Assistant Bilingual	1.0	0.0					
11	Secretary	1.0	1.0					1.0
9	Clerk II with Typing	1.0	2.0			1.0	1.0	
7	Clerk III with Typing Bilingual	1.0	0.0					
<b>EMPLOYEE YEARS</b>								
Full Time		39.0	36.0	4.0	6.0	7.0	8.0	11.0
Overtime		0.1	0.2	0.0	0.0	0.0	0.0	0.2
Part Time, Temporary, Seasonal		0.5	2.0	1.5	0.0	0.5	0.0	0.0
Less: Vacancy Allowance		0.4	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>39.2</b>	<b>38.2</b>	<b>5.5</b>	<b>6.0</b>	<b>7.5</b>	<b>8.0</b>	<b>11.2</b>

**Mission Statement**

To support the City of Rochester’s *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Planning and Zoning will coordinate Comprehensive Planning, support the creation of community and neighborhood visions and plans, protect the unique urban character of the city through land use regulations, and ensure a safe and healthy environment in accordance with City Code and other State and local regulations.

**Vital Customers**

- Internal: City of Rochester departments
- External: City of Rochester existing and potential businesses; developers /investors; building contractors; landlords; neighborhood organizations; design professionals; real estate professionals; banks/lending institutions

**Critical Processes**

- Research, analysis and mapping
- Comprehensive and community planning
- Coordination with community partners in quadrants
- Plan review and permits
- Maintenance of Zoning Code; historic preservation

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Complete and distribute Developer’s Guide	Customer Service	First Quarter
Finalize Zoning Code changes involving the Port of Rochester project	Customer Service Neighborhood & Business Development	First Quarter
Review Business Permit process and recommendations for future of program	Neighborhood & Business Development	Second Quarter
Develop vacant land management strategies	Neighborhood & Business Development	Second Quarter
Update Center City Master Plan	Neighborhood & Business Development	Third Quarter
Complete review and recommendations for Sign Code amendments	Customer Service Neighborhood & Business Development	Third Quarter
Update Local Waterfront Revitalization Program	Neighborhood & Business Development	Fourth Quarter
Evaluate and upgrade department GIS activities and initiatives	Customer Service	Ongoing
Update Zoning Code	Customer Service Neighborhood & Business Development	Ongoing
Coordinate and implement neighborhood planning initiatives	Customer Service Neighborhood & Business Development	Ongoing

**DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
PLANNING & ZONING**

**Key Performance Indicators**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Data analysis requests	47	80	90	80
Mapping (GIS) requests	179	200	200	200
Planning studies conducted	N/A	10	40	10
Planning assistance provided	N/A	160	170	170
Planning training sessions	N/A	70	100	80
Application Reviews				
• Business Permits	1,930	1,000	820	850
• SEQR	160	200	300	200
• Legal Use	234	160	149	150
Certificates of Zoning Compliance reviewed	2,555	2,000	1,900	1,900
Planning Commission cases	110	100	120	100
Zoning Board of Appeals cases	104	120	120	120
Preservation Board cases	82	75	95	80
Project Review Committee meetings	16	25	25	25
Site Plan reviews	121	50	195	100
Admin Re-subdivision reviews	138	150	110	110
Building Permits issued	2,501	2,400	2,400	2,400
Electrical Permits issued	2,845	3,000	3,100	3,000
Plumbing Permits issued	2,342	2,100	2,100	2,100
Elevator Permits issued	16	15	15	15
Certificate of Occupancy applications processed	4,300	4,000	4,000	4,000
<b>CUSTOMER PERSPECTIVE</b>				
Certificates of Zoning Compliance issued	2,471	1,800	1,900	1,900
Customer Service Information requests	1,300	2,300	2,200	2,200
<b>FINANCIAL/COST</b>				
Value of construction/permits issued (\$ millions)	179	150	150	150
Permit fees collected (\$ thousands)	1,702	1,600	1,600	1,600
C of O Fees Collected (\$ thousands)	213	220	220	220
<b>LEARNING &amp; INNOVATION</b>				
Average # of training hours per employee	11.3	25	25	25
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,644,600	1,623,100	-21,500
Employee Years	21.8	21.1	-0.7

**Change Detail**

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
37,600	100	-7,400	0	0	-51,800	-21,500	

---

**Major Change**

Funding for one position eliminated due to budget constraints	-45,200
Productivity improvements results in savings	-6,600

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 PLANNING & ZONING  
 EXPENDITURE SUMMARY

---

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,580,439	1,445,000	1,454,600	1,447,000
Materials & Supplies	8,232	6,200	10,000	10,000
Services	205,652	193,400	180,000	166,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,794,323	1,644,600	1,644,600	1,623,100
Appropriation by Activity	1,794,323	1,644,600	1,644,600	1,623,100
Employee Years by Activity	24.0	21.8	21.8	21.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 PLANNING & ZONING  
 PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
33	Director of Planning and Zoning	1.0	1.0
30	Manager of Zoning	1.0	1.0
28	Permit Office Manager	1.0	1.0
28	Supervising City Planner	1.0	1.0
27	Senior Architect	1.0	2.0
26	Associate City Planner	1.0	0.0
24	Assistant to Director of Planning & Zoning	0.0	1.0
24	Preservation Planner	1.0	1.0
24	Senior City Planner	5.0	4.0
24	Senior GIS Analyst	0.0	1.0
24	Sr. City Planner/GIS	1.0	0.0
24	Sr. City Planner/Urban Design Specialist	1.0	1.0
21	Assistant Architect	1.0	1.0
20	GIS Analyst	0.0	1.0
20	City Planner/GIS	1.0	0.0
14	GIS Technician	1.0	0.0
11	Senior Service Assistant	1.0	1.0
9	Clerk II	3.0	3.0
6	Receptionist Typist Bilingual	1.0	1.0
<b>EMPLOYEE YEARS</b>			
Full Time		22.0	21.0
Overtime		0.0	0.1
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		<u>0.2</u>	<u>0.0</u>
Total		21.8	21.1

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Neighborhood Preservation will provide customer-focused services through personnel working from four quadrant Neighborhood Service Centers (NSCs). The NSCs team residents and business owners with city staff and the Rochester Police Department to achieve common goals. This approach brings City government closer to its citizens and their neighborhoods. The primary objective is to improve quality of life issues and decrease the delivery of service time.

The City of Rochester has been divided into four (4) geographic quadrants, each with its own Neighborhood Service Center. Each quadrant in the city also has its own Quadrant Team, an interdepartmental team of professionals, including law enforcement, dedicated to improving the quality of life in their assigned area. These cross-functional teams are intended to directly solve problems, establish community partnerships, and promote strength and growth in city neighborhoods. Teams meet regularly with community representatives to identify and prioritize issues.

**Quadrant Teams Mission Statement**

Through teamwork we will enhance delivery of services to businesses and residents in defined geographic quadrants in a customer focused manner. We will establish and maintain community partnerships, develop and implement strategic plans, prioritize objectives and implement change, and proactively promote the stability, strength, and growth of city neighborhoods and businesses.

**Vital Customers**

- Internal: City of Rochester departments
- External: City Residents; homeowners, business operators; neighborhood organizations

**Critical Processes**

- Facilitate Quadrant Teams
- Implement Quadrant Team strategic plans
- Facilitate resolution of neighborhood complaints
- Provide technical assistance for community engagement, organizing
- Plan and implement special projects
- Assist in reduction of neighborhood nuisance activities
- Promote crime prevention activities
- Interact with neighborhood groups and business organizations
- Manage Business Permit process

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Complete review/study of Business Permit and City Clerk's Office Licensing for possible reorganization/combination of functions	Customer Service	Second Quarter
Integrate AmeriCorps staff into each NSC office	Customer Service Neighborhood & Business Development	Second Quarter
Assist in development and implementation of Private Property Demolition Strategy	Neighborhood & Business Development	Second Quarter
NE: Assist in development of a Strategic Plan for El Camino area	Neighborhood & Business Development	Second Quarter
NW: Coordinate the implementation of the JOSANA Plan	Neighborhood & Business Development	Second Quarter
SW: Coordinate the implementation of the Jefferson Avenue Revitalization Plan	Neighborhood & Business Development	Second Quarter
SE: Plan and implement strategy with business associations in Monroe Avenue area to develop a strategic plan for the Avenue, including safety concerns (RPD and NSC)	Neighborhood & Business Development	Third Quarter
Enhance reporting capabilities for nuisance abatement activities	Neighborhood & Business Development	Third Quarter
NW: Assist in coordination and development of Holy Rosary Project	Neighborhood & Business Development	Fourth Quarter
Support ongoing efforts for stabilization of business corridors	Neighborhood & Business Development	Ongoing
Enhance and expand community engagement in Quadrant process and activities	Customer Service Neighborhood & Business Development	Ongoing
Support RSCD Modernization Plans in each of the Quadrants	Neighborhood & Business Development	Ongoing
Collaborate with 311 to enhance customer service	Customer Service	Ongoing

**DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
NEIGHBORHOOD PRESERVATION**

---

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>INTERNAL OPERATIONS</b>				
Get Tough Program:				
• High grass/weeds cited	2,661	3,000	3,500	3,000
• Trash/debris cited	1,654	1,500	1,500	1,500
Enforcement Actions:				
• Nuisance letters sent	264	400	300	300
• Nuisance waiver letters sent	368	200	300	150
• Nuisance waivers approved	10	20	20	20
<b>CUSTOMER PERSPECTIVE</b>				
Business Outreach	N/A	N/A	N/A	1,000
Community Engagement activities	N/A	N/A	N/A	1,500
Business Permits Issued	1,416	1,000	1,800	1,400
Uplifts performed	15	25	30	20
• Number of Uplift participants	N/A	1,600	2,875	1,000
Information Referrals				
• Walk-ins	N/A	15,000	25,000	15,000
• Follow up emails	N/A	50,000	50,000	50,000
• Website responses	N/A	4,000	3,220	4,000
Crime Prevention Activities				
• Security audits	N/A	300	120	250
• Crime bulletins	N/A	200	120	200
• Personal safety audits	N/A	150	85	150
National Night Out Attendance	N/A	970	1,200	1,000
Neighborhood Watch groups (avg)	N/A	70	30	70
Court Watch groups (avg)	N/A	20	15	20
Pac-Tac				
• Number of groups (avg)	N/A	65	25	65
• Number of walks per group	N/A	400	45	300
• Number of participants (avg)	N/A	550	1,300	550
<b>LEARNING &amp; INNOVATION</b>				
Average # of training hours per employee	6.0	25	25	25

N/A – Not Applicable

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,346,300	1,394,600	48,300
Employee Years	21.9	19.1	-2.8

**Change Detail**

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
36,200	1,700	-16,900	0	27,000	300	48,300	

**Major Changes**

Funding eliminated for seasonal inspector positions due to budget constraints	-79,200
Position added to enhance services at Northeast Neighborhood Service Center during 2011-12	57,100
Two Code Enforcement Officer positions are converted to Assistant Administrator positions in the Northeast and Northwest Neighborhood Service Centers to enhance service to the neighborhoods	23,400
Funding reduced for overtime due to budget constraints	-1,000

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 NEIGHBORHOOD PRESERVATION ex  
 EXPENDITURE SUMMARY

---

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,082,644	1,103,400	1,101,200	1,137,700
Materials & Supplies	25,334	24,900	24,000	24,000
Services	189,767	218,000	221,100	232,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,297,746	1,346,300	1,346,300	1,394,600
 Neighborhood Preservation	 1,297,746	 1,346,300	 1,346,300	 1,394,600
 Employee Years by Activity	 20.9	 18.2	 21.9	 19.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 NEIGHBORHOOD PRESERVATION  
 PERSONNEL SUMMARY

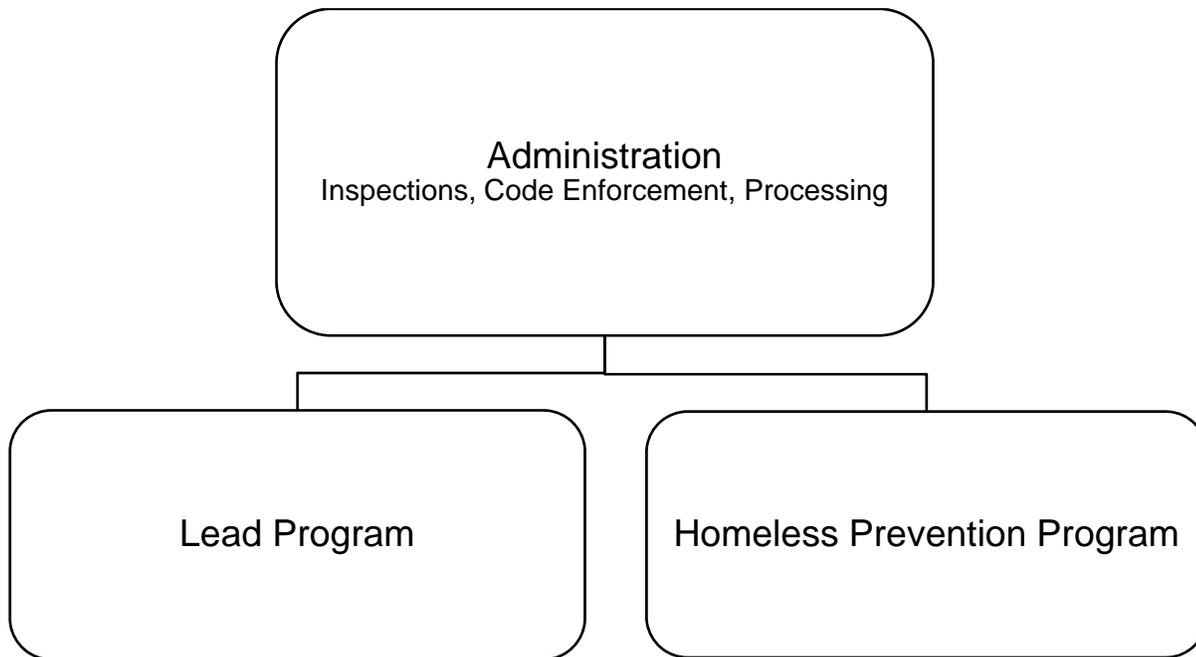
FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
31	Administrator	4.0	4.0
24	Assistant to NSC Administrator	0.0	2.0
21	Code Enforcement Officer	4.0	2.0
20	Community Program Planner Bilingual	0.0	1.0
12	Customer Service Representative	4.0	4.0
<b>EMPLOYEE YEARS</b>			
	Full Time	12.0	13.0
	Overtime	0.2	0.1
	Part Time, Temporary, Seasonal	10.0	6.0
	Less: Vacancy Allowance	<u>0.3</u>	<u>0.0</u>
	<b>Total</b>	<b>21.9</b>	<b>19.1</b>

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NBD offices and are shown here for reference only.			
Br.	Title	2011-12	2012-13
94	Police Lieutenant	4.0	4.0
90	Police Officer	20.0	20.0
<b>EMPLOYEE YEARS</b>			
	Full Time	24.0	24.0
	Overtime	0.3	0.3
	Part Time, Temporary, Seasonal	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	<b>Total</b>	<b>24.3</b>	<b>24.3</b>

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Inspection and Compliance will conduct inspection services and provide code enforcement to ensure that all buildings and properties in the City of Rochester are in compliance with local, county, state and federal regulations. The team will do this in a timely, consistent, and comprehensive customer-oriented and cost-effective manner.

**Organization****Vital Customers**

- Internal: City of Rochester departments
- External: City residents, landlord/housing providers, developers, homeowners, business operators, contractors, licensed professionals, neighborhood organizations, Monroe County

**Critical Processes**

- Inspections for Certificates of Occupancy
- Building, electrical, plumbing, and elevator permit inspections
- Lead-based paint inspections and lead dust testing
- Code enforcement for non-compliance with City Codes
- Monitoring privately-owned vacant structures
- Complaint inspections

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Implement changes to Certificate of Occupancy waiver program	Customer Service	First Quarter
Enhance Lead Wipe Testing Program to provide more flexible and convenient service	Customer Service Neighborhood & Business Development	Second Quarter
Develop a program to hold financial institutions accountable for properties in foreclosure	Neighborhood & Business Development	Third Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-121</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Certificates of Occupancy (C of O) issued	3,957	4,000	4,000	4,000
Certificates of Compliance (C of C) issued	5,976	5,500	5,500	5,500
Housing Code Tickets issued	1,792	1,700	1,700	1,700
Lead Ordinance Inspections:				
• Units inspected for lead hazards	14,356	12,000	12,000	12,000
• Units wipe tested (lead paint)	4,785	4,000	4,000	3,500
<b>CUSTOMER PERSPECTIVE</b>				
Customers satisfied with C of O service (%)	90%	90%	90%	90%
Customers satisfied with C of C service (%)	97%	98%	95%	95%
Vacant properties managed – Private (avg)	2,286	2,200	2,400	2,000
Vacant properties managed – City (avg)	N/A	N/A	N/A	500
Structures with open code violations (avg)	8,100	8,100	8,200	8,200
Voluntary compliance rate (avg)	90%	95%	90%	90%
<b>FINANCIAL/COSTS</b>				
Case Management Bills issued	3,800	4,000	4,000	3,500
Case Maintenance Fee collected (\$ thousands)	N/A	202	150	200
Average cases closed per month by inspector type:				
• CEO	38	38	50	50
• Electrical	82	80	85	85
• Plumbing	42	55	60	60
<b>LEARNING &amp; INNOVATION</b>				
Average # of hours of training per staff	22	25	25	25
N/A - Not applicable				

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
INSPECTION & COMPLIANCE

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	3,272,800	3,358,800	86,000
Employee Years	46.4	48.2	1.8

**Change Detail**

Salary & Wage	General	Vacancy				<u>Total</u>
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
77,200	7,600	-8,500	0	-1,500	11,200	86,000

**Major Changes**

Funding added for Inspector position during 2011-12	39,000
Reduction in professional fees for lead wipes due to loss of County funding and restructured high risk area	-15,000
Funds reduced for Homeless Prevention Program due to reduction in grant amount	-8,100
Productivity improvements results in savings	-4,700

**Program Changes**

Enhanced ability to enforce City Get Tough policy, provide right of way enforcement, and monitor city owned vacant buildings by stationing Property Conservation Inspectors in Neighborhood Service Centers.

Reduce the size of the lead high-risk area and overall lead dust wipe testing efforts in response to loss of County funding (\$440,000), and to focus our efforts in the areas most in need.

May 2012 Foreclosure increases the number of vacant City owned properties.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
INSPECTION & COMPLIANCE  
EXPENDITURE SUMMARY

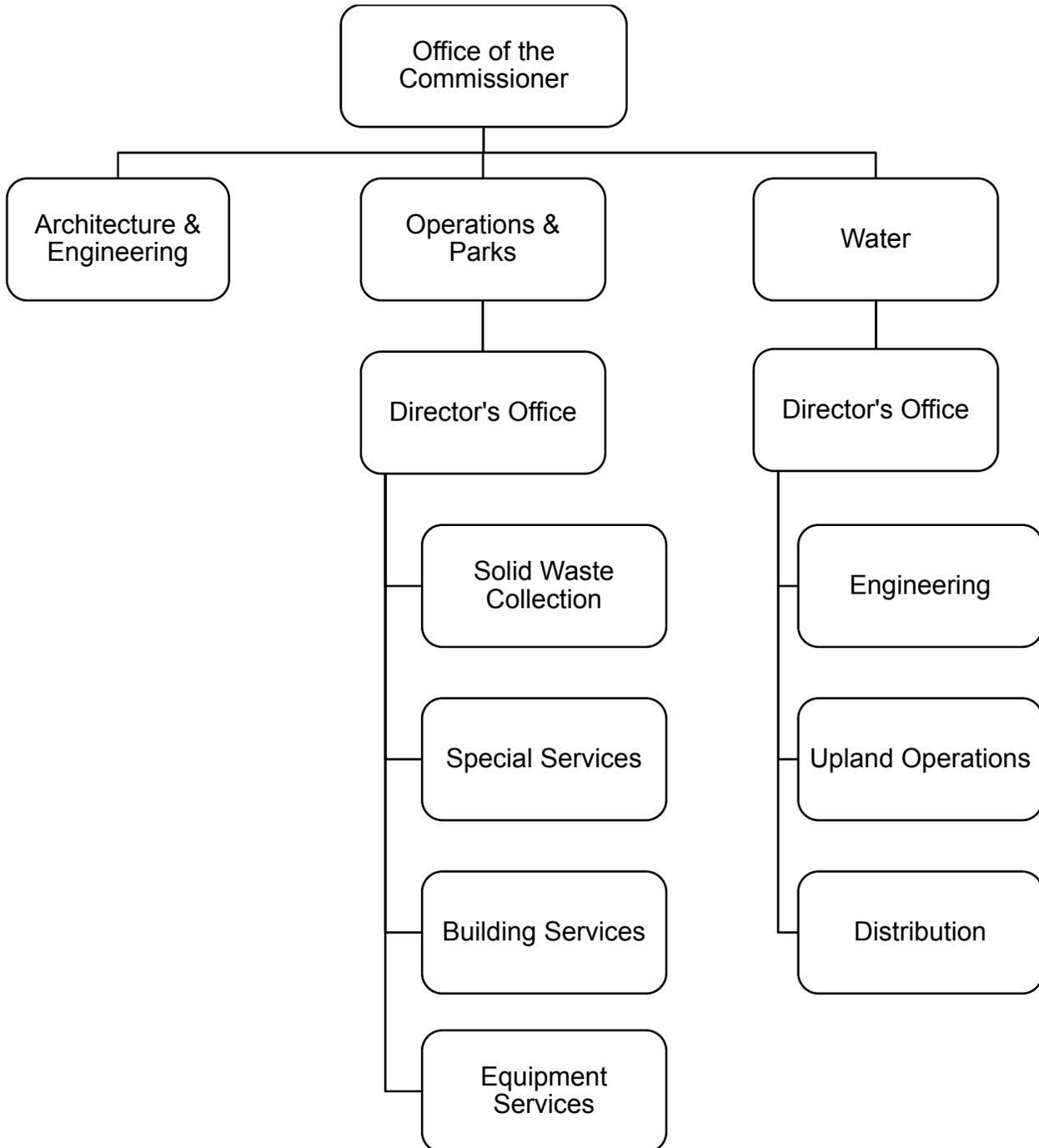
	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	2,955,590	2,911,700	2,854,200	2,962,300
Materials & Supplies	29,030	31,000	38,400	33,700
Services	420,486	370,100	380,200	362,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,405,106	3,312,800	3,272,800	3,358,800
<b>Appropriation by Activity</b>				
Administration & Inspections	2,984,509	2,827,000	2,783,700	3,146,300
Lead Enhancement	252,463	274,900	277,300	0
Primary Prevention Lead Program	136,471	172,700	175,100	184,200
Homeless Prevention Program	<u>31,663</u>	<u>38,200</u>	<u>36,700</u>	<u>28,300</u>
Total	3,405,106	3,312,800	3,272,800	3,358,800
<b>Employee Years by Activity</b>				
Administration & Inspections	43.9	38.0	38.0	45.2
Lead Enhancement	6.0	5.1	5.1	0.0
Primary Prevention Lead Program	2.5	2.5	2.5	2.5
Homeless Prevention Program	<u>0.5</u>	<u>0.8</u>	<u>0.8</u>	<u>0.5</u>
Total	52.9	46.4	46.4	48.2

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
INSPECTION & COMPLIANCE  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration & Inspections	Lead Enhancement	Primary Prevention Lead Program	HPP - Homeless Prevention Program
Br.	Title	Budget 2011-12	Approved 2012-13				
33	Director of Inspection & Compliance	1.0	1.0	1.0			
28	Code Compliance Coordinator	1.0	1.0	1.0			
24	Code Enforcement Coordinator	1.0	1.0	1.0			
24	Lead Paint Coordinator	1.0	1.0	1.0			
24	Sr. Code Enforcement Officer	1.0	1.0	1.0			
21	Code Enforcement Officer	19.0	21.0	21.0			
21	Code Enforcement Officer Bilingual	2.0	2.0	2.0			
21	Electrical Inspector	3.0	3.0	3.0			
21	Plumbing Inspector	3.0	2.0	2.0			
20	Executive Assistant	1.0	1.0	1.0			
18	Property Conservation Inspector	5.0	6.0	4.0		2.0	
18	Property Conservation Inspector Bilingual	1.0	0.0				
11	Senior Service Assistant	1.0	1.0	1.0			
9	Clerk II Bilingual	1.0	1.0	1.0			
7	Clerk III	1.0	2.0	2.0			
7	Clerk III/Typing	2.0	1.0	1.0			
<b>EMPLOYEE YEARS</b>							
	Full Time	44.0	45.0	43.0	0.0	2.0	0.0
	Overtime	0.2	0.2	0.2	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	3.3	3.0	2.0	0.0	0.5	0.5
	Less: Vacancy Allowance	<u>1.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	<b>Total</b>	<b>46.4</b>	<b>48.2</b>	<b>45.2</b>	<b>0.0</b>	<b>2.5</b>	<b>0.5</b>

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by providing a safe, clean, and attractive community through efficient planning, design, and delivery of services that contribute to the highest possible quality of life within the City of Rochester.



Highlights of the Department's 2012-13 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>2012-13 Strategic Goals &amp; Objectives</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Office of Commissioner:		
Complete Vacuum Oil Refinery Site/Brownfield Opportunity Area Redevelopment plan	Neighborhood & Business Development	First Quarter
Complete permitting and design for Port marina project	Neighborhood & Business Development	Second Quarter
Architecture & Engineering:		
Complete construction of Culver Road Improvement Project	Neighborhood & Business Development	First Quarter
Begin construction of Gantt Recreation Center Renovation	Neighborhood & Business Development	First Quarter
Complete construction of University Ave. & Artwalk II	Neighborhood & Business Development	Second Quarter
Begin construction of City Bicycle Trails	Neighborhood & Business Development	Fourth Quarter
Complete construction of Mt. Hope Ave Phase I	Neighborhood & Business Development	Fourth Quarter
Operations & Parks:		
Implement on-demand refuse collection service for property move-outs	Customer Service	Third Quarter
Study and develop an implementation plan for single-stream recycling	Customer Service	Fourth Quarter
Implement Phase I of AVL Project	Customer Service	Fourth Quarter
Water:		
Conduct analysis of water rate structure	Customer Service	Fourth Quarter
Install liner and floating cover at Rush Reservoir	Customer Service	Fourth Quarter
Extend cathodic protection grid on conduits I, II, and III	Customer Service	Fourth Quarter

Corrected

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Office of the Commissioner	2,378,500	2,563,300	184,800	7.8%
Architecture & Engineering	7,847,500	7,680,300	-167,200	-2.1%
Operations & Parks	57,505,900	57,782,600	276,700	0.5%
Water	23,666,300	23,259,900	-406,400	-1.7%
Total	91,398,200	91,286,100	-112,100	-0.1%
Interfund Credit*	-6,000,600	-6,193,400	-192,800	3.2%
Intrafund Credit*	-6,612,700	-6,948,000	-335,300	5.1%
	78,784,900	78,144,700	-640,200	-0.8%
Employee Years	684.7	679.2	-5.5	-0.8%

\*Reflects chargeback for motor equipment services.

**Change Detail**

<u>Salary &amp; Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
768,700	847,000	-267,300	0	100	-1,988,700	-640,200

**Major Change Highlights**

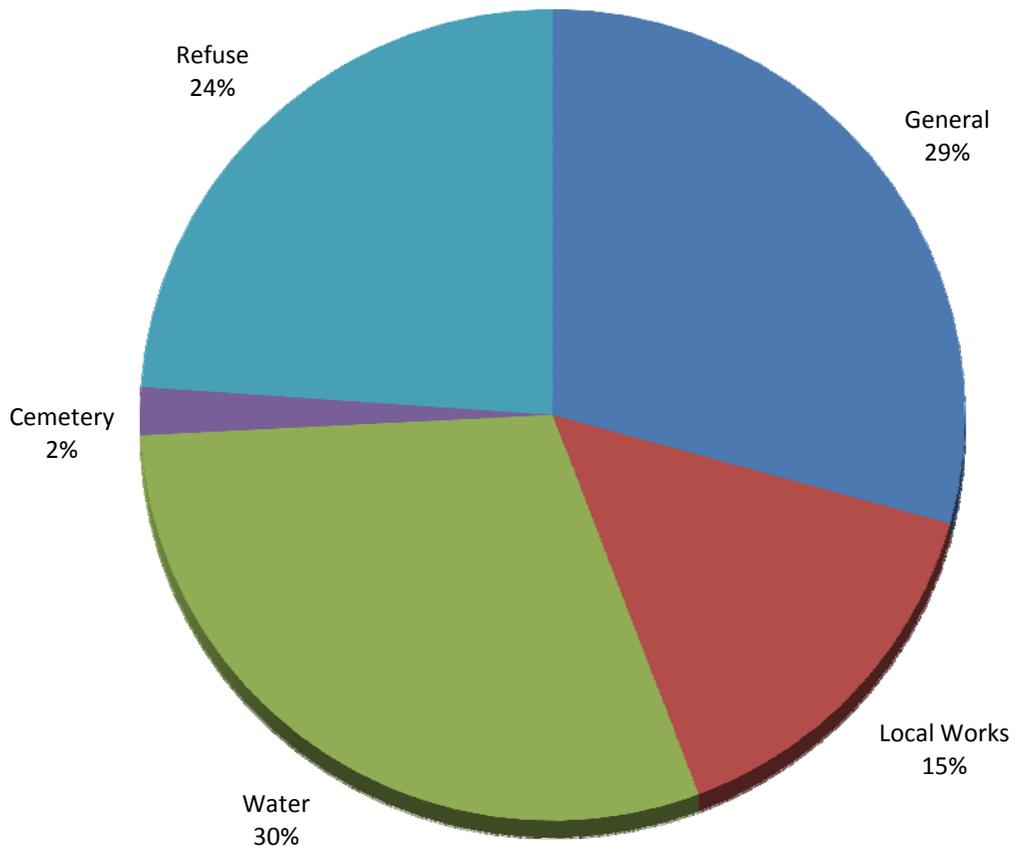
Reduction in purchase of water from MCWA results in savings	-452,200
In lieu of depreciation charge to fund future refuse equipment purchases does not recur	-430,300
Eliminate five vacant and one filled full time positions due to budget constraints	-343,200
Reduction in electric rates and street light replacement with high efficiency lamps reduces expense	-283,600
A one-time budget increase in 2011-12 does not recur	-239,200
Reduce refuse tonnage to historical levels	-225,200
Funding added to maintain increase in City owned property inventory	159,700
Cover placed on reservoir reduces algae growth and need for filtration chemicals	-100,000
Add funding for rental of parks operations facility	94,000
Productivity improvements result in savings	-75,500

## DEPARTMENT OF ENVIRONMENTAL SERVICES

## Fund Summary

Bureau/Division	<u>General</u>	<u>Local Works</u>	<u>Water</u>	<u>Cemetery</u>	<u>Refuse</u>	<u>Total</u>
Commissioner	697,000	93,400	139,000	1,484,900	149,000	2,563,300
Architecture & Engineering	7,545,800	134,500				7,680,300
Operation & Parks						
Director's Office	241,600	167,400			267,000	676,000
Solid Waste Collection					16,951,400	16,951,400
Special Services	6,458,000	11,256,100			1,297,900	19,012,000
Building Services	7,394,700					7,394,700
Equipment Services	13,716,500	10,000	6,000		16,000	13,748,500
Operations Total	27,810,800	11,433,500	6,000	0	18,532,300	57,782,600
Water Fund operating Units and Fixed Charges			23,259,900			23,259,900
Subtotal	36,053,600	11,661,400	23,404,900	1,484,900	18,681,300	91,286,100
Interfund & Intrafund Credits						
- Equipment Services	-13,141,400					-13,141,400
Net Total	22,912,200	11,661,400	23,404,900	1,484,900	18,681,300	78,144,700

### Operating Budget By Fund



DEPARTMENT OF ENVIRONMENTAL SERVICES  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	33,498,282	33,420,800	34,718,300	34,822,900
Materials & Supplies	10,294,086	10,905,200	12,240,700	12,508,000
Services	30,933,799	31,665,800	34,813,300	34,443,200
Other	<u>9,393,281</u>	<u>9,010,600</u>	<u>9,625,900</u>	<u>9,512,000</u>
Total	84,119,448	85,002,400	91,398,200	91,286,100
Interfund Credit*	0	-5,374,900	-6,000,600	-6,193,400
Intrafund Credit*	<u>-5,547,301</u>	<u>-6,388,800</u>	<u>-6,612,700</u>	<u>-6,948,000</u>
Total	78,572,147	73,238,700	78,784,900	78,144,700
Appropriation by Activity				
Office of the Commissioner	2,466,427	2,388,400	2,378,500	2,563,300
Architecture & Engineering	7,736,423	7,507,800	7,847,500	7,680,300
Operations & Parks	50,777,858	52,432,200	57,505,900	57,782,600
Water	<u>23,138,740</u>	<u>22,674,000</u>	<u>23,666,300</u>	<u>23,259,900</u>
Total	84,119,448	85,002,400	91,398,200	91,286,100
Interfund Credit*	0	-5,374,900	-6,000,600	-6,193,400
Intrafund Credit*	<u>-5,547,301</u>	<u>-6,388,800</u>	<u>-6,612,700</u>	<u>-6,948,000</u>
Total	78,572,147	73,238,700	78,784,900	78,144,700
Employee Years by Activity				
Office of the Commissioner	30.7	28.9	29.3	31.2
Architecture & Engineering	59.2	57.6	59.3	58.7
Operations & Parks	440.1	440.8	460.5	453.9
Water	<u>130.7</u>	<u>130.9</u>	<u>135.6</u>	<u>135.4</u>
Total	660.7	658.2	684.7	679.2

\*Reflects chargeback for motor equipment service.

---

## Mission Statement

Office of the Commissioner:

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by assisting the Mayor and Commissioner in achieving their vision for the Department.

This is accomplished by:

- ❑ Fostering a healthy exchange of dialogue between the Department and the City's central service agencies in order to secure appropriate resources for DES operating units so that they may carry out their essential missions, and attain stated goals and objectives;
- ❑ Working in partnership with DES operating units to improve customer service, and the efficiency and effectiveness of operations;
- ❑ Improving the flow of communication throughout the Department and enhancing the Department's capabilities to interact in a meaningful way with its customers.

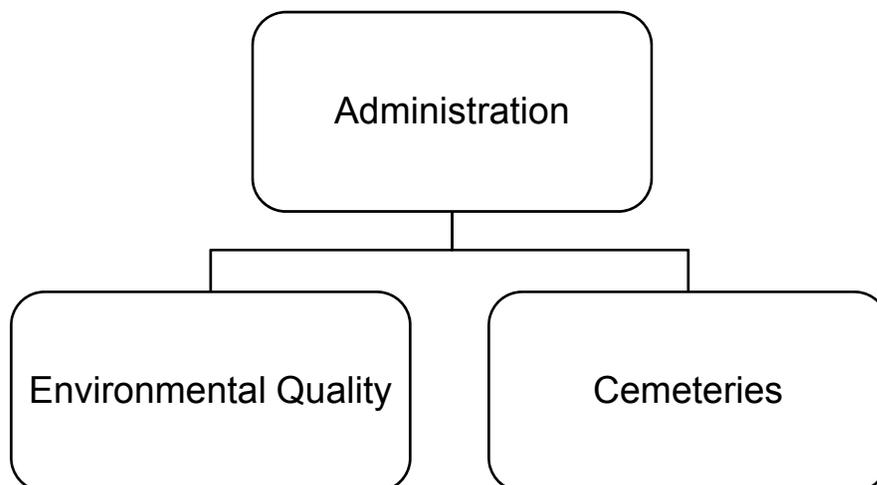
Environmental Quality:

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the provision of efficient environmental investigation, cleanup, compliance and redevelopment services for the City of Rochester and the public. These services meet regulatory agency requirements, address environmental issues, maintain environmental compliance at City facilities and promote redevelopment and improved property valuations in order to protect, preserve and enhance the natural and built environment of the City of Rochester.

Cemeteries:

Cemeteries supports the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by providing compassionate interment services in the historic settings of Mount Hope and Riverside Cemeteries. These services are delivered in a manner that pays tribute to the past, serves and respects the needs of the present generation, and creates a lasting legacy for the future.

## Organization



DEPARTMENT OF ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER

**Vital Customers**

Office of the Commissioner:

- Internal: City of Rochester Administration; City Senior Management Team; City of Rochester Departments; City of Rochester Employees
- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester

Environmental Quality:

- Internal: City of Rochester Departments
- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester; Community groups; Local, state and federal granting and regulatory agencies

Cemeteries:

- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Complete Vacuum Oil Refinery Site/Brownfield Opportunity Area Redevelopment plan	Neighborhood & Business Development	First Quarter
Complete permitting and design for Port marina project	Neighborhood & Business Development	Second Quarter

ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>INTERNAL OPERATIONS</b>				
Spill responses completed	7	7	10	7
New York State cleanup agreements and orders	22	22	23	23
Cleanup cost per acre (\$):				
• Planned residential site reuse	N/A	N/A	640,000	640,000
• Planned commercial/industrial reuse	383,000	342,000	310,600	400,000
Sites remediated*	1	1	3	4
Acres remediated	12	12.2	16.82	6.37
N/A - Not Applicable				

2010-11 Actual: 51 Chili Avenue (12 acres - \$46,000)

2011-12 Estimate: Photech (12.2 Ac - \$4,000,000); .

2011-12 Budget: Photech (12.2 Ac - \$4,000,000); Orchard Whitney (4 Ac - \$825,000); 1200 E. Main St (.62 Ac - \$450,000)

2012-13 Budget: Andrews St (1.5 Ac - \$800,000); Orchard Whitney (4 Ac - \$1,200,000); 62-64 Scio (.25 Ac - \$160,000); 1200 E. Main St (.62 Ac - \$450,000).

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,378,500	2,563,300	184,800
Employee Years	29.3	31.2	1.9

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy		Miscellaneous		<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Major Change</u>			
103,600	24,100	61,300	0	0	-4,200		184,800

**Major Change**

A one-time budget increase in 2011-12 does not recur	-35,500
Add one full time sales position in cemetery activity to increase revenue	33,100
Productivity improvements results in savings	-1,800

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER  
EXPENDITURE SUMMARY

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Amended</u> 2011-12	<u>Approved</u> 2012-13
Appropriation by Major Object				
Personnel Expenses	1,829,910	1,740,500	1,766,000	1,867,200
Materials & Supplies	78,510	66,800	66,800	68,900
Services	558,007	581,100	545,700	627,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,466,427	2,388,400	2,378,500	2,563,300
Appropriation by Activity				
Administration	614,256	546,300	583,600	558,800
Environmental Quality	527,003	521,300	508,400	519,600
Cemeteries	<u>1,325,168</u>	<u>1,320,800</u>	<u>1,286,500</u>	<u>1,484,900</u>
Total	2,466,427	2,388,400	2,378,500	2,563,300
Employee Years by Activity				
Administration	8.1	6.1	6.4	6.4
Environmental Quality	6.4	6.5	6.5	6.4
Cemeteries	<u>16.2</u>	<u>16.3</u>	<u>16.4</u>	<u>18.4</u>
Total	30.7	28.9	29.3	31.2

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER  
PERSONNEL SUMMARY

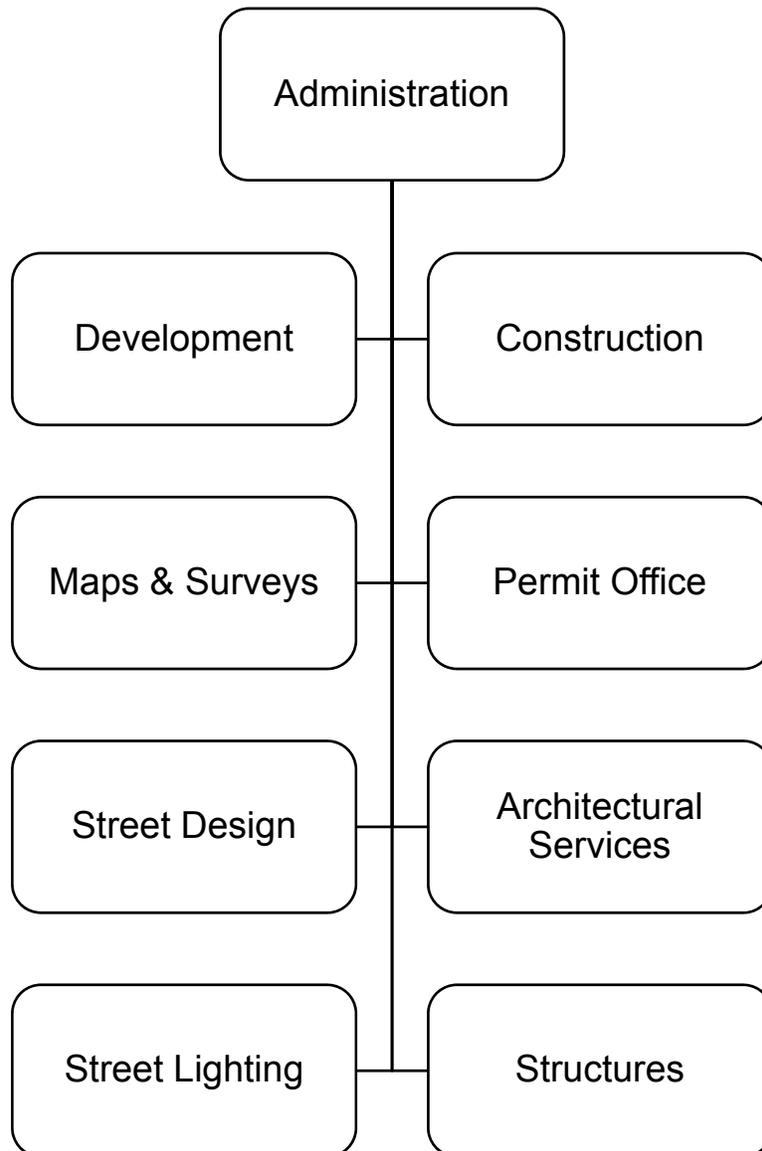
FULL TIME POSITIONS				Administration	Environmental Quality	Cemeteries
Br.	Title	Budget 2011-12	Approved 2012-13			
36	Commissioner	1	1	1		
32	Assistant Commissioner of DES	1	1	1		
32	Manager of Environmental Quality	1	1		1	
30	Cemetery Manager	0	1			1
28	Cemetery Manager	1	0			
28	Manager of Administrative Services	0	1	1		
27	Senior Environmental Specialist/Compliance	1	1		1	
27	Senior Environmental Specialist/Remediation	1	1		1	
26	Human Resource Coordinator	1	0			
26	Operations Analyst	0	1	1		
26	Process Improvement Specialist	1	0			
25	Coordinator of Administrative Services	0	1		1	
23	Assistant Cemetery Manager	0	1			1
23	Environmental Specialist/Remediation	1	1		1	
21	Environmental Technician	1	1		1	
20	Administrative Analyst	1	0			
20	Executive Assistant	1	0			
19	Cemetery Operations Supervisor	2	2			2
18	Secretary to the Commissioner	1	1	1		
12	Cemetery Sales Counselor	0	1			1
11	Cemetery Service Representative	1	1			1
11	Cemetery Service Representative Bilingual	1	1			1
9	Clerk II	0	1	1		
7	Clerk III	1	0			
42	Cemetery Worker	3	3			3
41	Crematory Operator	1	1			1
EMPLOYEE YEARS						
Full Time		22.0	23.0	6.0	6.0	11.0
Overtime		1.4	1.3	0.0	0.0	1.3
Part Time, Temporary, Seasonal		6.0	7.0	0.4	0.4	6.2
Less: Vacancy Allowance		0.1	0.1	0.0	0.0	0.1
Total		29.3	31.2	6.4	6.4	18.4

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF ARCHITECTURE & ENGINEERING

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by focusing on customer service, efficiency, and excellence, the Bureau of Architecture and Engineering serves as the steward of the City's infrastructure. The Bureau collaborates with community representatives, utilities, business owners, and other City Departments on public improvement projects that enhance quality of life and economic development opportunities in our neighborhoods. The Bureau uses in-house resources and manages consultants and contractors in order to perform design and construction services in the public realm related to streetscapes, street lighting, trails, bridges, and City owned buildings.

**Organization**

**Vital Customers**

- Internal: City of Rochester Departments
- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester; Residents and businesses in surrounding region; Public and Private utilities

**Critical Processes**

- Annual creation and implementation of the City-wide capital improvement program.
- Provide for public safety through regulation in the Right Of Way
- Stewardship of public infrastructure
- Surveying/mapping/monumentation to support land values and assessments

**2012-13 Strategic Goals & Objectives:**

Objective	Priorities Supported	Projected Completion
Complete construction of Culver Road Improvement Project	Neighborhood & Business Development	First Quarter
Begin construction of Gantt Recreation Center Renovation	Neighborhood & Business Development	First Quarter
Complete construction of University Ave. & Artwalk II	Neighborhood & Business Development	Second Quarter
Begin construction of City Bicycle Trails	Neighborhood & Business Development	Fourth Quarter
Complete construction of Erie Harbor Park Phase 1	Neighborhood & Business Development	Fourth Quarter
Complete construction of Midtown Truck and Pedestrian Tunnel Improvements	Neighborhood & Business Development	Fourth Quarter
Complete construction of Mt. Hope Ave Phase I	Neighborhood & Business Development	Fourth Quarter

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>INTERNAL OPERATIONS</b>				
Development:				
Projects designed (\$000,000):				
• In-house	.57	.31	.25	.25
• Consultants	2.17	2.27	2.00	2.00
Structures:				
Projects designed (\$000,000):				
• Consultants	3.36	3.86	2.50	3.00

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF ARCHITECTURE & ENGINEERING

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
Administration:				
Projects designed (\$000,000):				
• Consultants	11.55	11.76	5.00	5.30
Street Design:				
Value of street improvement projects designed (\$000,000):				
• In-house	6.93	7.00	3.75	5.00
• Consultants	5.37	8.00	6.00	7.00
Architectural Services:				
Facilities in building renovation program				
Value of projects designed (\$000,000):	149	149	149	149
• In-house	.85	.93	2.50	.75
• Consultant	6.79	8.78	6.00	8.00
Street Lighting:				
City maintained lights	27,849	27,800	27,900	27,900

**CUSTOMER PERSPECTIVE**

Street Lighting:				
Calls for service	5,967	6,500	6,500	6,500

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	7,847,500	7,680,300	-167,200
Employee Years	59.3	58.7	-0.6

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy		<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>				
106,800	100,400	-5,100	0		100	-369,400	-167,200

**Major Change**

Reduction in electric rates and street light replacement with high efficiency lamps reduces expense	-283,600
Retirement incentive eliminates one vacant full time position and promotes personnel succession plan which reduces expense	-98,400
Increase funding for pavement markings	62,800
A one-time budget increase in 2011-12 does not recur	-50,200

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF ARCHITECTURE & ENGINEERING  
EXPENDITURE SUMMARY

7-15

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	3,966,251	3,864,400	3,936,500	3,895,300
Materials & Supplies	273,286	413,800	413,800	379,100
Services	3,496,886	3,229,600	3,497,200	3,405,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,736,423	7,507,800	7,847,500	7,680,300
 <b>Appropriation by Activity</b>				
Administration	1,032,631	1,085,300	1,061,700	1,272,600
Development	461,842	289,000	292,100	216,600
Construction	477,879	491,800	484,000	472,500
Maps & Surveys	374,724	374,600	379,100	429,600
Permit Office	330,586	335,100	324,300	327,300
Street Design	859,555	782,700	830,900	762,600
Architectural Services	775,333	725,400	743,600	684,500
Street Lighting	3,423,873	3,279,900	3,576,500	3,354,100
Structures	<u>0</u>	<u>144,000</u>	<u>155,300</u>	<u>160,500</u>
Total	7,736,423	7,507,800	7,847,500	7,680,300
 <b>Employee Years by Activity</b>				
Administration	6.0	7.0	7.0	9.3
Development	6.2	3.4	3.4	3.0
Construction	6.3	6.2	6.2	6.3
Maps & Surveys	6.2	6.2	6.4	7.5
Permit Office	5.9	5.9	5.8	5.8
Street Design	13.4	12.3	13.3	11.4
Architectural Services	10.1	10.4	10.8	10.1
Street Lighting	5.1	4.2	4.5	3.4
Structures	<u>0</u>	<u>2</u>	<u>2</u>	<u>1.9</u>
Total	59.2	57.6	59.3	58.7

**DEPARTMENT OF ENVIROMENTAL SERVICES  
BUREAU OF ARCHITECTURE & ENGINEERING  
PERSONNEL SUMMARY**

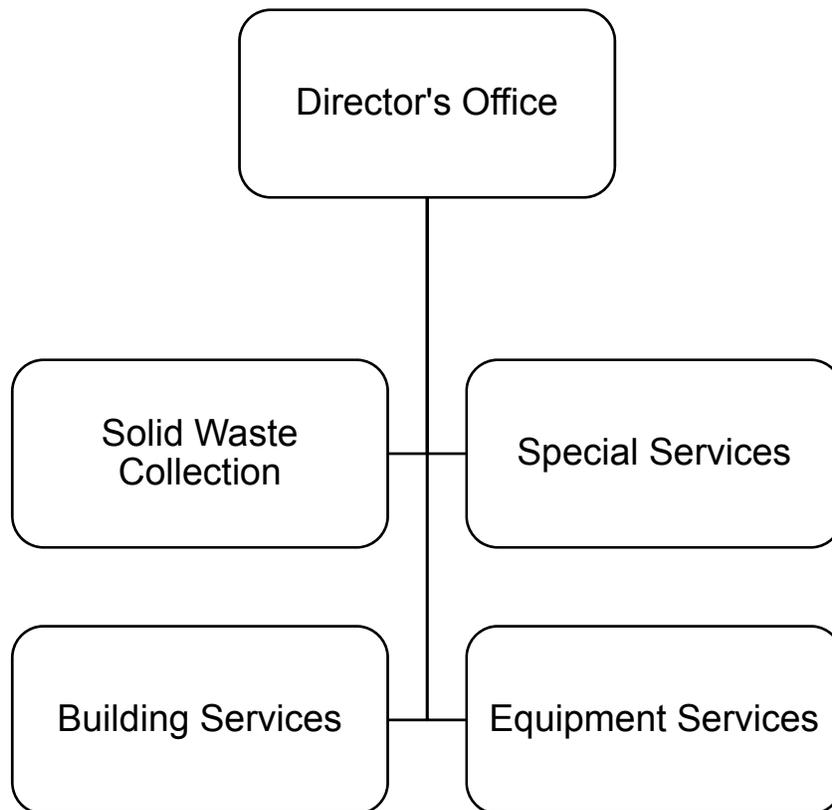
FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures		
Br.	Title	Budget 2011-12	Approved 2012-13											
35	City Engineer	1.0	1.0	1.0										
32	Managing Architect	1.0	1.0							1.0				
32	Managing Engineer-Construction	1.0	1.0			1.0								
32	Managing Engineer-Street Design	1.0	1.0						1.0					
29	Senior Engineer-Street Design	1.0	1.0	1.0										
29	Senior Landscape Architect	1.0	1.0		1.0									
29	Senior Structural Engineer/Bridges	1.0	1.0									1.0		
28	Manager of Administrative Services	0.0	1.0	1.0										
28	Manager of Maps & Surveys	1.0	1.0				1.0							
27	Senior Architect	2.0	2.0							2.0				
27	Street Lighting Program Coordinator	0.0	1.0								1.0			
27	Street Program Coordinator	0.0	1.0						1.0					
27	Transportation Specialist	1.0	1.0	1.0										
26	Associate Administrative Analyst	1.0	0.0											
26	Engineer III	5.0	4.0			3.0			1.0					
26	Engineer III/Structural	1.0	1.0									1.0		
26	Permit Coordinator	1.0	1.0					1.0						
26	Process Improvement Specialist	1.0	0.0											
26	Street Lighting Program Coordinator	1.0	0.0											
25	Asst. Street Lighting Program Coordinator	0.0	1.0								1.0			
24	Architect	2.0	2.0							2.0				
24	Engineer II	4.0	4.0						4.0					
24	Field Surveyor	1.0	1.0				1.0							
24	Landscape Architect	1.0	1.0		1.0									
24	Senior Administrative Analyst	2.0	1.0	1.0										
21	Assistant Architect	4.0	4.0							4.0				
21	Assistant Landscape Architect	1.0	1.0		1.0									
21	Engineer I	3.0	2.0						2.0					
21	Supervising Engineering Technician	1.0	1.0			1.0								
21	Supervisor of Mapping	1.0	1.0				1.0							
18	Assistant Field Surveyor	1.0	1.0				1.0							
18	Principal Engineering Technician	1.0	1.0					1.0						
18	Principal Engineering Technician-CADD	1.0	1.0						1.0					
17	Accountant	0.0	2.0		2.0									
15	Principal Finance Clerk	1.0	1.0	1.0										
15	Senior Engineering Technician	4.0	4.0					3.0	1.0					
15	Senior Survey Technician	2.0	2.0				2.0							
13	Administrative Secretary	1.0	1.0	1.0						1.0				
11	Secretary	2.0	1.0											
9	Clerk II	1.0	2.0			1.0	1.0							
9	Clerk II with Typing	2.0	2.0					1.0			1.0			
7	Clerk III with Typing	1.0	0.0											
<b>EMPLOYEE YEARS</b>														
Full Time				58.0	57.0	9.0	3.0	6.0	7.0	6.0	11.0	10.0	3.0	2.0
Overtime				0.4	0.5	0.1	0.1	0.1	0.1	0.0	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal				2.7	3.0	0.5	0.0	0.4	0.6	0.0	0.7	0.3	0.5	0.0
Less: Vacancy Allowance				1.8	1.8	0.3	0.1	0.2	0.2	0.2	0.3	0.3	0.1	0.1
<b>Total</b>				<b>59.3</b>	<b>58.7</b>	<b>9.3</b>	<b>3.0</b>	<b>6.3</b>	<b>7.5</b>	<b>5.8</b>	<b>11.4</b>	<b>10.1</b>	<b>3.4</b>	<b>1.9</b>

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by providing quality public works services through the maintenance of a clean, safe and vital environment for the greater Rochester community in order to improve the quality of life and contribute to a place where people choose to live and do business.

**Organization**



**Vital Customers**

- Internal: City of Rochester Departments
- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF OPERATIONS & PARKS

**2012-13 Strategic Goals & Objectives:**

Objective	Priorities Supported	Projected Completion
Implement on-demand refuse collection service for property move-outs	Customer Service	Third Quarter
Study and develop an implementation plan for single-stream recycling	Customer Service	Fourth Quarter
Implement Phase I of AVL Project	Customer Service	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Equipment Services:				
Technician productivity	82%	81%	80%	80%
Building Services:				
City building inventory	176	175	175	175
Buildings maintained (excludes foreclosed properties)	176	175	175	175
<b>CUSTOMER PERSPECTIVE</b>				
Solid Waste:				
Residential refuse tons collected and disposed	92,432	94,000	96,293	97,200
Commercial refuse tons collected and disposed	12,454	11,500	14,234	12,000
Special Services:				
Roadway plow runs	16	5	17	17
Sidewalk plow runs	12	2	13	13
Arterial sidewalk plow runs	N/A	2	8	10
Equipment Services:				
Satisfaction with service provision	**	95%	95%	95%
** - Not Available				
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2
<b>FINANCIAL/COST</b>				
Equipment Services:				
Preventative maintenance performed on time	91.8%	92.7%	95%	95%
Dollars collected from warranted in-house repairs (\$)	79,768	120,000	64,000	64,000

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF OPERATIONS & PARKS

7-19

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
Repair work covered by warranty that is sent to vendor for repair (\$)	358,198	227,729	100,000	100,000
Parts credits received for core returns (\$)	66,175	31,000	40,000	40,000

**LEARNING & INNOVATION**

Equipment Service:

Employee job satisfaction	90.9%	91%	90%	90%
---------------------------	-------	-----	-----	-----

Mechanics that possess Automotive Service Excellence certificates	69%	73%	70%	75%
---	-----	-----	-----	-----

\*\* - Not Available

N/A – Not Applicable

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	44,892,600	44,641,200	-251,400
Employee Years	460.5	453.9	-6.6

**Change Detail**

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
405,600	631,100	-374,000	0	0	-914,100	-251,400	

**Major Change**

In lieu of depreciation charge to fund future refuse equipment purchases does not recur	-430,300
Reduce refuse tonnage to historical levels	-225,200
Eliminate four vacant and one filled full time positions due to budget constraints	-211,600
Funding added to maintain increase in City owned property inventory	159,700
Add funding for rental of parks operations facility	94,000
A one-time budget increase in 2011-12 does not recur	-69,800
Reorganization of HVAC unit results in efficiencies	-60,800
Eliminate seasonal graffiti crew due to budget constraints	-57,600
A one-time budget increase for enhanced Midtown maintenance does not recur	-42,900
Adjust cost of arterial sidewalk runs to actual	-38,200
Productivity improvements results in savings	-27,500
Add funding for Automotive Certification Program with MCC	20,000
A one-time budget increase for emerald ash bore control does not recur	-19,900
Reduce Inner Loop cleaning to twice per year	-4,000

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	20,997,989	21,053,100	22,010,900	22,025,000
Materials & Supplies	8,303,921	8,941,600	10,189,300	10,579,300
Services	19,819,148	20,650,500	23,088,400	23,074,900
Other	<u>1,656,800</u>	<u>1,787,000</u>	<u>2,217,300</u>	<u>2,103,400</u>
Total	50,777,858	52,432,200	57,505,900	57,782,600
Interfund Credit*	0	-5,374,900	-6,000,600	-6,193,400
Intrafund Credit*	<u>-5,547,301</u>	<u>-6,388,800</u>	<u>-6,612,700</u>	<u>-6,948,000</u>
Total	45,230,557	40,668,500	44,892,600	44,641,200
<b>Appropriation by Activity</b>				
Director's Office	653,317	563,700	667,200	676,000
Solid Waste Collection	15,739,415	16,240,000	17,644,200	16,951,400
Special Services	12,843,549	15,796,000	18,518,600	19,012,000
Building Services	6,545,748	7,242,100	7,285,400	7,394,700
Equipment Services	11,373,071	12,590,400	13,390,500	13,748,500
Parks, Forestry & Open Spaces	<u>3,622,758</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	50,777,858	52,432,200	57,505,900	57,782,600
Interfund Credit*	0	-5,374,900	-6,000,600	-6,193,400
Intrafund Credit*	<u>-5,547,301</u>	<u>-6,388,800</u>	<u>-6,612,700</u>	<u>-6,948,000</u>
Total	45,230,557	40,668,500	44,892,600	44,641,200
<b>Employee Years by Activity</b>				
Director's Office	7.4	6.1	7.6	7.6
Solid Waste Collection	111.3	107.3	111.3	110.3
Special Services	126.6	173.5	184.3	181.2
Building Services	76.6	89.9	90.3	89.6
Equipment Services	63.6	64.0	67.0	65.2
Parks, Forestry & Open Spaces	<u>54.6</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total	440.1	440.8	460.5	453.9

\*Reflects chargeback for motor equipment.

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – DIRECTOR'S OFFICE

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	667,200	676,000	8,800
Employee Years	7.6	7.6	0.0

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
6,000	700	2,100	0	0	0	8,800

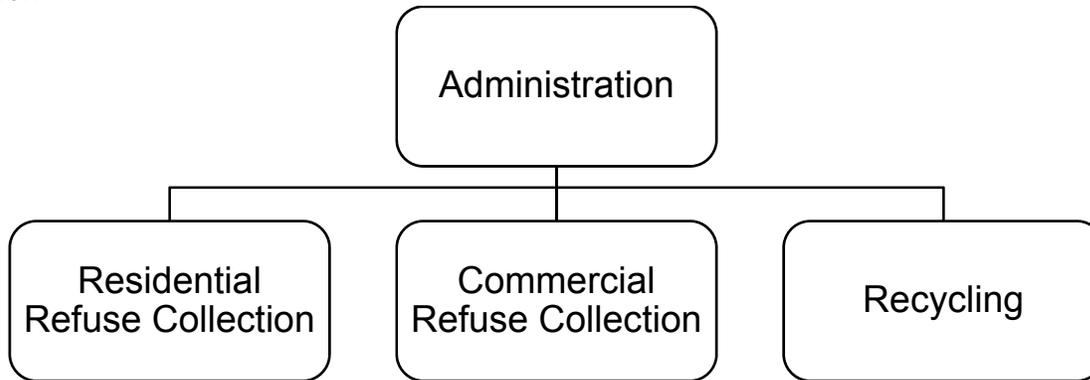
DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – DIRECTOR'S OFFICE  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	563,337	473,600	572,400	578,400
Materials & Supplies	22,704	9,700	9,700	10,000
Services	67,276	80,400	85,100	87,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	653,317	563,700	667,200	676,000
Appropriation by Activity				
Director's Office	653,317	563,700	667,200	676,000
Employee Years by Activity				
	7.4	6.1	7.6	7.6

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – DIRECTOR'S OFFICE  
 PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
35	Director of Operations	1.0	1.0
31	Assistant Director of Operations	1.0	1.0
26	Assoc. Administrative Analyst	1.0	1.0
26	Technology Applications Coordinator	1.0	1.0
24	Senior Administrative Analyst	1.0	1.0
23	GIS Coordinator	1.0	1.0
20	Administrative Analyst	0.0	1.0
16	Management Trainee	1.0	0.0
EMPLOYEE YEARS			
	Full Time	7.0	7.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.6	0.6
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	7.6	7.6

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – SOLID WASTE COLLECTION DIVISION

**Organization****Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	17,644,200	16,951,400	-692,800
Employee Years	111.3	110.3	-1.0

**Change Detail**

Salary & Wage	General		Vacancy				<u>Total</u>
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
52,300	90,700	-128,500	0	0	-707,300	-692,800	

**Major Change**

In lieu of depreciation charge to fund future refuse equipment purchases does not recur	-430,300
Reduce refuse tonnage results in savings	-225,200
Eliminate one vacant full time position as a result of loss of large commercial account	-51,800

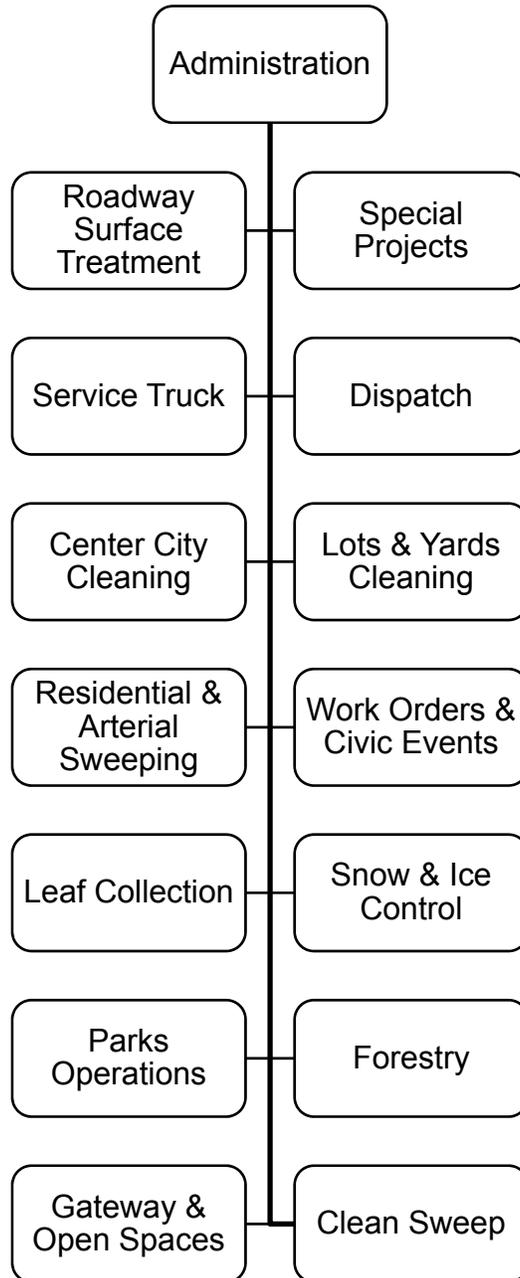
DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – SOLID WASTE COLLECTIONS DIVISION  
 EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	5,928,387	5,836,500	6,071,000	6,071,500
Materials & Supplies	212,628	221,100	221,100	226,900
Services	9,598,400	10,182,400	10,921,800	10,653,000
Other	<u>0</u>	<u>0</u>	<u>430,300</u>	<u>0</u>
Total	15,739,415	16,240,000	17,644,200	16,951,400
Appropriation by Activity				
Administration	2,514,479	2,651,700	3,170,700	2,783,800
Residential Refuse Collection	9,377,154	9,660,300	10,240,000	10,395,900
Commercial Refuse Collection	2,050,704	2,038,400	2,450,900	2,020,800
Recycling	<u>1,797,078</u>	<u>1,889,600</u>	<u>1,782,600</u>	<u>1,750,900</u>
Total	15,739,415	16,240,000	17,644,200	16,951,400
Employee Years by Activity				
Administration	9.4	7.9	8.9	9.0
Residential Refuse Collection	65.0	63.1	65.2	65.1
Commercial Refuse Collection	17.1	15.4	17.3	16.2
Recycling	<u>19.8</u>	<u>20.9</u>	<u>19.9</u>	<u>20.0</u>
Total	111.3	107.3	111.3	110.3

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – SOLID WASTE COLLECTION DIVISION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2011-12	Approved 2012-13				
30	Refuse Operations Manager	1.0	1.0	1.0			
25	Operations Superintendent	1.0	1.0	1.0			
23	Asst. Operations Superintendent	4.0	4.0		3.0		1.0
23	Commercial Accounts Representative	1.0	1.0			1.0	
23	Technology Applications Specialist	1.0	1.0	1.0			
18	Municipal Assistant	1.0	1.0	1.0			
16	Fleet Maintenance Technician	1.0	1.0	1.0			
9	Clerk II	2.0	2.0	2.0			
69	Environmental Services Operator I	85.0	84.0		53.0	14.0	17.0
69	Envir. Services Operator I - 6 Day	1.0	1.0		1.0		
64	Dispatcher	1.0	1.0	1.0			
EMPLOYEE YEARS							
	Full Time	99.0	98.0	8.0	57.0	15.0	18.0
	Overtime	10.4	10.5	0.5	6.2	1.5	2.3
	Part Time, Temporary, Seasonal	3.4	3.3	0.5	2.8	0.0	0.0
	Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.0</u>	<u>0.9</u>	<u>0.3</u>	<u>0.3</u>
	Total	111.3	110.3	9.0	65.1	16.2	20.0

Organization



DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – SPECIAL SERVICES DIVISION

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	18,518,600	19,012,000	493,400
Employee Years	184.3	181.2	-3.1

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
168,800	182,400	131,900	0	0	10,300	493,400

**Major Change**

Funding added to maintain increase in City owned property inventory	116,100
Add funding for rental of parks operation facility	94,000
Eliminate seasonal graffiti crew due to budget constraints	-57,600
A one-time budget increase in 2011-12 does not recur	-45,600
Lower unit costs for arterial sidewalk plow runs results in savings	-38,200
Eliminate one vacant full time position as an efficiency measure	-34,500
A one-time budget increase to treat emerald ash bore does not recur	-19,900
Reduce Inner Loop cleaning to twice per year from three times saves	-4,000

**Program Change**

Reduce graffiti crew to 1 full time crew-eliminate seasonal crew but bureau will reallocate resources for graffiti removal if required. Reduce Inner Loop cleanings from 3 to 2 per year. Lower contractual cost enables an increase in arterial sidewalk plow runs from 8 to 10

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – SPECIAL SERVICES DIVISION  
 EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	5,389,404	7,522,400	7,986,800	8,053,600
Materials & Supplies	1,623,660	1,630,400	2,295,600	2,386,200
Services	5,830,485	6,643,200	8,236,200	8,572,200
Other	0	0	0	0
Total	<u>12,843,549</u>	<u>15,796,000</u>	<u>18,518,600</u>	<u>19,012,000</u>

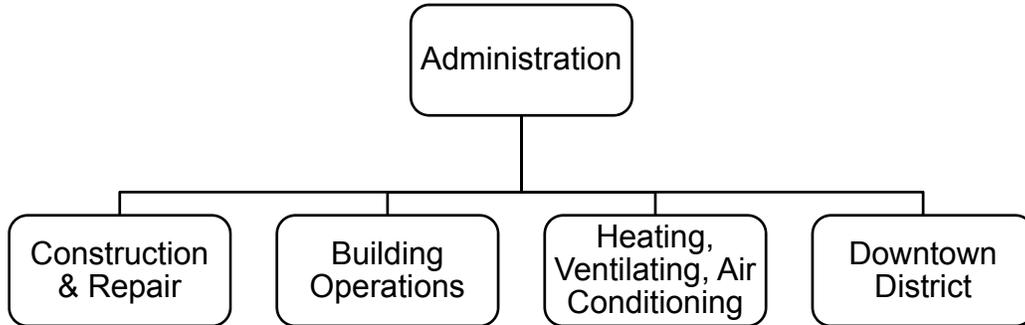
Appropriation by Activity				
Administration	1,950,193	2,279,800	2,395,300	2,359,400
Roadway Surface Treatment	886,539	1,008,700	1,009,500	1,073,600
Special Projects	1,056,356	1,087,400	1,092,800	1,106,100
Service Truck	81,411	106,800	112,800	114,700
Dispatch	249,586	219,300	219,300	222,400
Center City Cleaning	225,929	247,000	252,000	257,400
Lots & Yards Cleaning	876,880	1,099,700	1,116,900	1,264,100
Residential & Arterial Sweeping	431,856	582,700	630,500	642,700
Work Orders & Civic Events	764,933	896,900	874,600	845,700
Leaf Collection	1,046,952	1,029,600	930,800	1,099,100
Snow & Ice Control	5,272,914	3,869,300	6,411,500	6,531,100
Parks Operations	0	2,074,000	2,147,800	2,179,900
Forestry	0	974,100	998,200	977,700
Gateway & Open Spaces	0	131,400	132,800	139,300
Clean Sweep	0	189,300	193,800	198,800
Total	<u>12,843,549</u>	<u>15,796,000</u>	<u>18,518,600</u>	<u>19,012,000</u>

Employee Years by Activity				
Administration	10.3	11.8	12.8	12.7
Roadway Surface Treatment	14.3	15.9	15.9	15.7
Special Projects	13.3	13.7	13.7	13.4
Service Truck	1.4	1.9	2.1	1.9
Dispatch	4.1	3.7	3.7	3.7
Center City Cleaning	5.3	5.5	5.5	5.5
Lots & Yards Cleaning	8.3	8.5	8.6	9.9
Residential & Arterial Sweeping	4.1	5.4	5.4	5.6
Work Orders & Civic Events	10.2	11.6	11.6	10.1
Leaf Collection	10.9	10.4	11.3	11.0
Snow & Ice Control	44.4	38.3	45.4	45.9
Parks Operations	0.0	26.7	28.2	27.2
Forestry	0.0	16.5	16.5	15.9
Gateway & Open Spaces	0.0	2.9	2.9	2.0
Clean Sweep	0.0	0.7	0.7	0.7
Total	<u>126.6</u>	<u>173.5</u>	<u>184.3</u>	<u>181.2</u>

## DEPARTMENT OF ENVIRONMENTAL SERVICES OPERATIONS & PARKS – SPECIAL SERVICES DIVISION PERSONNEL SUMMARY

FULL TIME POSITIONS			Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	Parks Operations	Forestry	Gateway & Open Spaces	Clean Sweep	
Br.	Title	Budget 2011-12	Approved 2012-13															
31	Operations Manager	1.0	1.0	1														
25	City Forester	1.0	1.0												1.0			
25	Operations Superintendent	4.0	4.0	3.0										1.0				
23	Asst. Operations Superintendent	3.5	3.5						0.6	0.6	0.5	0.3	1.0			0.5		
23	Technology Applications Specialist	1.0	1.0	1.0														
19	Forestry Operations Supervisor	1.0	1.0												1.0			
19	Operations Supervisor	3.0	4.0						0.6		1.1	0.3	1.0	1.0	1.0			
19	Op. Supervisor, St. Maintenance	3.0	3.0		1.3	0.7							1.0					
19	Parks Operations Supervisor	2.0	2.0											2.0				
18	Municipal Assistant	1.0	1.0	1.0														
18	Principal Engineering Technician	1.0	1.0	1.0														
17	Forestry Technician	4.0	4.0												4.0			
16	Fleet Maintenance Technician	2.0	2.0	2.0														
15	Senior Dispatcher	1.0	1.0				1.0											
11	Clerk I	2.0	1.0	1.0														
9	Clerk II Bilingual	1.0	1.0	1.0														
7	Clerk III with Typing	1.0	1.0												1.0			
66	Laborer 6 Day	1.0	1.0											1.0				
65	Sr. Forestry Worker	3.0	3.0												3.0			
64	Dispatcher	2.0	2.0				2.0											
64	Special Equipment Operator	4.0	4.0		2.0	1.0							1.0					
62	Senior Operations Worker	29.0	29.0		1.5	3.9			3.3	3.8	2.8	2.1	8.8	2.8				
61	Forestry Worker	3.0	3.0												3.0			
61	Rosarian	0.0	1.0											1.0				
57	Construction Supply Handler	1.0	1.0	1.0														
56	Grounds Equipment Operator	14.6	12.6						0.6			0.1	0.3					
41	Operations Worker	49.0	49.0		8.0	5.5	1.0	4.5	2.7	1.0	5.2	2.2	13.8	5.1		0.6		
<b>EMPLOYEE YEARS</b>																		
	Full Time	139.1	138.1	12.0	12.8	11.1	1.0	3.0	4.5	7.8	5.4	9.6	5.0	26.9	24.9	13.0	1.1	0.0
	Overtime	32.5	33.4	0.9	2.6	1.7	0.6	0.8	0.8	1.9	0.4	0.8	3.6	15.7	1.7	1.2	0.0	0.7
	Part Time, Temporary, Seasonal	17.8	15.8	0.1	1.0	1.2	0.4	0.0	0.4	0.5	0.0	0.0	2.8	4.4	1.8	2.2	1.0	0.0
	Less: Vacancy Allowance	5.1	6.1	0.3	0.7	0.6	0.1	0.1	0.2	0.3	0.2	0.3	0.4	1.1	1.2	0.5	0.1	0.0
	<b>Total</b>	<b>184.3</b>	<b>181.2</b>	<b>12.7</b>	<b>15.7</b>	<b>13.4</b>	<b>1.9</b>	<b>3.7</b>	<b>5.5</b>	<b>9.9</b>	<b>5.6</b>	<b>10.1</b>	<b>11.0</b>	<b>45.9</b>	<b>27.2</b>	<b>15.9</b>	<b>2.0</b>	<b>0.7</b>

**Organization**



**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	7,285,400	7,394,700	109,300
Employee Years	90.3	89.6	-0.7

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
84,800	139,000	2,600	0	0	-117,100	109,300

**Major Change**

Reorganization of HVAC unit results in efficiencies	-60,800
Funding added to maintain increase in City owned property inventory	43,600
A one-time budget increase for Midtown site maintenance does not recur	-42,900
Eliminate one vacant full time position due to budget constraints	-32,800
A one-time budget increase in 2011-12 does not recur	-24,200

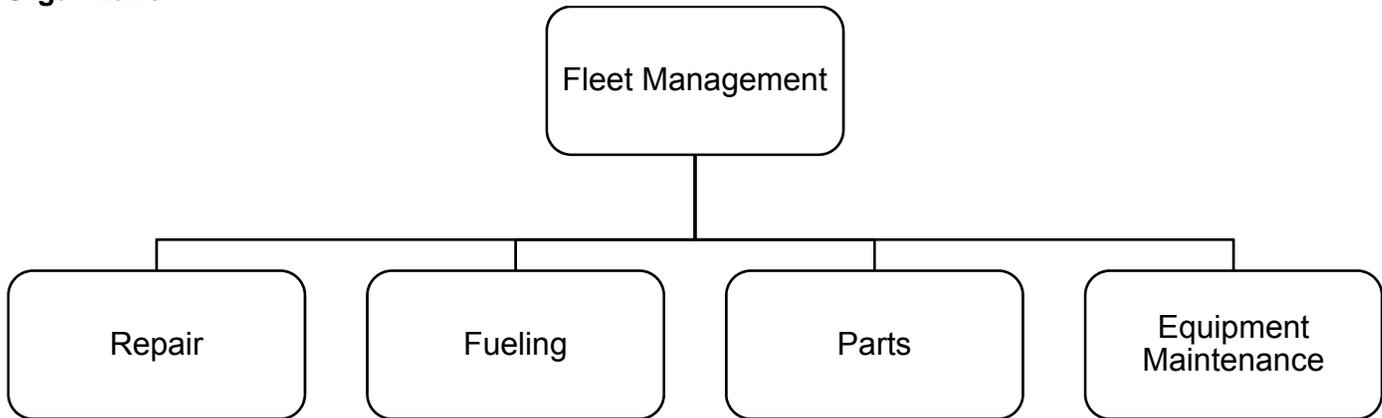
DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – BUILDING SERVICES DIVISION  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	3,431,287	3,983,700	4,004,400	3,930,500
Materials & Supplies	732,637	865,000	866,900	971,200
Services	2,381,824	2,393,400	2,414,100	2,493,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6,545,748	7,242,100	7,285,400	7,394,700
Appropriation by Activity				
Administration	539,643	627,200	624,000	622,500
Construction & Repair	1,676,442	1,701,200	1,757,300	1,771,100
Building Operations	3,384,757	3,209,900	3,182,400	3,276,400
Heating, Ventilating, Air Conditioning	944,906	1,067,100	1,072,000	1,056,400
Downtown District	<u>0</u>	<u>636,700</u>	<u>649,700</u>	<u>668,300</u>
Total	6,545,748	7,242,100	7,285,400	7,394,700
Employee Years by Activity				
Administration	3.9	4.8	4.5	4.7
Construction & Repair	19.1	21.2	22.0	21.1
Building Operations	41.2	39.4	38.8	39.0
Heating, Ventilating, Air Conditioning	12.4	13.3	13.5	13.1
Downtown District	<u>0.0</u>	<u>11.2</u>	<u>11.5</u>	<u>11.7</u>
Total	76.6	89.9	90.3	89.6

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS –BUILDING SERVICES DIVISION  
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Downtown District
Br.	Title	Budget 2011-12	Approved 2012-13					
31	Manager of Building Services	1	1	1				
25	Superintendent HVAC	1	0					
24	Superintendent of Construction & Repair	1	1		1			
23	Assistant Operations Superintendent	1.5	1.5					1.5
23	Asst. Superintendent of Construction & Repair	0	1		1			
23	Mechanical Engineer	0	1				1	
23	Superintendent Building Operations	2	2			2		
23	Supervisor of Electrical Trades	0	1		1			
21	Asst. Superintendent of Construction & Repair	1	0					
21	Supervisor of Electrical Trades	1	0					
21	Supervisor Structures & Equipment	1	1		1			
20	Administrative Analyst	0	1	1				
18	Building Supervisor	1	1			1		
18	Municipal Assistant	1	0					
18	Senior Supervising Stock Clerk	1	1	1				
11	Secretary	1	1	1				
1	Cleaner	13	13			13		
65	Sr. Maintenance Mechanic/Buildings	2	2			2		
65	Sr. Maintenance Mechanic/Carpentry	5	4		4			
65	Sr. Maintenance Mechanic/Electrical	1	1		1			
65	Sr. Maintenance Mechanic/Mason	1	1		1			
65	Sr. Maintenance Mechanic/Pipefitter	2	2		2			
62	Senior Maintenance Mechanic	3	3		3			
60	Maintenance Mechanic	5	5		5			
57	Maintenance Worker	3	3			3		
56	Ground Equipment Operator	6.4	6.4					6.4
52	Building Maintenance Helper	5	5			5		
41	Operations Worker	1	1					1.0
153	Supervising HVAC Engineer	0	1					1
152	Lead HVAC Engineer	2	1					1
151	HVAC Engineer	3	3					3
150	Assistant HVAC Engineer	7	6					6
<b>EMPLOYEE YEARS</b>								
Full Time		72.9	70.9	4.0	20.0	26.0	12.0	8.9
Overtime		5.5	6.2	0.1	1.6	2.5	0.6	1.4
Part Time, Temporary, Seasonal		14.8	15.5	0.8	0.2	11.9	0.9	1.7
Less: Vacancy Allowance		<u>2.9</u>	<u>3.0</u>	<u>0.2</u>	<u>0.7</u>	<u>1.4</u>	<u>0.4</u>	<u>0.3</u>
<b>Total</b>		<b>90.3</b>	<b>89.6</b>	<b>4.7</b>	<b>21.1</b>	<b>39.0</b>	<b>13.1</b>	<b>11.7</b>

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – EQUIPMENT SERVICES DIVISION

**Organization****Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	777,200	607,100	-170,100
Employee Years	67.0	65.2	-1.8

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
93,700	218,300	-382,100	0	0	-100,000	-170,100

**Major Change**

Eliminate one filled and one vacant full time position due to budget constraints	-92,500
Productivity improvements results in savings	-27,500
Add funding for Automotive Certification Program with MCC	20,000

**Program Change**

Initiate cooperative work agreement with MCC in Automotive Technology Certificate program

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – EQUIPMENT SERVICES DIVISION

7-35

Chargebacks

<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>
CITY COUNCIL & CLERK	500	500	ENVIRONMENTAL SERVICES		
			Commissioner	114,900	155,900
ADMINISTRATION			Architecture & Engineering	29,600	29,600
Mayor's Office	6,600	17,000	Operations & Parks	6,860,300	6,850,300
Management & Budget	100	100	Water	<u>586,100</u>	<u>597,800</u>
Communications	2,400	2,400	Total	7,590,900	7,633,600
Human Resource Mgt.	<u>4,900</u>	<u>7,000</u>	EMERGENCY COMMUNICATIONS	8,800	11,900
Total	14,000	26,500			
INFORMATION TECHNOLOGY	16,600	17,800	POLICE	4,427,100	4,881,600
FINANCE			FIRE	386,200	386,200
Treasury	6,000	6,000	LIBRARY		
Assessment	0	0	Central Library	2,500	3,500
Purchasing	900	1,000	Community Library	<u>4,200</u>	<u>4,700</u>
Parking	<u>63,500</u>	<u>65,400</u>	Total	6,700	8,200
Total	70,400	72,400	RECREATION & YOUTH SERVICES		
NEIGHBORHOOD & BUSINESS DEVELOPMENT	15,300	15,300	Commissioner	4,000	4,000
LAW	100	600	Recreation	<u>72,700</u>	<u>82,800</u>
			Total	76,700	86,800
			Total Interfund	6,000,600	6,193,400
			Total Intrafund	<u>6,612,700</u>	<u>6,948,000</u>
			CITY TOTAL	12,613,300	13,141,400

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – EQUIPMENT SERVICES DIVISION  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	3,264,880	3,236,900	3,376,300	3,391,000
Materials & Supplies	5,437,778	6,215,400	6,796,000	6,985,000
Services	1,013,613	1,351,100	1,431,200	1,269,100
Other	<u>1,656,800</u>	<u>1,787,000</u>	<u>1,787,000</u>	<u>2,103,400</u>
Total	11,373,071	12,590,400	13,390,500	13,748,500
Interfund Credit*	0	-5,374,900	-6,000,600	-6,193,400
Intrafund Credit*	<u>-5,547,301</u>	<u>-6,388,800</u>	<u>-6,612,700</u>	<u>-6,948,000</u>
Total	5,825,770	826,700	777,200	607,100
Appropriation by Activity				
Fleet Management	2,394,397	2,710,400	2,819,800	2,946,500
Repair	3,026,753	3,114,000	3,231,500	3,264,500
Fueling	3,556,118	4,466,200	5,046,800	5,178,000
Parts	2,303,662	2,185,800	2,178,800	2,244,500
Equipment Maintenance	<u>92,141</u>	<u>114,000</u>	<u>113,600</u>	<u>115,000</u>
Total	11,373,071	12,590,400	13,390,500	13,748,500
Interfund Credit*	0	-5,374,900	-6,000,600	-6,193,400
Intrafund Credit*	<u>-5,547,301</u>	<u>-6,388,800</u>	<u>-6,612,700</u>	<u>-6,948,000</u>
Total	5,825,770	826,700	777,200	607,100
Employee Years by Activity				
Fleet Management	4.8	4.5	5.1	5.1
Repair	50.1	50.5	52.9	51.2
Fueling	0.0	0.0	0.0	0.0
Parts	7.3	7.4	7.4	7.7
Equipment Maintenance	<u>1.4</u>	<u>1.6</u>	<u>1.6</u>	<u>1.2</u>
Total	63.6	64.0	67.0	65.2

\*Reflects chargeback for motor equipment service.

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – EQUIPMENT SERVICES DIVISION  
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2011-12	Approved 2012-13				
30	Fleet Manager	1.0	1.0	1.0			
25	Service Manager	1.0	1.0		1.0		
25	Warranty Specialist	1.0	1.0		1.0		
24	Automotive Parts & Materials Manager	1.0	1.0			1.0	
23	Assistant Service Manager	4.0	4.0		4.0		
22	Equipment Analyst	1.0	1.0	1.0			
19	Senior Equipment Mechanic	1.0	1.0				1.0
18	Equipment Trainer	1.0	1.0	1.0			
17	Accountant	1.0	1.0	1.0			
17	Senior Auto Welder	1.0	0.0				
16	Sign Maker	1.0	0.0				
15	Heavy Mechanic II	12.0	9.0		9.0		
14	Junior Accountant	0.0	1.0	1.0			
14	Senior Auto Parts Clerk	3.0	3.0			3.0	
14	Sr. Auto Maintenance Mechanic	9.0	9.0		9.0		
13	Fleet Service Writer	2.0	2.0		2.0		
11	Auto Parts Clerk	2.0	2.0			2.0	
5	Account Clerk	1.0	0.0				
70	Master Automotive Technician	7.0	7.0		7.0		
70	Master Truck Technician	8.0	11.0		11.0		
65	Auto Machinist	1.0	1.0			1.0	
61	Tire Repairer	1.0	1.0		1.0		
59	Heavy Equipment Aide	1.0	1.0		1.0		
<b>EMPLOYEE YEARS</b>							
	Full Time	61.0	59.0	5.0	46.0	7.0	1.0
	Overtime	6.2	6.2	0.1	5.3	0.7	0.1
	Part Time, Temporary, Seasonal	0.6	1.0	0.0	0.4	0.1	0.5
	Less: Vacancy Allowance	0.8	1.0	0.0	0.5	0.1	0.4
	<b>Total</b>	<b>67.0</b>	<b>65.2</b>	<b>5.1</b>	<b>51.2</b>	<b>7.7</b>	<b>1.2</b>

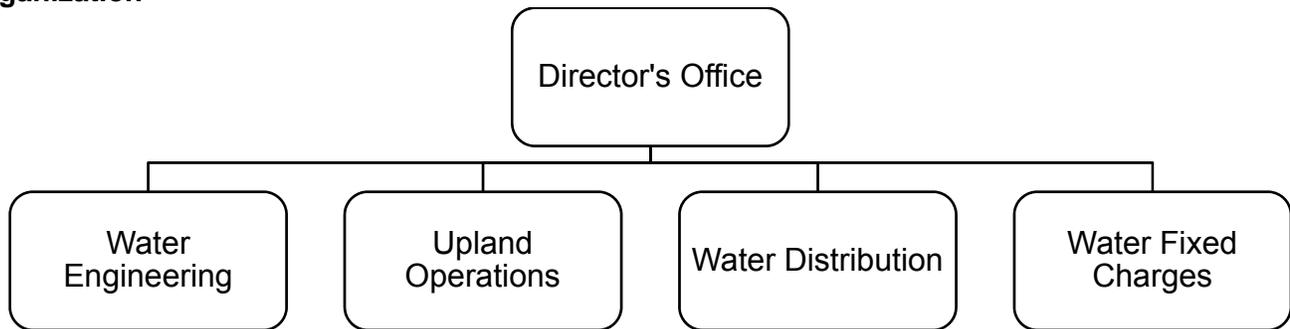
DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF WATER

---

### Mission Statement

To support the City of Rochester's One City Vision Statement and its Values and Guiding Principles through the provision of an abundant supply of clean, palatable water to City residents and wholesale customers, to provide reliable service at a modest price, and to provide an adequate supply of water for fire protection services.

### Organization



### Vital Customers

- Internal: City of Rochester departments
- External: All who currently or potentially could live, work, visit, or do business in the City of Rochester; Wholesale customers, and New York State Department of Environmental Conservation

### Critical Processes

- Protecting the watershed to keep the water supply as clean (free from contaminants) as possible and monitor our operating agreement for maintenance of watershed area.
- Filtering, disinfecting, and testing the potability of water before it is delivered to customers.
- Maintaining the distribution and storage systems in good condition to provide reliable, high quality water.

### 2012-13 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Change of rate structure for the Holly System	Customer Service	First Quarter
Conduct analysis of water rate structure	Customer Service	Fourth Quarter
Install liner and floating cover at Rush Reservoir	Customer Service	Fourth Quarter
Extend cathodic protection grid on conduits I, II, Customer Service and III		Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF WATER

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>INTERNAL OPERATIONS</b>				
Engineering:				
In-house design projects value (\$000)	5,791	3,474	3,914	4,820
In-house construction projects value (\$000)	3,790	3,351	2,920	3,474
Water Production & Treatment:				
Filtration plant production (million gallons per day)	37.0	35.9	35.0	36.0
Water Distribution:				
Water service interruption measure	325	320	280	320
Lost water measure	21%	19%	19%	19%
<b>CUSTOMER PERSPECTIVE</b>				
Water Distribution:				
Complaints received--Water related	4,523	4,500	4,600	4,600
Investigations performed	15,352	16,000	14,000	15,000

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	23,666,300	23,259,900	-406,400
Employee Years	135.6	135.4	-0.2

**Change Detail**

	<u>General</u>	<u>Vacancy</u>	<u>Total</u>
<u>Salary &amp; Wage</u>	<u>Inflation</u>	<u>Allowance</u>	<u>Major Change</u>
<u>Adjustment</u>	<u>Chargebacks</u>	<u>Miscellaneous</u>	<u>Major Change</u>
152,700	91,400	50,500	0
			0
			-701,000
			-406,400

**Major Change**

Reduction in purchase of water from MCWA results in savings	-452,200
Cover placed on reservoir reduces algae growth and need for filtration chemicals	-100,000
A one-time budget increase in 2011-12 does not recur	-83,700
Productivity improvements results in savings	-46,200
Impact of bureau personnel transactions	-10,800
Succession planning results in reduced personnel costs	-8,100

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF WATER  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	6,704,132	6,762,800	7,004,900	7,035,400
Materials & Supplies	1,638,369	1,483,000	1,570,800	1,480,700
Services	7,059,758	7,204,600	7,682,000	7,335,200
Other	<u>7,736,481</u>	<u>7,223,600</u>	<u>7,408,600</u>	<u>7,408,600</u>
Total	23,138,740	22,674,000	23,666,300	23,259,900
Appropriation by Activity				
Director's Office	1,208,582	1,395,500	1,424,500	1,409,300
Water Engineering	1,044,504	1,041,500	1,062,200	1,094,000
Upland Operations	6,718,554	5,955,500	6,544,900	6,063,900
Water Distribution	4,458,419	4,718,700	4,886,900	4,831,300
Water Fixed Charges	<u>9,708,681</u>	<u>9,562,800</u>	<u>9,747,800</u>	<u>9,861,400</u>
Total	23,138,740	22,674,000	23,666,300	23,259,900
Employee Years by Activity				
Director's Office	13.2	14.5	14.9	15.1
Water Engineering	15.6	15.0	15.6	15.7
Upland Operations	35.5	34.3	35.9	36.4
Water Distribution	<u>66.4</u>	<u>67.1</u>	<u>69.2</u>	<u>68.2</u>
Total	130.7	130.9	135.6	135.4

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER- DIRECTOR'S OFFICE

---

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,424,500	1,409,300	-15,200
Employee Years	14.9	15.1	0.2

**Change Detail**

	<u>General</u>		<u>Vacancy</u>				<u>Total</u>
Salary & Wage <u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
15,200	5,100	-34,700	0	0	-800		-15,200

**Major Change**

Productivity improvements results in savings	-800
--	------

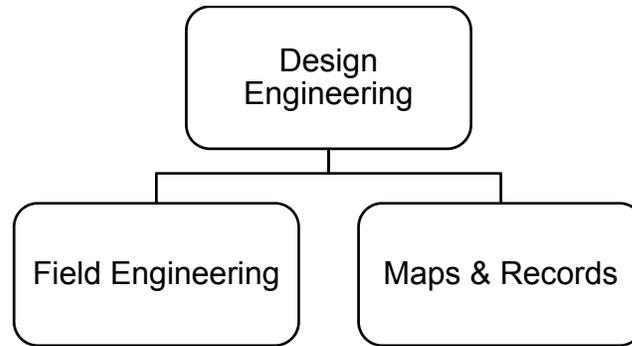
DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – DIRECTOR'S OFFICE  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	765,562	843,500	863,200	877,600
Materials & Supplies	5,559	9,300	9,300	9,600
Services	437,461	542,700	552,000	522,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,208,582	1,395,500	1,424,500	1,409,300
Appropriation by Activity				
Director's Office	1,208,582	1,395,500	1,424,500	1,409,300
Employee Years by Activity				
Director's Office	13.2	14.5	14.9	15.1

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – DIRECTOR'S OFFICE  
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
23	Materials, Equip & Facilities Coordinator	1	1
23	Technology Applications Specialist	1	1
20	Executive Assistant	1	1
18	Municipal Assistant	1	0
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
13	Supervising Stock Clerk	1	1
11	Clerk I	0	1
9	Clerk II	1	1
65	Expediter	1	0
65	Sr. Maintenance Mechanic-Welder	0	1
63	Water Maintenance Worker/Construction	1	1
60	Fleet & Facilities Attendant	1	1
<b>EMPLOYEE YEARS</b>			
	Full Time	13.0	13.0
	Overtime	0.5	0.5
	Part Time, Temporary, Seasonal	1.4	1.6
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	<b>Total</b>	<u>14.9</u>	<u>15.1</u>

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – ENGINEERING DIVISION

**Organization****Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,062,200	1,094,000	31,800
Employee Years	15.6	15.7	0.1

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
7,000	1,500	9,900	0	0	13,400	31,800

**Major Change**

Transfer position from Distribution as an efficiency measure	57,000
Eliminate one vacant full time position as an efficiency measure	-52,100
Increase use of part-time personnel as an efficiency measure	10,000
Productivity improvements results in savings	-1,500

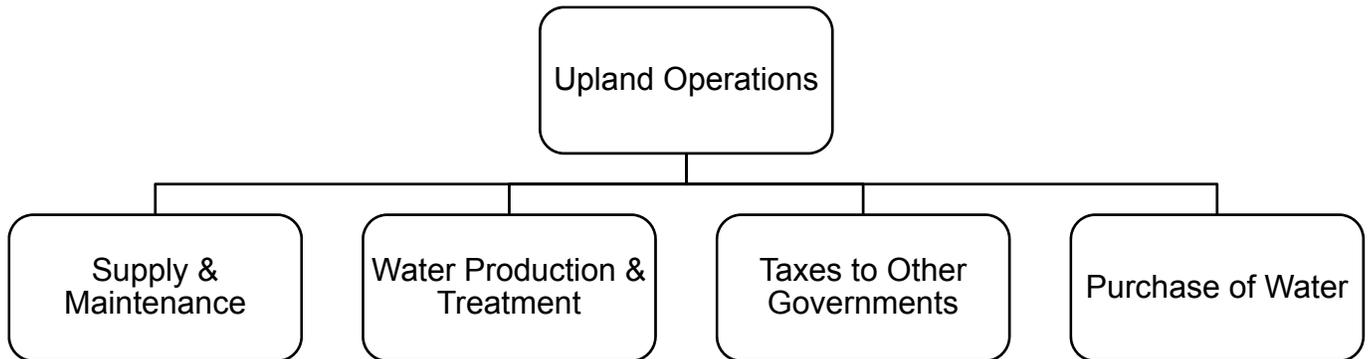
DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – ENGINEERING DIVISION  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	968,523	955,600	976,300	996,700
Materials & Supplies	15,043	21,300	21,300	21,800
Services	60,938	64,600	64,600	75,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,044,504	1,041,500	1,062,200	1,094,000
<b>Appropriation by Activity</b>				
Design Engineering	800,031	791,700	787,500	869,800
Field Engineering	186,584	178,400	204,500	153,500
Maps & Records	<u>57,889</u>	<u>71,400</u>	<u>70,200</u>	<u>70,700</u>
Total	1,044,504	1,041,500	1,062,200	1,094,000
<b>Employee Years by Activity</b>				
Design Engineering	10.7	10.6	10.6	11.9
Field Engineering	3.8	3.2	3.8	2.7
Maps & Records	<u>1.1</u>	<u>1.2</u>	<u>1.2</u>	<u>1.1</u>
Total	15.6	15.0	15.6	15.7

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – ENGINEERING DIVISION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2011-12	Approved 2012-13			
32	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	2	2	2		
26	Engineer III/Water	2	2	2		
24	Engineer II/Water	0	1	1		
21	Supervising Engineering Technician	1	1	1		
20	GIS Applications Specialist	1	1	1		
18	Principal Engineering Technician	5	3		2	1
18	Principal Engineering Technician-CADD	1	2	2		
12	Engineering Technician	1	1	1		
EMPLOYEE YEARS						
	Full Time	14.0	14.0	11.0	2.0	1.0
	Overtime	1.2	1.1	0.1	0.8	0.2
	Part Time, Temporary, Seasonal	0.7	0.9	0.9	0.0	0.0
	Less: Vacancy Allowance	<u>0.3</u>	<u>0.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
	Total	15.6	15.7	11.9	2.7	1.1

**Organization**



**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	6,544,900	6,063,900	-481,000
Employee Years	35.9	36.4	0.5

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
61,900	52,400	-37,300	0	0	-558,000	-481,000

**Major Change**

Reduction in purchase of water from MCWA results in savings	-452,200
EPA mandated improvements to reservoir reduces algae growth and filtration chemicals	-100,000
Productivity improvements results in savings	-37,100
Transition part-time chemist to full time to enhance chemical analysis	31,300

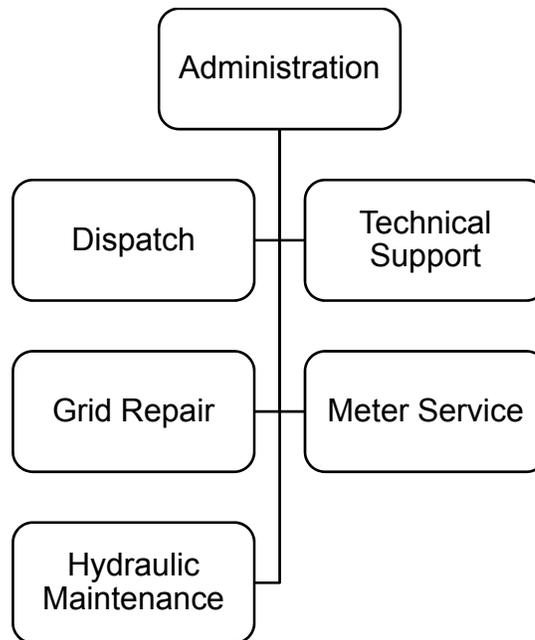
DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – UPLAND OPERATIONS DIVISION  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,848,887	1,807,400	1,892,600	1,975,100
Materials & Supplies	1,191,302	983,500	1,071,300	968,100
Services	3,678,365	3,164,600	3,581,000	3,120,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6,718,554	5,955,500	6,544,900	6,063,900
Appropriation by Activity				
Supply & Maintenance	836,146	954,600	1,089,500	1,047,300
Water Production & Treatment	2,943,365	2,879,900	3,004,400	2,995,400
Taxes to Other Governments	700,002	860,000	860,000	882,400
Purchase of Water	<u>2,239,041</u>	<u>1,261,000</u>	<u>1,591,000</u>	<u>1,138,800</u>
Total	6,718,554	5,955,500	6,544,900	6,063,900
Employee Years by Activity				
Supply & Maintenance	10.6	10.9	11.7	11.5
Water Production & Treatment	<u>24.9</u>	<u>23.4</u>	<u>24.2</u>	<u>24.9</u>
	35.5	34.3	35.9	36.4

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – UPLAND OPERATIONS DIVISION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2011-12	Approved 2012-13		
32	Manager of Water Production	1	1		1
28	Assistant Manager of Water Production	1	1		1
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	1	1	
23	Water Quality Chemist	0	1		1
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
21	Water Treatment Supervisor	1	1		1
20	Corrosion Technician	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Asst. Water Instrumentation Technician	0	1		1
18	Water Operations Supervisor/Upland	0	2	2	
16	Administrative Assistant	1	1		1
16	Water Plant Operator	6	6		6
15	Sr. Maint. Mech./Water Treatment	1	1		1
65	Expediter	1	1	1	
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maint. Mechanic/Water Supply	2	0		
63	Water Supply Maint. Worker/Constr.	4	4	4	
61	Maint. Mechanic/Water Treatment	4	3		3
<b>EMPLOYEE YEARS</b>					
Full Time		32.0	33.0	10.0	23.0
Overtime		3.7	3.3	1.7	1.6
Part Time, Temporary, Seasonal		0.8	0.7	0.0	0.7
Less: Vacancy Allowance		<u>0.6</u>	<u>0.6</u>	<u>0.2</u>	<u>0.4</u>
Total		35.9	36.4	11.5	24.9

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER DISTRIBUTION DIVISION

**Organization****Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	4,886,900	4,831,300	-55,600
Employee Years	69.2	68.2	-1.0

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
68,600	32,400	-1,000	0	0	-155,600	-55,600

**Major Change**

A one-time budget increase in 2011-12 does not recur	-83,700
Transfer position to Engineering as an efficiency measure	-57,000
Succession planning results in reduced personnel costs	-8,100
Productivity improvements results in savings	-6,800

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER DISTRIBUTION DIVISION  
EXPENDITURE SUMMARY

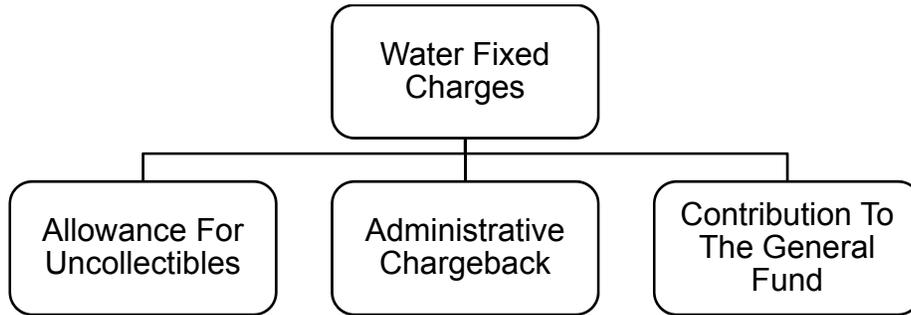
	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	3,121,160	3,156,300	3,272,800	3,186,000
Materials & Supplies	426,465	468,900	468,900	481,200
Services	910,794	1,093,500	1,145,200	1,164,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,458,419	4,718,700	4,886,900	4,831,300
<b>Appropriation by Activity</b>				
Administration	593,616	613,900	746,200	695,300
Dispatch	314,170	315,900	306,800	314,100
Technical Support	403,546	459,600	493,100	503,700
Grid Repair	1,804,744	1,949,700	1,938,700	2,014,700
Meter Services	746,321	779,600	765,300	768,100
Hydraulic Maintenance	<u>596,022</u>	<u>600,000</u>	<u>636,800</u>	<u>535,400</u>
Total	4,458,419	4,718,700	4,886,900	4,831,300
<b>Employee Years by Activity</b>				
Administration	1.9	1.9	2.9	2.9
Dispatch	6.9	6.9	6.9	6.9
Technical Support	9.7	10.0	10.8	10.7
Grid Repair	20.2	20.4	20.2	21.2
Meter Service	14.7	14.9	14.6	14.6
Hydraulic Maintenance	<u>13.0</u>	<u>13.0</u>	<u>13.8</u>	<u>11.9</u>
Total	66.4	67.1	69.2	68.2

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER DISTRIBUTION DIVISION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2011-12	Approved 2012-13						
32	Manager of Water Distribution	1	0						
30	Manager of Water Distribution	0	1	1					
25	Superintendent of Water Distribution	1	1	1					
23	Asst. Superintendent Water Distribution	4	4			1	1	1	1
21	Backflow Prevention Inspector	1	1					1	
18	Supervising Dispatcher	1	1		1				
18	Supervising Meter Services Technician	2	2					2	
18	Supervising Water Distribution Technician	2	1						1
18	Water Operations Supervisor	3	3				3		
11	Clerk I	0	1	1					
9	Clerk II	1	0						
65	Sr. Maint. Mech./Water Grid	1	1				1		
64	Water Distribution Technician	19	18			8		5	5
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	12	12				12		
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	6	6			1	1		4
61	Meter Reader	4	4					4	
60	Water Maintenance Worker/Const-Trainee	0	1				1		
<b>EMPLOYEE YEARS</b>									
	Full Time	64.0	63.0	3.0	6.0	10.0	19.0	14.0	11.0
	Overtime	5.4	5.3	0.0	1.0	0.9	2.0	0.9	0.5
	Part Time, Temporary, Seasonal	1.2	1.2	0.0	0.0	0.0	0.6	0.0	0.6
	Less: Vacancy Allowance	1.4	1.3	0.1	0.1	0.2	0.4	0.3	0.2
	<b>Total</b>	<b>69.2</b>	<b>68.2</b>	<b>2.9</b>	<b>6.9</b>	<b>10.7</b>	<b>21.2</b>	<b>14.6</b>	<b>11.9</b>

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER FIXED CHARGES

**Organization**



This section includes operating expenditures for the water supply system that cannot be directly attributed to an operating budget. The allowance for uncollectibles is an estimate of the delinquent amount of water charges that are not paid within two years. The administrative chargeback is an interfund charge that reimburses the General Fund for general administrative services provided to the enterprise funds, based on an indirect cost allocation formula. The administrative chargeback to the Water Fund for 2012-13 represents 6.7 percent of total Water Fund expenses incurred in 2010-11. Contribution to the General Fund: the Water Fund makes a contribution to the General Fund as payment in lieu of taxes on the Water Fund capital plant and as a return on investment.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	9,747,800	9,861,400	113,600

**Change Detail**

	<u>General</u>	<u>Vacancy</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
<u>Salary &amp; Wage</u>	<u>Inflation</u>	<u>Allowance</u>	<u>Chargebacks</u>	<u>Adjustment</u>	<u>Chargebacks</u>
<u>Adjustment</u>	0	0	113,600	0	0
	0	0	0	0	113,600

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER FIXED CHARGES  
EXPENDITURE SUMMARY

---

Appropriation by Major Object	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	1,972,200	2,339,200	2,339,200	2,452,800
Other	<u>7,736,481</u>	<u>7,223,600</u>	<u>7,408,600</u>	<u>7,408,600</u>
Total	9,708,681	9,562,800	9,747,800	9,861,400
Appropriation by Activity				
Allowance for Uncollectibles	2,143,381	1,850,000	2,035,000	2,035,000
Administrative Chargeback	1,972,200	2,339,200	2,339,200	2,452,800
Contribution to the General Fund	<u>5,593,100</u>	<u>5,373,600</u>	<u>5,373,600</u>	<u>5,373,600</u>
Total	9,708,681	9,562,800	9,747,800	9,861,400

---

**Mission Statement**

Emergency Communications:

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by serving as the vital link between the citizens and public safety agencies of the City of Rochester and the County of Monroe. We strive to collect and disseminate all requests for service in a prompt, courteous and efficient manner for all our customers. Through our actions, we help save lives, protect property and assist the public in its time of need.

311 Call Center:

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by:

**Being Accessible**

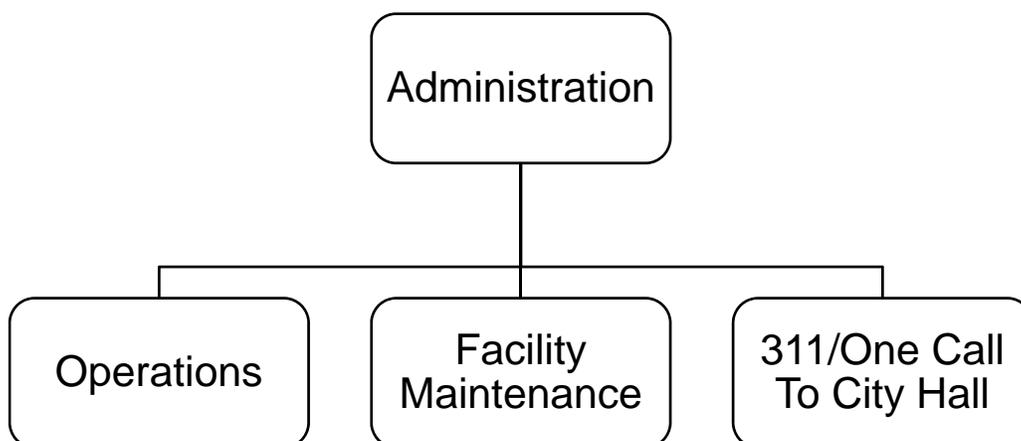
The 311 Call Center provides our stakeholders with the highest level of customer service for fast and easy access to services and information provided by the City of Rochester.

**Being Accountable**

The 311 Call Center helps City departments improve their service delivery by enabling them to focus on their core competencies and the efficient management of their workforce.

**Enabling Transparency**

The 311 Call Center provides insight to the City through data collection and management on ways to improve government services through accurate, timely and consistent analysis of service delivery performance.

**Organization**

### Vital Customers

#### Emergency Communications:

- External: City of Rochester and Monroe County residents, businesses, visitors, and travelers
- Internal: City of Rochester and Monroe County police, fire, and emergency medical service subscriber agencies

#### 311 Call Center:

- External: Those who currently, or could potentially, live, work, visit, or do business in the City of Rochester
- Internal: City of Rochester departments

### Critical Processes

#### Emergency Communications:

- Answer, collect information about, and document all calls to 911
- Provide processed 911 call data and event documentation services for all police, fire, and emergency medical service agencies in the City of Rochester and Monroe County
- Provide dispatch and communication services for participating agencies
- Provide primary and in-service training for personnel
- Prepare and monitor the budget
- Perform planning, personnel, purchasing and research functions
- Conduct facility maintenance

#### 311 Call Center:

- Answer and provide information for non-emergency calls
- Retrieve up to date information to respond to all City related inquiries
- Provide appropriate avenues for public related information and services
- Submit service requests to appropriate City departments
- Intake minor crime reports
- Manage cases until resolution
- Report on Call Center performance
- Report on City departments' performance and activity
- Train Service Representatives and Public Safety Aides to ensure they render appropriate service

*The City operates the 911 Center under contract with Monroe County. The County funds Administration and Operations activities while the City funds Facility Maintenance. The 911 Operating Practices Board (OPB), comprised of representatives from government, public safety, private sector, and citizens, provides advisory policy recommendations to the Center.*

### 2012-13 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to work with Monroe County on the new digital trunked-radio network	Customer Service	Ongoing
Provide senior managers with improved statistical information on City departments' performance and activity on a monthly basis	Customer Service	Ongoing

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Complete 311 back-up facility	Customer Service	First Quarter
Open 911 back-up facility	Customer Service Public Safety	Third Quarter
Go-live with new Computer Aided Dispatch (CAD) system	Customer Service Public Safety	Third Quarter

### Key Performance Indicators

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Emergency Communications:				
911 Calls received (excluding administrative calls)	1,083,485	1,143,000	1,115,000	1,175,000
Calls dispatched:				
• Police (includes police-initiated)	1,029,254	1,028,000	1,048,000	1,040,000
• Fire	110,195	112,000	112,000	115,000
• Emergency medical service	<u>114,696</u>	<u>119,000</u>	<u>115,000</u>	<u>120,000</u>
• Total dispatched	1,254,145	1,259,000	1,275,000	1,275,000
Ring time (average in seconds)	5.3	6.0	6.0	6.0
Emergency Medical Dispatch Protocol Compliance (%)	95	94	90	90
<b>CUSTOMER SERVICE</b>				
Emergency Communications:				
Caller complaints	274	300	300	300
Caller customer satisfaction (scale =1-4; 4 = best)	3.8	3.8	3.7	3.8
311 Call Center:				
Total calls received	467,018	470,000	470,000	444,000
Calls answered within 30 seconds (%)	85	85	90	85
Call abandon rate (%)	6	5	7	5
<b>FINANCIAL/COSTS</b>				
Emergency Communications:				
Operating cost per call	\$10.43	\$10.19	\$10.79	\$10.19
311 Call Center:				
Operating cost per call	N/A	\$2.61	\$2.87	\$3.01
<b>LEARNING &amp; INNOVATION</b>				
Emergency Communications:				
Employee Training (hours)	14,932	16,000	12,000	16,000
311 Call Center:				
Average number training hours per employee	55	52	52	65
N/A – Not Applicable				

**Year-To-Year Comparison**

	Budget	Budget		Percent
<u>Main Functions</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>	<u>Change</u>
Administration	733,800	747,900	14,100	1.9%
Operations	11,084,000	10,996,800	-87,200	-0.8%
Facility Maintenance	217,800	230,800	13,000	6.0%
311/One Call To City Hall	<u>1,348,200</u>	<u>1,337,400</u>	<u>-10,800</u>	-0.8%
Total	13,383,800	13,312,900	-70,900	-0.5%
Employee Years	234.8	231.6	-3.2	-1.4%

**Change Detail**

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		<u>Total</u>
99,300	18,900	14,300	0	0	-203,400		-70,900

**Major Change**

One time budget increase in 2011-12 does not recur	-91,000
Eliminate ECC Trainer position as an efficiency measure	-58,200
Overtime allocation decreases	-41,600
Funding for seasonal positions in the 311 Call Center is reduced to reflect actual expense	-41,600
Funding for the 911 Center office supplies is increased to correspond to County levels	16,000
Funding is increased for supplies at the 311 Call Center	5,600
Funding for miscellaneous services is increased at 911 Center to correspond with County levels	4,400
Funding is increased for maintenance of the uninterruptible-power supply (UPS) at the 911 Center	3,000

EMERGENCY COMMUNICATIONS DEPARTMENT  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	9,961,044	11,743,300	12,074,600	11,941,500
Materials & Supplies	383,713	143,100	150,700	176,100
Services	957,767	987,200	1,158,500	1,195,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	11,302,524	12,873,600	13,383,800	13,312,900
Appropriation by Activity				
Administration	623,787	597,400	733,800	747,900
Operations	10,473,457	10,830,600	11,084,000	10,996,800
Facility Maintenance	205,280	217,800	217,800	230,800
311/One Call To City Hall	<u>0</u>	<u>1,227,800</u>	<u>1,348,200</u>	<u>1,337,400</u>
Total	11,302,524	12,873,600	13,383,800	13,312,900
Employee Years by Activity				
Administration	7.0	7.0	7.0	7.0
Operations	191.5	198.2	203.2	201.0
311/One Call To City Hall	<u>0.0</u>	<u>22.4</u>	<u>24.6</u>	<u>23.6</u>
Total	198.5	227.6	234.8	231.6

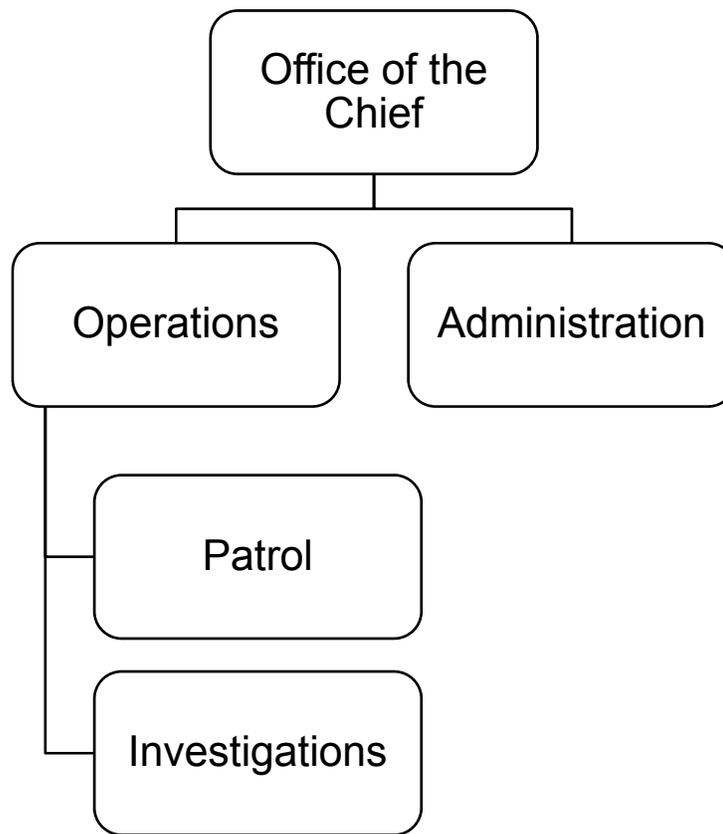
**EMERGENCY COMMUNICATIONS DEPARTMENT  
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2011-12	Approved 2012-13			
36	ECC Director	1	1	1		
33	Deputy Director - ECC	1	1		1	
29	311 Call Center Manager	1	1			1
29	911 Operations Manager	0	3		3	
27	911 Operations Manager	3	0			
22	Knowledge Base Coordinator	1	1			1
21	Shift Supervisor	16	0			
20	Executive Assistant	1	1	1		
20	Supervising Service Representative	1	1			1
18	Secretary to the Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Sr. Service Representative	1	1			1
16	Sr. Service Representative Bilingual	1	1			1
12	Communications Research Assistant	1	1	1		
12	Service Representative	9	9			9
12	Service Representative Bilingual	4	4			4
7	Clerk III with Typing	2	2	1		1
6	Research Technician	1	1	1		
210	Shift Supervisor	0	16		16	
200	CAD Information System Specialist	1	1		1	
200	ECC Trainer	1	0		0	
190	EMD Quality Improvement Coordinator II	2	2		2	
170	Dispatcher II	27	27		27	
150	Dispatcher I	92	92		92	
150	Dispatcher I Bilingual	3	3		3	
110	Telecommunicator	42	42		42	
110	Telecommunicator Bilingual	1	1		1	
<b>EMPLOYEE YEARS</b>						
Full Time		215.0	214.0	7.0	188.0	19.0
Overtime		12.6	11.4	0.0	11.0	0.4
Part Time, Temporary, Seasonal		7.2	6.2	0.0	2.0	4.2
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		234.8	231.6	7.0	201.0	23.6

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by maintaining law and order through crime reduction, customer service and professionalism.



---

**Vital Customers**

- Internal: City of Rochester Departments; RPD employees (sworn and non-sworn)
- External: Individuals who live, work, visit, or do business in the City of Rochester

**Critical Processes**

- Analysis of crime data and deployment of resources
- Collaboration with other law enforcement agencies at the local, state, and federal levels
- Community involvement and crime prevention initiatives

Highlights of the Department's 2012-13 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
<b>Office of the Chief:</b>		
Collaborate with Environmental Services and landlord to renovate and lease facility to house Downtown detail	Public Safety	Fourth Quarter
Develop youth activities in collaboration with Police Activities League (PAL)	Public Safety	Ongoing
<b>Operations:</b>		
Execute and implement contract with vendor to provide maintenance on overt surveillance camera system	Public Safety	First Quarter
<b>Administration:</b>		
Recruit and hire 25 Police Officers for Summer recruit class	Public Safety	First Quarter
Negotiate and implement new agreements with towing contractors	Public Safety	Second Quarter
Partner with Information Technology to implement Phase I of Records Management System (RMS) project	Customer Service	Third Quarter

**Year-To-Year Comparison**

<u>Bureaus</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>	<u>Change</u>	<u>Percent Change</u>
Office of the Chief	3,433,800	3,250,100	-183,700	-5.3%
Operations	66,002,600	67,120,000	1,117,400	1.7%
Administration	14,118,500	15,069,100	950,600	6.7%
Total	83,554,900	85,439,200	1,884,300	2.3%
Employee Years	930.7	940.0	9.3	1.0%

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
299,600	178,000	309,000	226,000	-3,900	875,600	1,884,300

**Major Change Highlights**

Salary funding to conduct Summer recruit class	997,800
Annual operating cost of Red Light Photographic Enforcement Program increases with the installation of additional approaches in 2011-12 and 2012-13	688,000
Operation IMPACT VIII (Integrated Municipal Police Anti-Crime Teams) Grant funds expire	-504,200
One time budget increase in 2011-12 does not recur	-353,300
Twenty-four Police Officer positions reclassified to Police Investigator due to court decision	242,400
Performance Enhancement Allowance eliminated in recent arbitration award	-231,000
Professional service funding added to provide contract maintenance on overt surveillance camera system	230,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Overtime funds are added to conduct background investigations for firefighter candidates	188,200
Fees for towing decrease as an efficiency measure	-100,000
One time budget increase for security at Midtown site does not recur	-100,000

## POLICE DEPARTMENT

Assignment of Authorized Positions  
2003-04 to 2012-13

<u>Year</u>	Office of the Chief & Administration			Operations			Department Total		
	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5
2011-12	45	99.5	145.5	681	44	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914
2006-07	65	95	160	661	56	717	726	151	877
2005-06	63	103	166	642	58	700	705	161	866
2004-05	61	104	165	645	59	704	706	163	869
2003-04	68	117	185	639	49	688	707	166	873

Authorized Sworn Positions  
2008-09 to 2012-13

<u>Positions</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Chief	1	1	1	1	1
Executive Deputy Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Commander	3	3	3	3	3
Captain	10	9	9	9	11
Lieutenant	34	34	34	34	33
Sergeant	88	88	88	88	90
Police Investigator	0	0	0	0	80
Police Officer (Investigator)	57	57	57	57	0
Police Officer	<u>545</u>	<u>546</u>	<u>546</u>	<u>531</u>	<u>505</u>
Total	741	741	741	726	726

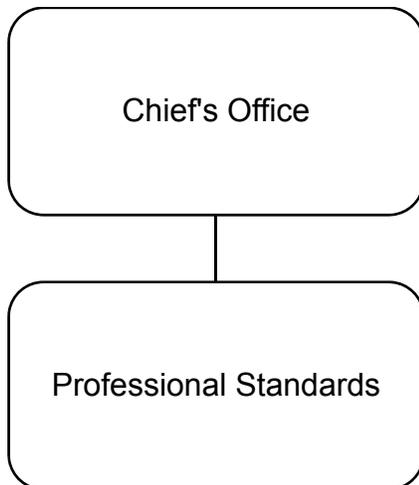
POLICE DEPARTMENT  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	74,168,569	70,467,100	70,855,500	71,607,300
Materials & Supplies	1,233,360	1,319,000	1,578,500	1,602,600
Services	9,059,482	10,715,600	11,120,900	12,229,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	84,461,411	82,501,700	83,554,900	85,439,200
Appropriation by Activity				
Office of the Chief	4,336,017	4,553,500	3,433,800	3,250,100
Operations	65,757,693	63,260,700	66,002,600	67,120,000
Administration	<u>14,367,701</u>	<u>14,687,500</u>	<u>14,118,500</u>	<u>15,069,100</u>
Total	84,461,411	82,501,700	83,554,900	85,439,200
Employee Years by Activity				
Office of the Chief	24.8	28.4	21.9	20.2
Operations	831.6	777.4	815.4	817.4
Administration	<u>109.7</u>	<u>112.3</u>	<u>93.4</u>	<u>102.4</u>
Total	966.1	918.1	930.7	940.0
NBD Allocation - Dollars				
	1,470,000	1,693,200	1,693,200	1,876,100
NBD Allocation - Employee Years				
	24.2	24.3	24.3	24.3

**Mission Statement**

To support the City of Rochester’s *One City Vision Statement* and its *Values and Guiding Principles* by providing overall departmental management and planning.

**Organization**



**Critical Processes**

**Chief's Office**

- Conducts strategic planning, policy development, public relations
- Liaison with community and other Federal, State, and local law enforcement agencies
- Conducts labor relations and development projects
- Informs community and coordinates responses to inquiries from news media and public

**Professional Standards**

- Investigates complaints of police actions or misconduct
- Provides administrative review of fleet vehicle accident investigations
- Conducts other investigations as directed by the Chief of Police
- Provides staff support for civilian complaint review and internal disciplinary processes
- Maintains department’s official disciplinary records including administrative entries which involve inquiries by a citizen or agency
- Includes individuals assigned to Long-Term Disability Unit

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Collaborate with Real Estate and Environmental Services to execute new lease agreement to include modest renovations to Patrol West facility to enhance efficiency	Public Safety	First Quarter
Negotiate and execute successor agreement with Monroe County for housing unarraigned prisoners	Public Safety	First Quarter
Collaborate with Environmental Services and landlord to renovate and lease facility to house Downtown detail	Public Safety	Fourth Quarter

POLICE DEPARTMENT  
OFFICE OF THE CHIEF

Develop youth activities in collaboration with Police Activities League (PAL)	Public Safety	Ongoing
---	---------------	---------

Continue to work with BHRM to maximize recruitment efforts for minority police officer candidates	Public Safety	Ongoing
---	---------------	---------

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Professional Standards:				
Incident reviews completed	15	20	25	16
Civil suit investigations completed	74	70	70	80
Accident reports completed	160	145	164	154
Subject resistance reports reviewed	952	1,000	845	1,065

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	3,433,800	3,250,100	-183,700
Employee Years	21.9	20.2	-1.7

**Change Detail**

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
18,600	10,700	-11,300	0	-3,200	-198,500	-183,700

**Major Change**

Performance Enhancement Allowance eliminated in recent arbitration award	-231,000
One time budget decrease in 2011-12 does not recur	64,900
On-call clerical position transfers to Administration	-21,600
One time appropriation of forfeiture funds does not recur	-8,200
Funding for back-up receptionist duties in Chief's Office eliminated as an efficiency measure	-2,600
Command staff vacancy factor implemented during 2011-12 continues	0

**Program Change**

In 2011-12, Research & Evaluation transfers to Administration and Special Events transfers to Operations-Patrol to reflect a reorganization according to revised General Order 101. Historical detail revised to provide meaningful comparison.

POLICE DEPARTMENT  
OFFICE OF THE CHIEF  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	3,034,514	3,194,700	2,055,800	1,786,600
Materials & Supplies	8,376	8,600	8,600	9,100
Services	1,293,127	1,350,200	1,369,400	1,454,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,336,017	4,553,500	3,433,800	3,250,100
Appropriation by Activity				
Chief's Office	2,304,853	2,480,400	2,515,200	2,357,700
Professional Standards	<u>2,031,164</u>	<u>2,073,100</u>	<u>918,600</u>	<u>892,400</u>
Total	4,336,017	4,553,500	3,433,800	3,250,100
Employee Years by Activity				
Chief's Office	9.8	12.3	12.8	11.1
Professional Standards	<u>15.0</u>	<u>16.1</u>	<u>9.1</u>	<u>9.1</u>
Total	24.8	28.4	21.9	20.2

POLICE DEPARTMENT  
OFFICE OF THE CHIEF  
PERSONNEL SUMMARY

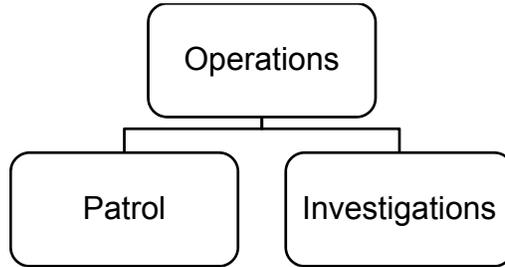
FULL TIME POSITIONS				Chiefs Office	Professional Standards
Br.	Title	Budget 2011-12	Approved 2012-13		
98	Chief of Police	1	1	1	
197	Executive Deputy Chief	1	1	1	
97	Deputy Chief of Police	2	2	2	
94	Police Lieutenant	2	2	1	1
92	Police Sergeant	8	8	2	6
191	Police Investigator	0	1	1	
90B	Police Officer (Investigator)	1	0		
90	Police Officer	2	2	2	
20	Police Steno	2	2		2
18	Secretary to the Chief	1	1	1	
7	Clerk III with Typing	1	1	1	
<b>EMPLOYEE YEARS</b>					
Full Time		21.0	21.0	12.0	9.0
Overtime		0.2	0.2	0.1	0.1
Part Time, Temporary, Seasonal		0.7	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	1.0	1.0	0.0
Total		21.9	20.2	11.1	9.1

POLICE DEPARTMENT  
OPERATIONS

**Mission**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by managing the Patrol Divisions East and West, Special Operations, Special Events, Security, Animal Services and Investigations.

**Organization**



**2012-13 Fiscal Goals & Objectives Highlights**

Objective	Priorities Supported	Projected Completion
Execute and implement contract with vendor to provide maintenance on overt surveillance camera system	Public Safety	First Quarter
Collaborate with Real Estate and Environmental Services to execute new lease agreement to include modest renovations to Patrol West facility to enhance efficiency	Public Safety	First Quarter
Evaluate results of efficiency study of Animal Services and determine future actions	Public Safety	Second Quarter

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	66,002,600	67,120,000	1,117,400
Employee Years	815.4	817.4	2.0

**Change Detail**

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
211,300	27,800	-66,600	226,000	0	718,900	1,117,400

POLICE DEPARTMENT  
OPERATIONS

9-11

---

**Major Change**

Annual operating cost of Red Light Photographic Enforcement Program system increases with the installation of additional approaches in 2011-12 and 2012-13	688,000
Twenty-four Police Officer positions reclassified to Police Investigator due to court decision	242,400
Professional service funding added to provide contract maintenance on overt surveillance camera system	230,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Overtime funds are added to conduct background investigations for firefighter candidates	188,200
Reorganization of personnel results in transfer of two Sergeants to Administration	-169,200
One time budget increase in 2011-12 does not recur	-153,800
One time budget increase for security at Midtown site does not recur	-100,000
Annual rent for Patrol West increases due to amortization of interior renovations	83,400
Veterinarian fees decrease as a result of full time Shelter Veterinarian hired in 2011-12	-62,600

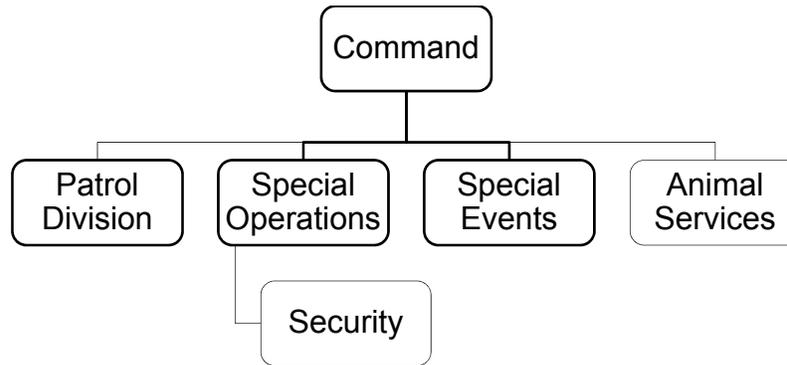
POLICE DEPARTMENT  
OPERATIONS  
EXPENDITURE SUMMARY

---

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	63,130,284	59,465,500	62,232,500	62,616,600
Materials & Supplies	529,804	637,600	669,400	654,700
Services	2,097,605	3,157,600	3,100,700	3,848,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	65,757,693	63,260,700	66,002,600	67,120,000
Appropriation by Activity				
Patrol	53,585,302	53,269,200	55,544,200	57,038,400
Investigations	<u>12,172,391</u>	<u>9,991,500</u>	<u>10,458,400</u>	<u>10,081,600</u>
Total	65,757,693	63,260,700	66,002,600	67,120,000
Employee Years by Activity				
Patrol	699.1	652.5	684.5	695.5
Investigations	<u>132.5</u>	<u>124.9</u>	<u>130.9</u>	<u>121.9</u>
Total	831.6	777.4	815.4	817.4

---

## Organization



## Critical Processes

### Patrol

- Protects life and property
- Protects constitutional guarantees of all people
- Conducts preventive patrol
- Conducts preliminary and follow-up investigation of reported offenses
- Reduces opportunities for commission of crime, resolution of conflict, identification of criminal offenders and criminal activity, and apprehension of offenders
- Conducts periodic reviews of patrol and investigative activities, including use of “Crimestat” to analyze crime patterns and response strategies
- Works with neighborhood Police-Citizen Interaction Committees (PCIC) to develop targeted crime prevention and response programs
- Coordinates the police portion of the City’s four Neighborhood and Business Development (NBD) quadrant teams to address quality of life issues
- Plans responses to unusual occurrences or emergency incidents

### Special Operations

- Provides specialized field support services
- Tactical Unit provides directed patrol, crime-specific details, proactive investigative efforts, and technical equipment for specific crime problems
- K-9 unit provides canine support services to building searches and in tracking, as well as in nitrate and narcotic searches
- Mounted Patrol provides highly visible patrol and crowd control presence Downtown, at special events, and in the event of disturbance
- Traffic Enforcement Unit
  - Enforces vehicle and parking regulations
  - Coordinates the School Traffic Officer program
  - Conducts alcohol-related enforcement counter measures and proactive traffic direction and control throughout the city
  - Handles complaints or suggestions concerning traffic-engineering deficiencies and transmits related data to Traffic Control Board
- Youth Services Unit
  - Develops and implements programs along with School Resource Officers (SROs) to prevent and control juvenile delinquency
  - Administers Department’s youth initiatives and serves as a liaison to Family Court and other social agencies
- Administers Bomb Squad, Emergency Task Force, SCUBA squad, Crisis Negotiation Team, Mobile Field Force

**POLICE DEPARTMENT  
OPERATIONS – PATROL**

**Special Events**

- Coordinates all police activities at cultural and special events, including assessing logistical requirements, traffic and crowd control plans, contingency plans, and coordination of all intra- and inter-departmental personnel

**Security**

- Provides guard service at key City facilities including City Hall, Department of Environmental Services' Operations Center and Bureau of Water, and during various City events
- Provides service at commercial and residential buildings acquired by City through foreclosure
- Mobile security patrol provides routine surveillance of City properties and secures firehouses and libraries when necessary
- Monitors security alarms at City facilities and some Rochester City School District buildings

**Animal Services** responds to animal-related complaints, impounds unleashed, surrendered, and stray pets, issues summonses for animal ordinance violations, and deals with injured or menacing animals.

- Makes available unclaimed dogs and cats for public adoption
- Enforces laws against vicious animals
- Provides shelter and veterinary care for impounded animals after a specified holding period
- Assists department in hazardous situations involving animals
- Operates low-income spay/neuter program

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Collaborate with Real Estate and Environmental Public Safety Services to execute new lease agreement to include modest renovations to Patrol West facility to enhance efficiency		First Quarter
Evaluate results of efficiency study of Animal Services and determine future actions	Public Safety	Second Quarter
Establish permanent secure storage to house Special Teams vehicles and sensitive equipment	Public Safety	Third Quarter

**Key Performance Indicators**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Eastside/Westside Patrol Divisions:				
Calls for service (all units):				
• Priority I	199,523	198,990	199,476	200,451
• All other	<u>211,898</u>	<u>199,768</u>	<u>226,627</u>	<u>211,329</u>
• Total calls	411,421	398,758	426,103	411,780
Officer-initiated calls for service	109,342	100,843	102,000	101,500
Arrests:				
Adult Felony	2,312	2,367	N/A	2,400
Total Adult Arrests	15,447	15,007	N/A	15,600
Youth Felony (Under 18)	383	400	N/A	350

POLICE DEPARTMENT  
OPERATIONS – PATROL

9–15

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
Total Youth Arrests (Under 18)	1,793	1,695	2,479	1,475
Juvenile Felony (Under 16)	190	223	N/A	202
Total Juvenile Arrests (Under 16)	622	653	N/A	565
% Juveniles Diverted	30.5%	26.2%	N/A	24.0%
Uniform traffic summonses issued	**	**	33,000	**
Parking citations issued	**	7,894	7,900	7,900
Field information forms completed	13,829	12,658	15,550	13,700
Adult Warrants served	6,203	6,239	N/A	6,350
Juvenile Warrants served	281	305	350	280
Investigations Conducted (Patrol)	1,793	1,791	N/A	1,790
Workload per officer:				
• Calls for service	1,057	997	1,078	967
• Reported crimes (Parts I and II)	115	107	100	100
Crimes cleared (%):				
• Homicide	55.9	56.1	N/A	56.0
• Rape	63.9	67.3	N/A	64.2
• Robbery	39.7	41.1	N/A	41.4
• Aggravated Assault	67.7	69.6	N/A	69.9
• Burglary	10.2	10.0	N/A	10.3
• Larceny	16.8	18.8	N/A	17.5
• Motor Vehicle Theft	20.5	20.0	N/A	19.5
• Arson	14.6	17.5	N/A	17.5
Clearance rate for all crimes (Part I and II)	31.0	32.0	50.0	30.0
Firearms seized	949	874	886	880
Security:				
Response to alarms	454	840	220	800
Referrals to ECD for safety issues	795	1,197	350	1,200
Referrals to NBD for violations/board-ups	111	110	80	110
Animal Services:				
Service requests	16,315	15,500	15,500	15,500
Tickets issued	1,105	900	1,300	1,000
Total Intakes to Shelter:				
• Surrender - Cats	1,490	1,475	N/A	1,475
• Surrender - Dogs	1,139	1,250	N/A	1,250
• Strays - Cats	1,294	1,175	N/A	1,175
• Strays - Dogs	1,717	1,750	N/A	1,750
Spayed/Neutered	1,754	2,062	N/A	2,100
<b>CUSTOMER PERSPECTIVE</b>				
Reported crimes:				
• Homicide	34	33	N/A	32
• Rape	108	101	N/A	102
• Robbery	779	759	N/A	745
• Aggravated Assault	<u>1,150</u>	<u>1,107</u>	<u>N/A</u>	<u>1,093</u>
Part I Crime - Violent	2,071	2,000	2,765	1,972

**POLICE DEPARTMENT  
OPERATIONS – PATROL**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
• Burglary	3,355	3,561	N/A	3,751
• Larceny	7,503	6,903	N/A	7,116
• Motor Vehicle Theft	<u>699</u>	<u>710</u>	<u>N/A</u>	<u>694</u>
Part I Crime - Property	11,557	11,174	10,558	11,561
Part II Crime	<u>31,948</u>	<u>29,668</u>	<u>30,070</u>	<u>29,113</u>
Total Reported Crime	45,576	42,842	43,393	42,646
Narcotics-related offenses	1,787	1,628	N/A	1,740
Weapon-related offenses	192	224	N/A	213
Shooting victims	138	145	N/A	145
Response time (minutes):				
Priority I average response time (call to arrival)	14.00	14.80	13.33	15.00
Priority I median response time	6.00	6.00	N/A	6.00
% of Priority I calls responded to in 5 minutes or less	49.8	49.3	N/A	49.1
% of Priority I calls responded to in 30 minutes or more	11.8	12.4	N/A	12.5
Priority II average response time in minutes (call to arrival)	35.92	37.16	25.18	37.30
Priority II median response time in minutes	11.00	12.00	N/A	12.00
% of Priority II calls responded to in 5 minutes or less	32.7	33.4	N/A	33.1
% of Priority II calls responded to in 30 minutes or more	38.8	37.7	N/A	37.6
Students picked up under truancy	1,345	450	1,000	**
Motor Vehicle Accidents - Total	9,194	8,666	N/A	8,740
Motor Vehicle Accidents with Injury	1,355	1,332	1,350	1,330
** - Not Available				
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	55,544,200	57,038,400	1,494,200
Employee Years	684.5	695.5	11.0

**Change Detail**

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		<u>Total</u>
74,900	20,100	-79,800	226,000	0	1,253,000		1,494,200

POLICE DEPARTMENT  
OPERATIONS – PATROL

---

**Major Change**

Annual operating cost of Red Light Photographic Enforcement Program increases with the installation of additional approaches in 2011-12 and 2012-13	688,000
Eight Police Officer positions transfer from Investigations to supplement Downtown detail, two are reclassified to Sergeant to provide adequate span of control	592,000
Overtime funds are added to conduct background investigations for firefighter candidates	188,200
One time budget increase for security at Midtown site does not recur	-100,000
One time budget increase in 2011-12 does not recur	-83,800
Annual rent for Patrol West increases due to amortization of interior renovations	83,400
Veterinarian fees decrease as a result of full time Shelter Veterinarian hired in 2011-12	-62,600
Net change in STOP DWI grant funding pending renewal	-47,900
Funding for 2010 Bomb Squad Initiative	46,300
Net change in Motor Vehicle Theft and Insurance Fraud (MVTIF) grant funding	-25,600
Net change in Selective Traffic Enforcement Program (STEP) grant funding	-14,000
Net change in Underage Tobacco Compliance grant funding	-9,300
Vacant full time Security Guard converts to two part time positions as an efficiency measure	-1,700

**Program Change**

The following unit transfers occurred in 2011-12 to reflect a reorganization according to revised General Order 101: Special Events transfers from the Office of the Chief and Animal Services transfers from Administration. Historical detail revised to provide meaningful comparison. Creation of special detail creates a greater police presence in the Downtown area on weekdays, 7:00 am – 7:00 pm. Crimes cleared are now reported as a rate instead of raw data. Response time data has been revised to exclude all officer-initiated activity. Hiring of full time Shelter Veterinarian in 2011-12 increases number of spay/neuter surgeries performed. Truancy indicators for 2012-13 not available pending enhanced initiative yet to be announced.

POLICE DEPARTMENT  
OPERATIONS – PATROL  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	51,366,204	49,998,600	52,343,200	53,160,000
Materials & Supplies	433,352	498,800	513,500	509,600
Services	1,785,746	2,771,800	2,687,500	3,368,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	53,585,302	53,269,200	55,544,200	57,038,400
Appropriation by Activity				
Command	231,024	289,200	733,300	737,600
Patrol Division (Section Patrol)	40,030,883	40,258,700	39,674,400	42,232,800
Special Operations	10,342,741	9,935,400	11,671,400	10,663,700
Special Events	101,759	86,600	631,500	638,800
Security	1,815,996	1,548,800	1,676,100	1,583,900
Animal Services	<u>1,062,899</u>	<u>1,150,500</u>	<u>1,157,500</u>	<u>1,181,600</u>
Total	53,585,302	53,269,200	55,544,200	57,038,400
Employee Years by Activity				
Command	3.3	3.0	7.0	7.0
Patrol Division (Section Patrol)	513.6	502.7	505.7	538.7
Special Operations	122.0	93.1	115.8	93.8
Special Events	2.0	2.0	2.0	2.0
Security	37.6	31.3	33.3	33.3
Animal Services	<u>20.6</u>	<u>20.4</u>	<u>20.7</u>	<u>20.7</u>
Total	699.1	652.5	684.5	695.5

**POLICE DEPARTMENT  
OPERATIONS – PATROL  
PERSONNEL SUMMARY**

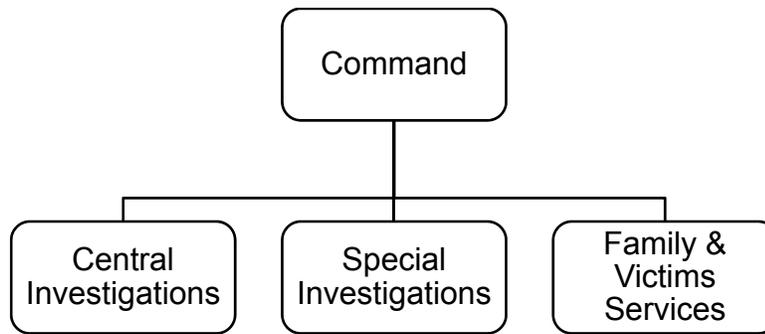
FULL TIME POSITIONS				Command	Patrol Division	Special Operations	Special Events	Security	Animal Services
Br.	Title	Budget 2011-12	Approved 2012-13						
96	Police Commander	3	3	2		1			
95	Police Captain	7	8	2	5	1			
94	Police Lieutenant	26	26	1	22	2	1		
92	Police Sergeant	59	61	1	50	10			
191	Police Investigator	0	33		32	1			
90B	Police Officer (Investigator)	34	0						
90	Police Officer	465	471		396	74	1		
29	Chief of Security Operations	1	1					1	
26	Director of Animal Services	1	1						1
26	Shelter Veterinarian	0	1						1
18	Supervisor of Animal Control	1	1						1
16	Animal Shelter Manager	1	1						1
16	Supervising Security Guard	3	3					3	
14	Assistant Supervisor of Animal Control	1	0						
13	Administrative Secretary	0	1	1					
12	Animal Control Officer	7	7						7
11	Assistant Shelter Manager	1	0						
11	Secretary	1	0						
10	Veterinary Technician	1	1						1
9	Clerk II	1	2			1			1
7	Clerk III with Typing	2	2		2				
6	Receptionist Typist	1	1						1
2	Animal Care Technician	5	5						5
52	Security Guard	16	15					15	
<b>EMPLOYEE YEARS</b>									
Full Time		637.0	644.0	7.0	507.0	90.0	2.0	19.0	19.0
Overtime		19.7	22.7	0.0	16.9	4.5	0.0	0.8	0.5
Part Time, Temporary, Seasonal		30.5	31.5	0.0	15.8	0.3	0.0	13.6	1.8
Less: Vacancy Allowance		<u>2.7</u>	<u>2.7</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>	<u>0.1</u>	<u>0.6</u>
<b>Total</b>		<b>684.5</b>	<b>695.5</b>	<b>7.0</b>	<b>538.7</b>	<b>93.8</b>	<b>2.0</b>	<b>33.3</b>	<b>20.7</b>

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NSC offices and are shown here for reference only.

Br.	Title	Budget 2011-12	Approved 2012-13
94	Police Lieutenant	4	4
90	Police Officer	20	20
<b>EMPLOYEE YEARS</b>			
Full Time		24.0	24.0
Overtime		0.3	0.3
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
<b>Total</b>		<b>24.3</b>	<b>24.3</b>

# POLICE DEPARTMENT OPERATIONS – INVESTIGATIONS

## Organization



## Investigations

### Critical Processes

- Provides investigative support services necessary for effective operation of the department.

#### Central Investigations

- Major Crimes Unit investigates all homicides, economic crime, and bank robbery, child abuse, arson, missing persons, and other assignments assigned by Central Investigations commanding officer
  - Compiles and analyzes investigative data from field interview forms and reports in order to identify crime-specific strategies for patrol officers and investigators
- License Investigation Unit investigates applicants for licenses issued by City of Rochester that require approval by Chief of Police
  - Administers City's alarm ordinance
  - Processes NYS Pistol Permit Applications
- Technician's Unit gathers and analyzes evidence from crime scenes
  - Collects, processes, preserves, analyzes physical evidence
  - Supervises Photo Lab, which processes photos for evidentiary and identification purposes

#### Special Investigations Section

- Investigates illegal narcotics activities, illegal sale and distribution of liquor and tobacco, vice (organized prostitution, pornography, gambling), illegal weapons, trafficking, organized crime
- Provides surveillance and intelligence services in support of investigations
- Work in joint task forces with Federal, State, and local law enforcement agencies
- Narcotics Unit is responsible for suppression of illegal drug trafficking activities from street level up to and including major criminal conspiracy efforts
- Intelligence Unit investigates criminal conspiracies of organized or subversive crime, also responsible for suppression of illegal gambling, organized prostitution, and pornography
- Surveillance and Electronic Support Unit is responsible for technical surveillance equipment used in investigative efforts
- Firearms Suppression Unit conducts activities like Project Exile, weapon tracing and weapon crime intelligence
- Crime Analysis Unit reviews crime investigation reports, investigative action reports, and field interview forms
- Crime analysts work with Monroe Crime Analysis Center to develop intelligence products that improve ability to reduce Part I crime

**Family & Victims Services** provides direct public services through the Family Crisis Intervention Team (FACIT), which assists patrol officers responding to reported family disputes, and the Victim Assistance Unit (VAU), which counsels crime victims and assists them in dealing with the justice system.

POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS

- Coordinates the “Restorative Justice” project under the Juvenile Accountability Block Grant (JABG)
- Unit costs are partially underwritten by the New York State Office of Crime Victims

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Execute and implement contract with vendor to provide maintenance on overt surveillance camera system	Public Safety	First Quarter
Collaborate with Deputy Mayor and Environmental Services on the Security Camera and Access Control Working Group	Public Safety	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Central Investigations:				
Investigations Conducted:				
• Homicides	34	25	N/A	33
• Other death	25	21	N/A	23
• Bank robbery	15	12	N/A	14
• Physical child abuse	41	21	N/A	35
• Sexual child abuse	203	169	N/A	205
• Arson Investigations conducted	244	240	230	250
Missing persons cases handled	1,222	1,185	N/A	1,200
Licenses processed	10,165	10,300	N/A	10,500
Crime scenes processed	9,338	8,542	N/A	8,900
Registered sex offenders managed	835	900	N/A	1,050
SAFIS identifications	310	255	275	280
Special Investigations:				
Investigations conducted	1,308	900	N/A	900
Cases closed	1,018	800	900	750
Narcotics/Intelligence arrests	229	200	425	614
GRANET Arrests	222	175	175	132
Drugs seized:				
• Cocaine (kilograms)	32.8	15.0	15.0	12.0
• Heroin (grams)	2,705.7	200.0	200.0	180.0
• Marijuana (kilograms)	1,409.9	1,000.0	750.0	1,000.0
Weapons seized	136	100	100	100
Vehicles seized	16	10	10	10
Cash seized (\$)	1,946,547	250,000	N/A	320,000
Crime Analysis:				
• Bulletins produced	407	415	N/A	400

**POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS**

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
• Crime patterns identified	87	92	N/A	85
• Violent disputes identified	92	70	N/A	75
Family & Victims Services:				
FACIT responses	4,648	3,800	5,000	4,800
Victim assistance contacts	5,056	5,000	5,200	5,000
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	10,458,400	10,081,600	-376,800
Employee Years	130.9	121.9	-9.0

**Change Detail**

	<u>General</u>		<u>Vacancy</u>			<u>Total</u>	
	<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>		<u>Major Change</u>
	136,400	7,700	13,200	0	0	-534,100	-376,800

**Major Change**

Eight Police Officer positions transfer to Patrol to supplement Downtown detail	-592,000
Twenty-four Police Officer positions reclassified to Police Investigator due to court decision	242,400
Professional service funding added to provide contract maintenance on overt surveillance camera system	230,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Reorganization of personnel results in transfer of two Sergeants to Administration	-169,200
One time budget increase in 2011-12 does not recur	-70,000
Police Evidence Technician added	40,500
Temporary victim assistance position funded by Grant to Encourage Arrest (GTEA) expires	-20,700
Net change in Anti-Larceny Stolen Property grant funding	10,000
Vacant full time Counseling Specialist converts to two part-time positions as an efficiency measure	-5,100

**Program Change**

Family & Victim Services transfers from Administration in 2011-12 to reflect a reorganization according to revised General Order 101, historical detail revised to provide meaningful comparison. Reduction in staffing in Special Investigations will result in reduced conspiracy investigations targeting gangs and other violent groups.

POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	11,764,080	9,466,900	9,889,300	9,456,600
Materials & Supplies	96,452	138,800	155,900	145,100
Services	311,859	385,800	413,200	479,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12,172,391	9,991,500	10,458,400	10,081,600
Appropriation by Activity				
Command	456,567	179,300	176,900	179,000
Central Investigations	3,980,710	4,163,600	4,231,300	4,251,200
Special Investigations	7,002,359	4,663,000	4,893,700	4,507,300
Family & Victim Services	732,755	985,600	1,156,500	1,144,100
Total	12,172,391	9,991,500	10,458,400	10,081,600
Employee Years by Activity				
Command	5.6	2.1	2.1	2.1
Central Investigations	53.4	53.8	54.8	55.8
Special Investigations	59.8	56.8	59.8	49.8
Family & Victim Services	<u>13.7</u>	<u>12.2</u>	<u>14.2</u>	<u>14.2</u>
Total	132.5	124.9	130.9	121.9

POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS  
PERSONNEL SUMMARY

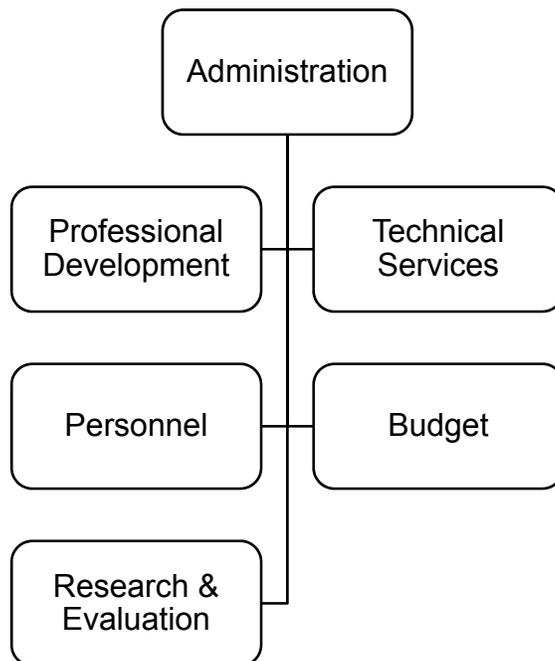
FULL TIME POSITIONS				Command	Central Investigations	Special Investigations	Family & Victim Services
Br.	Title	Budget 2011-12	Approved 2012-13				
95	Police Captain	2	2	1		1	
94	Police Lieutenant	3	3		1	2	
92	Police Sergeant	14	12		6	6	
191	Police Investigator	0	46		19	27	
90B	Police Officer (Investigator)	22	0				
90	Police Officer	48	16		12	4	
33	Director of Business Intelligence	1	1			1	
27	Senior Crime Research Specialist	1	1			1	
24	Crime Research Specialist	3	3			3	
24	Police Program Coordinator	1	1				1
20	Victim Services Coordinator	1	1				1
18	Counseling Specialist	5	4				4
16	Police Evidence Technician	7	8		8		
16	Supervisor Police Photo Lab	1	0				
14	Victim Assistance Counselor	4	4				4
11	Secretary	1	1			1	
11	Senior Photo Lab Technician	1	2		2		
9	Clerk II	4	4	1	2	1	
7	Clerk III with Typing	3	3		2		1
<b>EMPLOYEE YEARS</b>							
Full Time		122.0	112.0	2.0	52.0	47.0	11.0
Overtime		5.8	5.8	0.1	2.5	3.0	0.2
Part Time, Temporary, Seasonal		3.8	4.8	0.0	1.5	0.0	3.3
Less: Vacancy Allowance		<u>0.7</u>	<u>0.7</u>	<u>0.0</u>	<u>0.2</u>	<u>0.2</u>	<u>0.3</u>
Total		130.9	121.9	2.1	55.8	49.8	14.2

---

### Mission

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by providing administrative support services necessary to Department operations, and by overseeing the Officer Assistance Program that provides crisis intervention and stress counseling services to members and their families.

### Organization



### Critical Processes

- ❑ **Professional Development** administers the department's training programs, including roll call, recruit, civilian (pre-service) and in-service training.
  - Firearms Training Unit coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records.
  - In-Service Training Unit plans and develops training and special programs.
  - Recruitment and Field Training Unit coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division.
  - Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants.
  - Background and Recruitment Unit actively works with the Bureau of Human Resource Management to recruit new officers and conduct background research.
- ❑ **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets. Red light camera videos are reviewed by this unit and approved for notices of violation.
  - Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles.
  - Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies.
  - Firearms Investigation Unit examines firearms coming into the custody of the department and conducts background investigations per federal law on all individuals requesting to purchase handguns within the city.

POLICE DEPARTMENT  
ADMINISTRATION

---

- The Headquarters and Records Unit houses criminal and accident records, and conducts manual and automated record and warrant checks, using both local files and the statewide New York State Police Information Network (NYSPIN) system.
  - Provides central duplication services, responds to walk-up complaints and information requests, and issues copies of reports as legally required.
  - Information Services unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval, and security of Department reports.
  - Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records.
  - Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems.
  - Court Liaison unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings.
  - Identification Unit takes fingerprints and maintains manual and automated photograph and fingerprint files.
  - Paralegal Unit assists sworn personnel in the preparation of selected forms and reports for Grand Jury packages, tracking felony cases submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court.
  - Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communication with police officers on the street.
- **Personnel** provides personnel management, including job classification, hiring and promotion, payroll, and record maintenance
- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.
  - Reviews all claims, requisitions, and contracts, and purchases central supplies and services.
- **Research & Evaluation**
  - Conducts research and management and statistical analysis
  - Monitors compliance with state standards and national accreditation agencies
  - Assists in conducting on-site evaluations
  - Prepares department's annual report
  - Researches and writes grant applications and submits grant-related operational and financial reports
  - Serves as repository for all department and New York State reports
  - Coordinates policy and procedure development for handling of emergencies
  - Liaison to Monroe County Office of Emergency Preparedness
  - Liaison to Bureau of Human Resource Management in administration of department's health and safety program
  - Communications supplies audio-visual and artwork assistance to production of promotional materials, annual reports, training programs
  - Recruits civilians to unpaid positions in the department
  - Administers internship program

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Recruit and hire 25 Police Officers for Summer recruit class	Public Safety	First Quarter
Negotiate and implement new agreements with towing contractors	Public Safety	Second Quarter
Partner with Information Technology to implement Phase I of Records Management System (RMS) project	Customer Service	Third Quarter
Purchase and commission new Command Vehicle using Urban Area Security Initiative (UASI) grant funding	Public Safety	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Technical Services:				
Property lots disposed	10,572	25,000	50,000	30,000
Vehicles disposed of:				
• Sold at auction	913	650	1,000	600
• Sold for salvage	30	30	30	25
Arrests resulting from surveillance camera footage	323	350	300	375
Research & Evaluation:				
Inspectional reports prepared	195	225	215	225
Grants administered	72	75	70	70
<b>FINANCIAL/COST</b>				
Average sale price (vehicles) (\$)	460	425	325	425
<b>LEARNING &amp; INNOVATION</b>				
Professional Development:				
Recruit training slots	42	0	0	25
Applicants for Police Officer exam	2,787	1,429	1,500	2,000
New officers trained:				
• Academy	42	0	0	25
• Field Training	41	1	0	25

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	14,118,500	15,069,100	950,600
Employee Years	93.4	102.4	9.0

POLICE DEPARTMENT  
ADMINISTRATION

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
69,700	139,500	386,900	0	-700	355,200	950,600

**Major Change**

Salary funding to conduct Summer recruit class	997,800
Operation IMPACT VIII (Integrated Municipal Police Anti-Crime Teams) Grant funds expire	-504,200
One time budget increase in 2011-12 does not recur	-264,400
Reorganization of personnel results in transfer of two Sergeants from Investigations	169,200
Fees for towing decrease as an efficiency measure	-100,000
Salary funding to continue Police Cadet program	81,400
Net savings from elimination of vacant public relations position	-66,200
On-call clerical position transfers from the Office of the Chief	21,600
Funds added for fingerprinting fees	20,000

**Program Change**

The following unit transfers occurred in 2011-12 to reflect a reorganization according to revised General Order 101: Research & Evaluation combined with Communications unit and transfers from the Office of the Chief; Animal Services transfers to Patrol; and Family and Victim Services transfers to Investigations. Historical detail revised to provide meaningful comparison. Continued decline in the number of towed vehicles results in fewer sold at auction. A second class of Monroe Community College public safety students will be selected in the Fall to participate in the Police Recruit Education Program (PREP) designed to increase minority representation in police officer candidates.

POLICE DEPARTMENT  
ADMINISTRATION  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	8,003,771	7,806,900	6,567,200	7,204,100
Materials & Supplies	695,180	672,800	900,500	938,800
Services	5,668,750	6,207,800	6,650,800	6,926,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	14,367,701	14,687,500	14,118,500	15,069,100
Appropriation by Activity				
Professional Development	2,308,552	1,710,100	1,539,800	2,482,000
Technical Services	9,547,400	10,505,500	9,742,100	10,212,600
Personnel	780,542	663,200	801,200	862,100
Budget	680,499	759,100	956,100	945,700
Research & Evaluation	<u>1,050,708</u>	<u>1,049,600</u>	<u>1,079,300</u>	<u>566,700</u>
Total	14,367,701	14,687,500	14,118,500	15,069,100
Employee Years by Activity				
Professional Development	15.0	15.3	12.0	19.5
Technical Services	80.2	79.5	66.3	68.3
Personnel	3.6	3.4	3.8	3.8
Budget	3.4	3.2	3.4	3.4
Research & Evaluation	<u>7.5</u>	<u>10.9</u>	<u>7.9</u>	<u>7.4</u>
Total	109.7	112.3	93.4	102.4

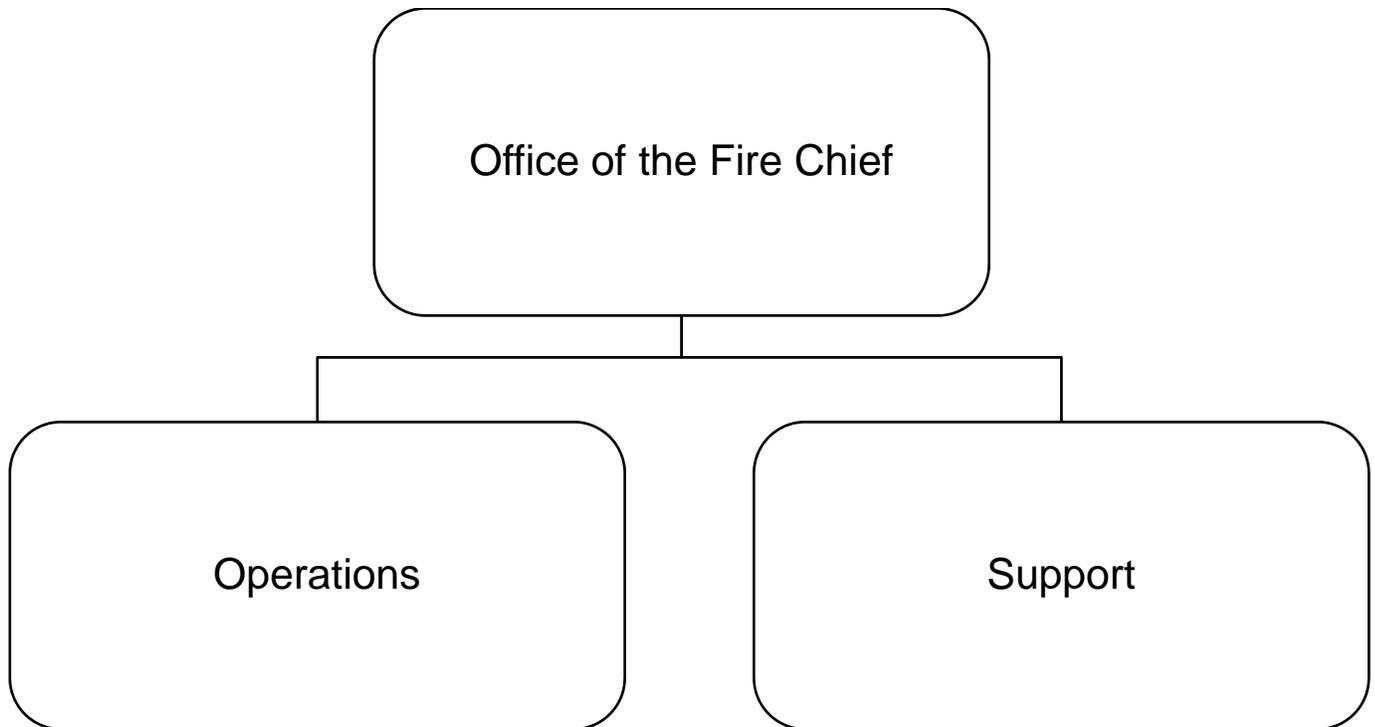
**POLICE DEPARTMENT  
ADMINISTRATION  
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2011-12	Approved 2012-13					
95	Police Captain	0	1					1
94	Police Lieutenant	3	2	1	1			
92	Police Sergeant	7	9	3	5			1
90	Police Officer	16	16	5	10			1
31	Assistant Director - OMB	0	0.5				0.5	
29	Principal Staff Assistant	0.5	0					
26	Associate Administrative Analyst	1	1				1	
26	Manager of Police Property	1	1		1			
25	Public Relations Manager	1	0					
24	Grants Specialist	1	1					1
24	Police Program Grants Specialist	1	1					1
18	Police Artist	1	1					1
18	Senior Payroll Associate		1			1		
16	Fleet Maintenance Technician	1	1		1			
16	Payroll Associate	1	0					
16	Senior Property Clerk	2	2		2			
15	Volunteer Coordinator	1	1					1
14	Police Paralegal	2	2		2			
14	Police Paralegal Bilingual	1	1		1			
11	Clerk I	1	1		1			
11	Lead Police Information Clerk	3	3		3			
11	Police Identification Technician Trick	4	4		4			
11	Secretary	1	1	1				
9	Clerk II	3	2		1		1	
9	Clerk II with Typing	4	5	1	3	1		
9	Lot Attendant	5	5		5			
9	Police Information Clerk	16	16		16			
9	Property Clerk	4	4		4			
7	Clerk III with Typing	8	8		6	1	1	
<b>EMPLOYEE YEARS</b>								
Full Time		89.5	90.5	11.0	66.0	3.0	3.5	7.0
Overtime		3.1	3.1	1.2	1.7	0.1	0.0	0.1
Part Time, Temporary, Seasonal		6.7	14.7	7.5	5.9	0.8	0.0	0.5
Less: Vacancy Allowance		<u>5.9</u>	<u>5.9</u>	<u>0.2</u>	<u>5.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.2</u>
Total		93.4	102.4	19.5	68.3	3.8	3.4	7.4

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by providing professional services for life preservation, incident stabilization and property conservation. We protect life and property through fire suppression, emergency medical services, technical rescue, fire prevention, disaster preparedness and public education. The effective delivery of these services is achieved through a commitment to our employees and the community.



---

**Vital Customers**

- Internal: City of Rochester departments
- External: All who live, work, visit, or do business in the City of Rochester; Rochester City School District; Mutual Aid Program participants; Monroe County, West Brighton Fire District; RG&E; Kodak.

**Critical Processes**

- Fire suppression
- Medical response
- Emergency management
- Education and fire prevention activities
- Training and appropriate staffing
- Equipment and supplies maintenance

Highlights of the Department's 2012-13 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Office of the Fire Chief:		
Study impacts of implementation of full transition to Truck/Engine model <ul style="list-style-type: none"> <li>• response times</li> <li>• manpower, etc.</li> </ul>	Customer Service Public Safety	Third Quarter
Collaborate with BHRM to develop a Fire Lieutenant exam	Public Safety	Third Quarter
Operations:		
Implement West Brighton contract	Public Safety	First Quarter
Complete risk assessment for Kodak Park	Public Safety	First Quarter
Revise Comprehensive Emergency Management Plan	Public Safety	First Quarter
Hire and train recruit class	Public Safety	First Quarter Third Quarter
Implement E-PCR's and administering Narcan, Epi-pens on EMS calls	Public Safety	Third Quarter
Support:		
Develop implementation plan for Assembly Permit and Inspection program	Customer Service Public Safety	Second Quarter
Implement kitchen fire prevention education partnership with Finger Lakes Health Systems Agency (FLHSA)	Public Safety	Second Quarter

**Year-To-Year Comparison**

<u>Bureaus</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>	<u>Change</u>	Percent <u>Change</u>
Office of the Fire Chief	2,184,200	2,130,800	-53,400	-2.4%
Operations	39,047,000	39,408,900	361,900	0.9%
Support	<u>3,104,200</u>	<u>3,121,200</u>	<u>17,000</u>	0.5%
Total	44,335,400	44,660,900	325,500	0.7%
Employee Years	513.4	518.2	4.8	0.9%

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
615,000	46,500	-110,900	-1,100,900	200	875,600	325,500

**Major Change Highlights**

Increase funding for two recruit classes	882,000
One time budget increase in 2011-12 does not recur	-692,500
Increase overtime to reflect actual demand	210,000
Increase overtime for recruit class training and instruction	140,000
Firefighter exam expenses do not recur	-100,000
Funding increases for special operations reimbursable miscellaneous supplies	75,000
Funding increases for medical expenses	74,200
One time budget amendment for overtime for recruitment does not recur	-56,300
Restore funding for cleaning and laundry of firehouse linens	50,000
2010 Urban Area Security Initiative grant increases funding for special operations training and travel	41,200
Funding added for two part-time Fire Safety Aide positions to assist in community outreach and fire prevention education program	37,700
Funding increases for turnout gear inspection and laundry	30,000
Part of the required match for 2010 Assistance to Firefighters Grant is complete	-25,000
2011 State Homeland Security Program adds funding for training exercises	20,600

## FIRE DEPARTMENT

---



---

 Assignment of Authorized Positions  
 2003-04 to 2012-13

Year	Office of the Chief & Support			Operations			Department		
	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>
2012-13	35	21	56	441	2	443	476	23	499
2011-12	35	21	56	441	2	443	476	23	499
2010-11	41	21	62	447	2	449	488	23	511
2009-10	41	20	61	454	2	456	495	22	517
2008-09	41	23	64	454	2	456	495	25	520
2007-08	40	24	64	471	2	473	511	26	537
2006-07	42	24	66	473	2	475	515	26	541
2005-06	45	25	70	475	2	477	520	27	547
2004-05	46	26	72	475	2	477	521	28	549
2003-04	48	27	75	474	1	475	522	28	550

FIRE DEPARTMENT  
EXPENDITURE SUMMARY

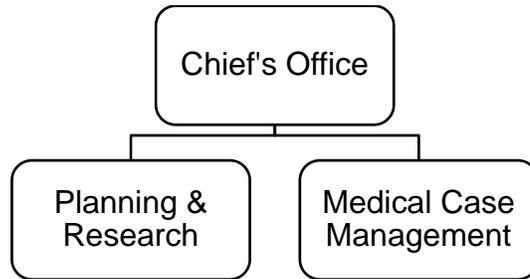
	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	40,101,610	39,800,700	40,655,200	40,890,600
Materials & Supplies	466,968	598,600	701,700	794,800
Services	2,782,194	2,792,200	2,978,500	2,972,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,800</u>
Total	43,350,772	43,191,500	44,335,400	44,660,900
Appropriation by Activity				
Office of the Fire Chief	1,867,761	2,510,200	2,184,200	2,130,800
Operations	38,153,105	37,411,600	39,047,000	39,408,900
Support	<u>3,329,906</u>	<u>3,269,700</u>	<u>3,104,200</u>	<u>3,121,200</u>
Total	43,350,772	43,191,500	44,335,400	44,660,900
Employee Years by Activity				
Office of the Fire Chief	21.3	26.9	21.4	21.4
Operations	4,460.8	442.9	455.1	458.3
Support	<u>39.2</u>	<u>39.1</u>	<u>36.9</u>	<u>38.5</u>
Total	4,521.3	508.9	513.4	518.2

**FIRE DEPARTMENT  
OFFICE OF THE FIRE CHIEF**

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Office of the Fire Chief manages the Fire Department; analyzes and evaluates operations and performance; carries out public relations; maintains Rochester's radio fire alarm system; and performs case management of sick and injured firefighters.

**Organization**



**Critical Processes**

- Manages personnel and establishes personnel standards, policies and work schedules
- Coordinates department's annual budget request
- Controls general fiscal matters
- Analyzes operations and reporting systems
- Evaluates programs and develops recommendations for modifying procedures
- Assists in implementing new operating procedures, methods and techniques
- Oversees information systems
- Acts as liaison with City's Information Technology Department, Emergency Communications Department, and Monroe County Public Safety Communications
- Maintains Rochester's radio fire alarm system
- Makes payments to disabled but not yet retired firefighters, as well as to personnel on long-term sick or injured status

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Study impacts of implementation of full transition to Truck/Engine model <ul style="list-style-type: none"> <li>• response times</li> <li>• manpower, etc.</li> </ul>	Customer Service Public Safety	Third Quarter
Collaborate with BHRM to develop a Fire Lieutenant exam	Public Safety	Third Quarter

FIRE DEPARTMENT  
OFFICE OF THE FIRE CHIEF

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,184,200	2,130,800	-53,400
Employee Years	21.4	21.4	0.0

**Change Detail**

	General		Vacancy			
<u>Salary &amp; Wage</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
Adjustment	7,600	0	0	0	-85,300	-53,400
24,300						

**Major Change**

Firefighter exam expenses do not recur	-100,000
Transfer funds from Operations for cell phones, pagers and air cards	31,700
Part of the required match for 2010 Assistance to Firefighters Grant is complete	-25,000
Add funds for cell phones pagers and air cards in Planning and Research	17,100
Community Emergency Response Team training reimbursement does not recur	-11,500
Overtime increased to reflect actual demand	1,900
Add funds for vehicle washing	500

FIRE DEPARTMENT  
OFFICE OF THE FIRE CHIEF  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,637,867	2,100,100	1,676,000	1,702,200
Materials & Supplies	29,718	31,500	59,100	60,500
Services	200,176	378,600	449,100	368,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,867,761	2,510,200	2,184,200	2,130,800
Appropriation by Activity				
Chief's Office	1,110,540	1,241,200	1,331,000	1,214,000
Planning and Research	360,043	363,600	390,100	449,400
Medical Case Management	<u>397,178</u>	<u>905,400</u>	<u>463,100</u>	<u>467,400</u>
Total	1,867,761	2,510,200	2,184,200	2,130,800
Employee Years by Activity				
Chief's Office	11.3	11.3	11.3	11.3
Planning and Research	4.0	4.1	4.1	4.1
Medical Case Management	<u>6.0</u>	<u>11.5</u>	<u>6.0</u>	<u>6.0</u>
Total	21.3	26.9	21.4	21.4

FIRE DEPARTMENT  
OFFICE OF THE FIRE CHIEF  
PERSONNEL SUMMARY

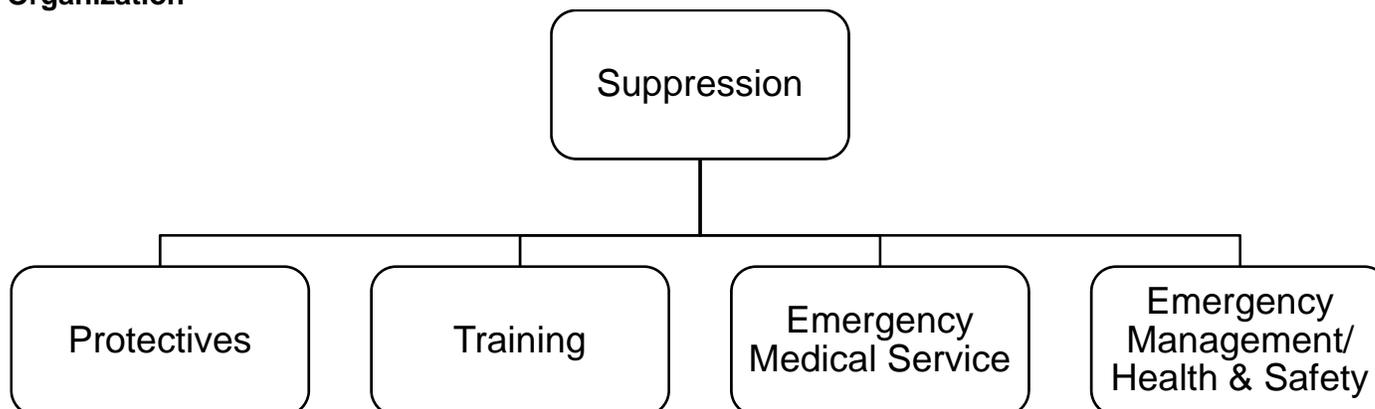
FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2011-12	Approved 2012-13			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	1	1		
86	Director of Fire Administration	1	1	1		
84	Fire Captain	3	3	2	1	
82	Fire Lieutenant	2	2			2
80	Firefighter	5	5		1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
16	Payroll Associate	1	1	1		
9	Clerk II	2	2	2		
<b>EMPLOYEE YEARS</b>						
Full Time		21.0	21.0	11.0	4.0	6.0
Overtime		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.1	0.1	0.1	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		21.4	21.4	11.3	4.1	6.0

# FIRE DEPARTMENT OPERATIONS

## Mission Statement

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Operations Bureau fights fires, provides emergency medical service, and responds to other emergency and non-emergency incidents. The Bureau remains prepared for this mission through training of recruits and ongoing training of firefighters and officers, through its Emergency Medical Services (EMS) Program, and through its Health & Safety compliance activities.

## Organization



## Critical Processes

### Suppression

- Responds to fire incidents and performs rescues
- Controls hazardous materials that threaten public safety with a specialized Hazardous Materials Response Team
- Trains as Certified First Responders and Emergency Medical Technicians
- Conducts code enforcement inspections
- Operates public education programs in cooperation with the Community Relations & Education Unit (CREU)

### Protectives

- Protectives, Inc. of Rochester, N.Y. is composed of volunteers who respond to fire alarms to safeguard and salvage property using a City fire vehicle and other equipment

### Training

- Provides initial training of recruits and ongoing training of firefighters and officers
- Conducts two days of in-service training annually for all fire companies
- Conducts annual service tests of firefighting apparatus
- Conducts Firefighter Trainee program in conjunction with Rochester City School District
- Through Special Operations, oversees six specialty teams: Hazardous Materials Response, Confined Space Rescue, High Rise, Water Rescue, Extrication, and Heavy Rescue
- Develops and maintains Metropolitan Medical Response System program

### Emergency Medical Service

- Coordinates Emergency Medical Services program, including training, certification, testing
  - Emergency Medical Technician (EMT)
  - Certified First Responder (CFR)
  - Cardiopulmonary Resuscitation (CPR)
  - Continuing Medical Education (CME)
- Purchases and maintains EMS equipment and supplies

**Emergency Management/Health & Safety**

- Ensures compliance with all Occupational and Safety Health Administration (OSHA) and other regulations
- Inspects facilities, apparatus, and equipment for compliance with Federal, State, and local safety regulations
- Provides oversight at the scene of emergency incidents
- Recommends changes in procedures to reduce the risk of injury to firefighting personnel
- Coordinates large scale disaster prevention, mitigation, response and recovery situations
- Coordinates with other local municipalities and community organizations in developing emergency plans and operational response methods and development of hazard mitigation program and preventative measures
- Monitors work place health and safety requirements per National Fire Protection Association (NFPA) standards, including the following components: employee health and safety training, incident scene monitoring, maintenance and provision of protective equipment, investigation of improper practices, continuous improvement program for enhanced safety procedures and practices

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Implement West Brighton contract	Public Safety	First Quarter
Complete risk assessment for Kodak Park	Public Safety	First Quarter
Revise Comprehensive Emergency Management Plan	Public Safety	First Quarter
Hire and train recruit class	Public Safety	First Quarter Third Quarter
Implement E-PCR's and administering Narcan, Epi-pens on EMS calls	Public Safety	Third Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	377	119	209	473
Number of Emergency Medical Technician (EMT) re-certifications	173	121	209	117
Emergency Management/Health & Safety:				
Firefighter injury reviews	43	50	65	50
Incident responses by line safety officer-Car 99	1,335	1,300	1,400	1,300

## FIRE DEPARTMENT OPERATIONS

### CUSTOMER PERSPECTIVE

Suppression:

Incidents:

• Structure fire	730	773	700	750
• Outside fire	539	688	510	620
• Overpressure, rupture	628	723	500	500
• Rescue & EMS	16,180	16,570	16,000	16,700
• Hazardous condition	3,236	3,255	3,400	3,400
• Service call	2,159	2,311	2,500	2,500
• Good intent call	2,518	2,820	2,300	2,500
• False alarm & false call	3,914	3,689	3,500	3,500
• Severe Weather	14	45	15	30
• Other	2,105	1,826	1,800	1,800
• Total incidents	32,023	32,700	31,225	32,300
Vacant structure fires	77	72	75	72

Unit responses by fire station and unit:

• 272 Allen Street (Engine 13, Truck 10)	4,204	4,716	3,800	4,400
• 185 N. Chestnut St (Engine 17, Rescue 11)	4,162	4,050	4,100	4,000
• 1207 N. Clinton Ave (Quint 6, Midi 6, Engine 2 as of 1/18/12)	4,962	3,400	2,500	2,500
• 1477 Dewey Ave (Engine 10, Truck 2)	3,673	3,550	3,800	3,700
• 1051 Emerson St (Engine 3)	1,419	1,510	1,375	1,400
• 57 Gardiner Ave (Truck 5)	2,091	1,820	3,100	2,500
• 873 Genesee St (Engine 7)	2,223	2,084	2,400	2,400
• 740 N Goodman St (Quint 7, Midi 7, Engine 9 as of 1/18/12)	4,790	3,710	2,100	2,100
• 704 Hudson Ave (Engine 16, Truck 6 as of 1/18/12)	3,490	3,950	5,700	5,700
• 4090 Lake Ave (Engine 19)	883	875	1,300	1,000
• 450 Lyell Ave (Engine 5)	2,968	2,990	2,800	2,900
• 315 Monroe Ave (Engine 1)	2,699	2,500	3,200	2,700
• 1281 South Ave (Engine 8, Truck 3)	2,252	2,340	2,100	2,600
• 977 University Ave (Truck 4)	1,867	1,700	2,100	1,800
• 160 Wisconsin St (Engine 12)	1,612	1,710	1,600	1,600
• Battalion 1	1,050	1,395	1,400	1,400
• Battalion 2	1,307	1,686	1,850	1,700
• Battalion 3	<u>901</u>	<u>265</u>	<u>N/A</u>	<u>N/A</u>
• Total responses	46,553	44,251	45,225	44,400

Smoke detector installation	1,065	1,250	2,000	1,250
CO detector installations	1,171	1,200	1,800	1,200

### LEARNING & INNOVATION

#### Training

Recruits trained	4	0	15	35
Uniformed personnel trained	502	N/A	476	N/A
Uniformed personnel training hours	70,523	63,238	N/A	63,500
Special Operations drills held	869	794	550	800

N/A – Not Applicable

**FIRE DEPARTMENT  
OPERATIONS**

10-13

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	39,047,000	39,408,900	361,900
Employee Years	455.1	458.3	3.2

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
558,600	30,200	-110,900	-1,100,900	200	984,700	361,900

**Major Change**

Increase funding for two recruit classes	882,000
One time budget increase in 2011-12 does not recur	-536,700
Net increase in Suppression overtime allocation as a result of beginning 2012-13 with twelve sworn vacancies	196,100
Increase overtime allocation for recruit class training and instruction	140,000
Increase overtime allocation in Suppression to reflect actual demand	102,800
Funding increases for special operations reimbursable miscellaneous supplies	75,000
Funding increases for medical expenses	74,200
One time budget amendment for overtime for recruitment does not recur	-56,300
Restore funding for cleaning and laundry of firehouse linens	50,000
2010 Urban Area Security Initiative grant increases funding for special operations training and travel	41,200
Funding transfers to Planning and Research for cell phones and pagers	-31,700
Funding increases for turnout gear inspection and laundry	30,000
2011 State Homeland Security Program adds funding for training exercises	20,600
Reimbursement for Community Emergency Response Team (CERT) training for Rochester City School District does not recur	-13,500
Increase overtime allocation in Training, EMS and Health & Safety divisions to reflect actual expense	11,000

**Program Change**

2112-13 Rescue & EMS key performance indicator assumes implementation of Full Fire Service contract with West Brighton Fire Service. Number of personnel receiving training for recertification fluctuates annually because EMT and CPR certifications are renewed every three years. 2012-13 unit response at 1281 South Ave (Engine 8, Truck 3) assumes implementation of Full Fire Service contract with West Brighton Fire Service.

Third Battalion closed October 15, 2011. Replaced Uniformed Personnel Trained performance indicator with new performance indicator, Uniform Personnel Training Hours. RFD did not hold a 2012 spring recruit class. RFD is planning to hold a 2012 summer recruit class and a 2013 spring recruit class.

FIRE DEPARTMENT  
OPERATIONS  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	35,426,267	34,752,800	36,210,300	36,411,200
Materials & Supplies	201,223	293,200	362,000	446,500
Services	2,525,615	2,365,600	2,474,700	2,548,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,800</u>
Total	38,153,105	37,411,600	39,047,000	39,408,900
Appropriation by Activity				
Suppression	35,527,004	35,251,900	36,636,600	36,817,400
Protectives	52,181	53,500	52,500	54,000
Training	1,819,393	1,382,000	1,585,900	1,749,000
Emergency Medical Service	182,573	182,600	201,600	206,100
Emergency Management/Health & Safety	<u>571,954</u>	<u>541,600</u>	<u>570,400</u>	<u>582,400</u>
Total	38,153,105	37,411,600	39,047,000	39,408,900
Employee Years by Activity				
Suppression	4,441.1	423.5	435.6	438.6
Training	11.5	11.2	11.3	11.5
Emergency Medical Service	2.1	2.1	2.1	2.1
Emergency Management/Health & Safety	<u>6.1</u>	<u>6.1</u>	<u>6.1</u>	<u>6.1</u>
Total	4,460.8	442.9	455.1	458.3

FIRE DEPARTMENT  
OPERATIONS  
PERSONNEL SUMMARY

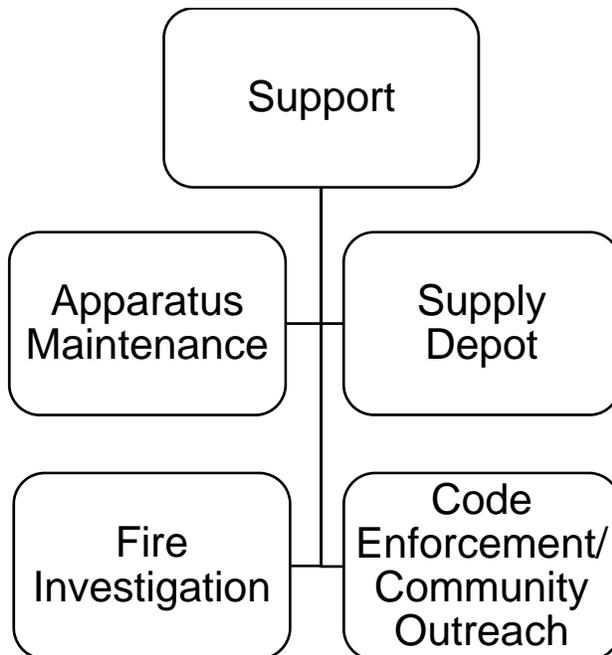
FULL TIME POSITIONS				Suppression	Training	Emergency Medical Service	Emergency Management/ Health & Safety
Br.	Title	Budget 2011-12	Approved 2012-13				
86	Deputy Fire Chief	6	6	4	1		1
85	Battalion Chief	11	11	10	1		
84	Fire Captain	34	34	27	2	1	4
82	Fire Lieutenant	64	64	61	3		
80	Firefighter	326	326	325		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
<b>EMPLOYEE YEARS</b>							
Full Time		443.0	443.0	427.0	8.0	2.0	6.0
Overtime		6.1	17.3	16.6	0.5	0.1	0.1
Part Time, Temporary, Seasonal		6.0	6.0	3.0	3.0	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>8.0</u>	<u>8.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		455.1	458.3	438.6	11.5	2.1	6.1

## FIRE DEPARTMENT SUPPORT

### Mission Statement

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, Support maintains fire apparatus and equipment, investigates all structure and other fires, and conducts code enforcement.

### Organization



### Critical Processes

#### Apparatus Maintenance

- Maintains fire apparatus, support vehicles, other motorized equipment
- Develops specifications for new apparatus and prepares for use
- Prepares surplus firefighting equipment for sale
- Maintains Airport fire apparatus

#### Supply Depot

- Orders, maintains, stocks, and distributes equipment and materials to fire stations
- Performs general maintenance, testing, and routine repairs on fire tools and appliances
- Responds to major fires to deliver additional air bottles and make minor on-the-spot repairs

#### Fire Investigation

- Investigates all structure fires or other incidents including vehicle, trash, and false calls
- Surveys fire scenes to determine ignition sequence and fire development
- Conducts interviews with witnesses and victims
- Arson Task Force interrogates suspects and pursues criminal charges
- Fire Related Youth Program investigates juvenile fire-setter incidents
- Performs educational interventions with juveniles and primary caregivers

**Code Enforcement/Community Outreach**

- Inspects residential, commercial, industrial, and institutional properties
- Seeks violations of the Fire Prevention Code liable to cause fire and endanger life and property
- In conjunction with Neighborhood and Business Development, reviews new construction plans to ensure code compliance
- Inspects properties receiving Certificates of Occupancy and entertainment licenses
- Assists Neighborhood and Business Development quadrant teams in "Project Uplift"
- Issues permits for maintaining, storing, handling, and transporting hazardous materials; inspects vehicles, buildings, and storage places that will be used
- Maintains information file on structures that records inspections, permit issuance, fire prevention measures
- Conducts educational programs through the Community Relations and Education Unit (CREU) to develop public awareness of fire and fire safety

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Develop Implementation Plan for Assembly Permit and Inspection program	Customer Service Public Safety	Second Quarter
Implement kitchen fire prevention education partnership with Finger Lakes Health Systems Agency (FLHSA)	Public Safety	Second Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Apparatus Maintenance:				
Apparatus maintenance and repairs	2,680	2,930	2,850	2,900
Vehicle and small equipment repairs	1,540	1,660	1,420	1,700
Supply Depot:				
Breathing apparatus repair and testing	1,850	2,120	2,000	1,200
Turnout Gear repairs	5,882	5,500	5,000	5,000
Fire Investigation:				
Initial fire investigations performed	1,093	1,100	1,100	1,100
Arson or incendiary fires (adult & juvenile)	244	240	230	250
Fires with undetermined cause	57	55	50	50
Juvenile fire-setter incidents	122	150	190	150
Fire investigations closed	823	800	725	800
Preventable fire incidents	328	330	340	N/A
Juvenile contacts	188	225	325	250
Arrests:				
• Adult	81	75	75	75
• Juvenile	31	30	30	30
Juvenile Diversions	17	20	20	20
Code Enforcement:				
Permits issued	3,674	3,670	3,650	4,000
Property inspections conducted	10,409	10,200	10,000	10,500

## FIRE DEPARTMENT SUPPORT

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>INTERNAL OPERATIONS</b>				
Violations cited	N/A	2,600	N/A	2,700
Fire Safety complaints	N/A	730	N/A	750
License inspections	491	N/A	525	N/A
Community Outreach:				
Fire Safety presentations	264	270	160	N/A
Community Safety presentations	N/A	N/A	N/A	120
Community Events attended	N/A	N/A	N/A	380
N/A – Not Applicable				

### Year-To-Year Comparison

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	3,104,200	3,121,200	17,000
Employee Years	36.9	38.5	1.6

### Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
32,100	8,700	0	0	0	-23,800	17,000

### Major Change

One time budget increase in 2011-12 does not recur	-155,800
Increase overtime in Fire Investigation division to reflect actual demand	46,800
Funding added for two part-time Fire Safety Aide positions to assist in community outreach and fire prevention education program	37,700
Increase overtime in Code Enforcement division to reflect actual demand	25,900
Increase overtime in Apparatus division to reflect actual demand	21,600

### Program Change

Decrease in breathing apparatus repair and testing due to purchase of new equipment. Implementation of new permit processes increases permits issued and corresponding inspections. Increase in fire safety presentations due to additional events attended by Line Division. Eliminate preventable fire incidents key performance indicator for 2012-13.

FIRE DEPARTMENT  
SUPPORT  
EXPENDITURE SUMMARY

10-19

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	3,037,476	2,947,800	2,768,900	2,777,200
Materials & Supplies	236,027	273,900	280,600	287,800
Services	56,403	48,000	54,700	56,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,329,906	3,269,700	3,104,200	3,121,200
Appropriation by Activity				
Apparatus Maintenance	643,010	699,000	723,600	734,100
Supply Depot	359,455	379,100	371,200	380,600
Fire Investigation	1,036,187	959,100	903,600	935,900
Code Enforcement/Community Outreach	<u>1,291,254</u>	<u>1,232,500</u>	<u>1,105,800</u>	<u>1,070,600</u>
Total	3,329,906	3,269,700	3,104,200	3,121,200
Employee Years by Activity				
Apparatus Maintenance	8.4	8.7	8.1	8.5
Supply Depot	3.6	3.6	3.6	3.6
Fire Investigation	12.5	12.3	11.5	12.2
Code Enforcement/Community Outreach	<u>14.7</u>	<u>14.5</u>	<u>13.7</u>	<u>14.2</u>
Total	39.2	39.1	36.9	38.5

FIRE DEPARTMENT  
SUPPORT  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Community Outreach
Br.	Title	Budget 2011-12	Approved 2012-13				
84	Fire Captain	1	1				1
82	Fire Lieutenant	3	3		1	1	1
80	Firefighter	19	19		2	9	8
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
27	Supt. Fire Equipment Maintenance	1	1	1			
9	Clerk II	1	1				1
9	Clerk II with Typing	3	3			1	2
EMPLOYEE YEARS							
	Full Time	35.0	35.0	8.0	3.0	11.0	13.0
	Overtime	1.4	3.0	0.5	0.1	1.2	1.2
	Part Time, Temporary, Seasonal	0.5	0.5	0.0	0.5	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	36.9	38.5	8.5	3.6	12.2	14.2

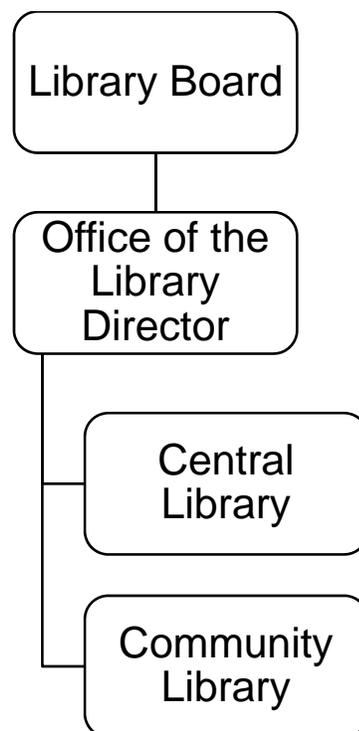
---

**Mission Statement**

- ❑ To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by enriching the quality of life in Rochester and Monroe County by providing educational, recreational, aesthetic, and informational materials, services, and programs to help people follow their own lines of inquiry and enlightenment.
- ❑ Through a partnership of public and private resources, the Library assists the City and County in meeting the needs of the community by operating the central and branch libraries, conducting outreach programs and providing services to member libraries of the Monroe County Library System.
- ❑ In all its endeavors, the Library maintains and promotes the principles of intellectual freedom and equality of access.

**Organization**

The Library consists of the Central Library, which includes Monroe County Library System support services, and Community Services, which includes the branch libraries. In accordance with New York State Education Law, the Library is governed by an eleven-member Board of Trustees. The Mayor appoints trustees, with the approval of City Council, for five-year terms.



---

**Vital Customers**

- ❑ External: All users of library products, services, facilities; special populations; institutions/agencies/organizations; funding bodies; businesses; other libraries.

**Critical Processes**

- ❑ Our valued and culturally diverse staff provides convenient and reliable services and dynamic collections that anticipate the needs of our community.
- ❑ Our attractive and inviting facilities enable us to meet the specific library service needs of neighborhoods.
- ❑ We play a leadership role in facilitating independent learning in order to help people lead more productive and fulfilling lives.

Highlights of the Department's 2012-13 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Central:		
Deploy improved digital access (wireless) and upgraded computers for patrons and staff	Customer Service	First Quarter
Complete operational plan for relocation of Recreation and Youth Services staff and programs in Central facilities	Education	Third Quarter
Community:		
Identify and evaluate community use and projected needs for each Branch library service area	Customer Service	First Quarter
Develop statistical tools to evaluate and promote Safe to be Smart Programming	Education	Third Quarter
Continue expanding literacy partnerships with the City School District and neighborhood organizations	Customer Service Education	Ongoing

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Central Library	7,544,400	7,262,200	-282,200	-3.7%
Community Library	3,462,100	3,531,800	69,700	2.0%
Total	11,006,500	10,794,000	-212,500	-1.9%
Employee Years	154.3	146.2	-8.1	-5.2%

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
336,200	23,800	16,800	6,300	-4,100	-591,500	-212,500

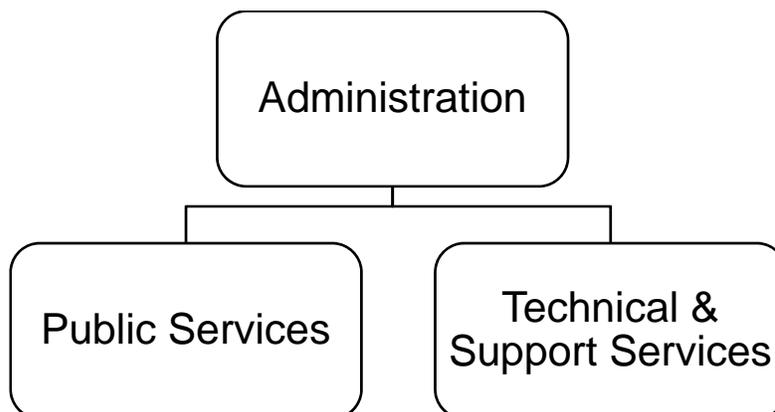
**Major Change Highlights**

A one-time budget increase in 2011-12 does not recur	-236,300
Budget constraints necessitated by Monroe County result in reduced personnel allocations at the Central Library	-207,400
Professional fees increase to cover cost of per capita formula for Monroe County Library Services agreement	69,900
A full time Librarian II position is eliminated due to budget constraints	-56,400
Professional services decrease due to MCLS member agreement	-49,600
Funds are reduced for building maintenance and equipment repair	-42,200
Funds are reduced for office supplies due to budget constraints	-36,500
Allotment for Library materials increase	25,000
Funding decreases for telecommunication lines	-20,800
Funding is included for increased training and meetings	8,300
An increase in service costs by other governments is anticipated	4,300

PUBLIC LIBRARY  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	8,577,728	8,335,800	8,271,900	8,065,000
Materials & Supplies	784,197	749,300	771,200	748,500
Services	1,838,241	1,872,300	1,906,400	1,905,500
Other	<u>2,664</u>	<u>57,000</u>	<u>57,000</u>	<u>75,000</u>
Total	11,202,830	11,014,400	11,006,500	10,794,000
Appropriation by Activity				
Central Library	7,818,930	7,502,300	7,544,400	7,262,200
Community Library	<u>3,383,900</u>	<u>3,512,100</u>	<u>3,462,100</u>	<u>3,531,800</u>
Total	11,202,830	11,014,400	11,006,500	10,794,000
Employee Years by Activity				
Central Library	118.5	108.4	110.4	103.8
Community Library	<u>47.9</u>	<u>42.9</u>	<u>43.9</u>	<u>42.4</u>
Total	166.4	151.3	154.3	146.2

**Organization**



**Critical Processes**

- Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- Provide support and outreach services to members of the Monroe County Library System
- Provide Internet service to libraries county-wide, the City of Rochester, and the County of Monroe

**2012-13 Fiscal Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Deploy improved digital access (wireless) and upgraded computers for patrons and staff	Customer Service	First Quarter
Complete operational plan for relocation of Recreation and Youth Services staff and programs in Central facilities	Education	Third Quarter
Continue reorganization planning and implementation for Public Service delivery	Customer Service	Ongoing

**Key Performance Indicators**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
<b>CUSTOMER PERSPECTIVE</b>				
Users:				
• Total Users	624,446	564,000	510,000	530,000
Reference Questions:				
• Total Reference Questions	220,147	178,800	172,050	173,000
Program Presented:				
• Total Programs	820	900	750	800
Program attendance:				
• Total Program Attendance	27,007	35,500	24,500	30,000
<b>EFFICIENCY</b>				
Circulation per service hour:	234	242	279	243
Users per service hour	210	220	222	203
Reference assistance per service hour:	74	70	75	66
Internet sessions per service hour:	56	58	57	57

PUBLIC LIBRARY  
CENTRAL LIBRARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>
<b>WORKLOAD</b>				
Internet Sessions:				
• Total Internet Sessions	168,004	149,320	130,758	150,000
Service hours:				
• Total Internet Sessions	2,975	2,568	2,294	2,611
<b>RESULTS</b>				
Total circulation:				
• Total Circulation	697,295	622,060	640,000	634,500
• E-Book circulation (portion of total circulation)	40,696	70,000	NA	NA
N/A – Not applicable				

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	7,544,400	7,262,200	-282,200
Employee Years	110.4	103.8	-6.6

**Change Detail**

	General		Vacancy		<u>Major Change</u>	<u>Total</u>
	<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>		
Salary & Wage	180,500	10,900	10,200	7,900	-2,300	-489,400

**Major Change**

A one-time budget increase in 2011-12 does not recur	-222,700
Reorganization of administrative and management positions resulted in reduced personnel allocations at the Central Library	-207,400
Professional services decrease due to MCLS member agreement	-49,600
Funds are reduced for office supplies due to budget constraints	-36,500
Allotment for Library materials increase	25,000
Funds are reduced for building maintenance and equipment repair	-18,000
Funding is included for increased training and meetings	8,300
An increase in service costs by other governments is anticipated	4,300
Funding is included for increased dues and subscription	3,800
Funding is included for increased copier equipment	3,400

**Program Change**

Consolidation of Public Service Divisions (Business/Science, Art/Literature, Local History/Digitizing).

PUBLIC LIBRARY  
CENTRAL LIBRARY  
EXPENDITURE SUMMARY

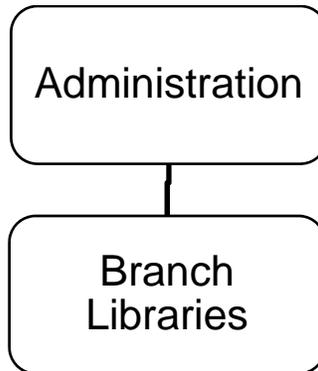
11-7

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	5,921,073	5,659,700	5,686,400	5,442,400
Materials & Supplies	717,921	687,600	700,000	676,600
Services	1,177,272	1,098,000	1,101,000	1,068,200
Other	<u>2,664</u>	<u>57,000</u>	<u>57,000</u>	<u>75,000</u>
Total	7,818,930	7,502,300	7,544,400	7,262,200
Appropriation by Activity				
Administration	2,173,419	2,269,700	2,221,000	2,233,300
Public Services	3,991,254	3,601,100	3,789,400	3,622,500
Technical & Support Services	<u>1,654,257</u>	<u>1,631,500</u>	<u>1,534,000</u>	<u>1,406,400</u>
Total	7,818,930	7,502,300	7,544,400	7,262,200
Employee Years by Activity				
Administration	24.8	25.5	25.5	26.1
Public Services	58.5	52.0	54.0	51.0
Technical & Support Services	<u>35.2</u>	<u>30.9</u>	<u>30.9</u>	<u>26.7</u>
Total	118.5	108.4	110.4	103.8

PUBLIC LIBRARY  
CENTRAL LIBRARY  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2011-12	Approved 2012-13			
36	Library Director	1	1	1		
31	Assistant Library Director III	2	1.5		0.5	1
31	Manager of Library Finance	1	1	1		
28	Computer Operations Supervisor	0	1			1
27	Manager of Library Administration Bilingual	0	1	1		
24	Children's Services Consultant	1	1		1	
24	Computer Operations Supervisor	1	0			
24	Historical Services Consultant	0	1		1	
24	Librarian IV	1	3	1	2	
23	Supervisor Library Buildings	1	1	1		
22	Librarian III	4	0			
21	Human Resource Consultant II Bilingual	1	0			
21	Senior Graphic Designer	1	1	1		
20	Administrative Analyst	1	1	1		
20	Librarian II	10	10		9	1
19	Circulation Supervisor	1	1		1	
19	Supervising Library Materials Handler	1	1			1
18	Computer Communications Technician	3	2			2
18	Librarian I	15	14		12	2
18	Library Automation Specialist	2	3			3
18	Secretary to Library Director	1	1	1		
16	Administrative Assistant	1	1			1
16	Supervising Security Guard	1	1	1		
15	Supervisor Audio Visual Services	1	1		1	
14	Graphic Assistant	0	1	1		
14	Junior Accountant	1	1	1		
14	Library Assistant	3	2		2	
14	Mailroom Coordinator	1	1			1
13	Administrative Secretary	0	1	1		
13	Library Automation Assistant	1	0			
13	Sr. Maintenance Mechanic Buildings	1	1	1		
11	Assistant to Circulation Supervisor	0	1		1	
11	Building Maintenance Foreman	1	1	1		
11	Secretary	2	2		1	1
9	Clerk II with Typing	2	1			1
9	Library Catalog Clerk II	1	1			1
8	Truck Driver	3	3			3
7	Clerk III	1	1			1
7	Clerk III with Typing	6	4		4	
7	Maintenance Worker - Library	2	2	2		
3	Materials Processor	2	2			2
2	Senior Library Page	5	5	1	3	1
1	Cleaner	3	3	3		
52	Security Guard	4	4	4		
EMPLOYEE YEARS						
Full Time		90.0	85.5	24.0	38.5	23.0
Overtime		1.7	1.6	0.3	0.9	0.4
Part Time, Temporary, Seasonal		21.1	19.1	2.1	13.2	3.8
Less: Vacancy Allowance		<u>2.4</u>	<u>2.4</u>	<u>0.3</u>	<u>1.6</u>	<u>0.5</u>
Total		110.4	103.8	26.1	51.0	26.7

**Organization**



**Critical Processes**

- Acquire materials, schedules and deploy personnel to branch libraries
- Maintain and repair branch libraries
- Provide convenient access to library services through:
  - Loans of printed materials, audio tapes, compact discs, dvds, and video tapes
  - Collections of popular interest for area residents
  - Reference services with access to the resources of the Monroe County Library System
  - Programs such as story hours, lectures, and artistic performances
  - Referral services to community agencies
  - Facilities for meetings and programs sponsored by non-library groups
  - Access to the Internet and personal computing needs

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Identify and evaluate community use and projected needs for each Branch library service area	Customer Service	First Quarter
Develop statistical tools to evaluate and promote Safe to be Smart Programming	Education	Third Quarter
Continue expanding literacy partnerships with the City School District and neighborhood organizations	Customer Service Education	Ongoing

PUBLIC LIBRARY  
COMMUNITY LIBRARY

---

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>CUSTOMER PERS[PECTIVE</b>				
<b>Arnett</b>				
Internet sessions	29,537	30,339	31,000	30,400
Reference assistance per service hour	6	10	6	11
Average attendance per program	48	37	71	37
Circulation per service hour	28	32	27	35
Program attendance	8,130	8,798	10,000	8,800
Library materials circulated	56,838	64,919	55,000	70,000
Door count	89,131	92,403	95,000	98,000
Library card registrations	792	965	600	900
<b>Charlotte</b>				
Internet sessions	11,822	10,985	13,500	11,000
Reference assistance per service hour	10	9	10	9
Average attendance per program	33	28	58	30
Circulation per service hour	56	55	56	56
Program attendance	7,209	8,641	11,000	9,000
Library materials circulated	111,749	109,461	113,000	112,000
Door count	90,895	84,817	93,000	90,000
Library card registrations	533	582	500	550
<b>Highland</b>				
Internet sessions	16,488	14,182	17,000	15,000
Reference assistance per service hour	3	3	4	3
Average attendance per program	21	23	22	25
Circulation per service hour	50	44	53	46
Program attendance	5,968	8,005	6,500	7,500
Library materials circulated	89,621	78,824	96,000	83,000
Door count	73,020	73,824	75,000	75,000
Library card registrations	284	353	300	325
<b>Lincoln</b>				
Internet sessions	30,205	29,918	32,000	30,000
Reference assistance per service hour	6	6	6	6
Average attendance per program	44	38	46	37
Circulation per service hour	34	30	38	35
Program attendance	26,863	20,912	30,000	22,000
Library materials circulated	67,666	60,424	76,000	70,000
Door count	119,096	122,298	130,000	125,000
Library card registrations	1,042	1,065	1,000	1,125
<b>Lyell</b>				
Internet sessions	24,458	22,779	24,500	23,000
Reference assistance per service hour	7	8	7	8
Average attendance per program	22	20	29	24
Circulation per service hour	45	49	45	49
Program attendance	12,020	10,254	11,500	11,000
Library materials circulated	80,793	87,543	80,000	88,000
Door count	93,666	93,929	93,000	94,000
Library card registrations	642	693	550	650

PUBLIC LIBRARY  
COMMUNITY LIBRARY

11-11

<b>Maplewood</b>				
Internet sessions	49,650	46,113	50,000	47,000
Reference assistance per service hour	7	8	7	8
Average attendance per program	66	72	64	72
Circulation per service hour	46	48	42	49
Program attendance	30,027	32,466	25,500	32,500
Library materials circulated	91,391	97,069	85,000	98,000
Door count	232,790	248,286	225,000	250,000
Library card registrations	960	1,071	850	1,100
<b>Monroe</b>				
Internet sessions	16,088	17,049	19,000	17,200
Reference assistance per service hour	5	5	6	5
Average attendance per program	10	9	13	10
Circulation per service hour	57	56	57	58
Program attendance	1,803	1,887	2,000	2,000
Library materials circulated	106,749	112,076	115,000	115,000
Door count	78,946	82,136	90,000	85,000
Library card registrations	519	624	475	600
<b>Sully</b>				
Internet sessions	31,165	20,139	18,000	22,000
Reference assistance per service hour	3	4	3	4
Average attendance per program	65	69	71	70
Circulation per service hour	18	23	22	23
Program attendance	23,532	20,683	20,000	21,000
Library materials circulated	58,973	46,143	45,000	47,000
Door count	178,743	125,005	95,000	126,000
Library card registrations	949	729	750	750
<b>Wheatley</b>				
Internet sessions	35,352	35,073	36,000	36,000
Reference assistance per service hour	9	9	10	10
Average attendance per program	93	95	63	95
Circulation per service hour	19	21	19	22
Program attendance	12,219	13,280	11,000	13,300
Library materials circulated	38,099	41,989	38,000	43,000
Door count	74,182	77,106	80,000	80,000
Library card registrations	650	684	550	700
<b>Winton</b>				
Internet sessions	16,030	15,660	17,500	16,000
Reference assistance per service hour	4	5	5	5
Average attendance per program	14	13	21	14
Circulation per service hour	80	79	81	80
Program attendance	3,149	2,797	3,000	3,000
Library materials circulated	160,707	158,526	162,000	160,000
Door count	95,885	108,448	105,000	109,000
Library card registrations	571	654	500	600

PUBLIC LIBRARY  
COMMUNITY LIBRARY

<b>Total All Branches</b>				
Internet sessions	260,795	242,237	258,500	247,600
Reference assistance per service hour	60	70	64	70
Average attendance per program	41	39	46	41
Circulation per service hour	420	430	440	450
Program attendance	130,920	127,723	130,500	130,100
Library materials circulated	862,586	857,095	865,000	886,000
Door count	1,126,354	1,108,252	1,081,000	1,132,000
Library card registrations	6,942	7,420	6,075	7,300

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	3,462,100	3,531,800	69,700
Employee Years	43.9	42.4	-1.5

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy		<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>		
155,700	12,900	6,600	-1,600	-1,800	-102,100	69,700

**Major Change**

Professional fees increase to cover cost of per capita formula for Monroe County Library Services agreement	69,900
A full time Librarian II position is eliminated due to budget constraints	-56,400
An administrative position is shared with Central as an efficiency measure	-47,000
Funds are reduced for building maintenance and equipment repair as expense is reassign to cash capital	-24,200
Funding decreases for telecommunication lines pending a review of security camera system	-20,800
A one-time budget increase in 2011-12 does not recur	-13,600
Security services decrease as an efficiency measure	-5,800
Funding decreases for Internet cards	-4,200

PUBLIC LIBRARY  
COMMUNITY LIBRARY  
EXPENDITURE SUMMARY

11-13

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	2,656,655	2,676,100	2,585,500	2,622,600
Materials & Supplies	66,276	61,700	71,200	71,900
Services	660,969	774,300	805,400	837,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,383,900	3,512,100	3,462,100	3,531,800
Appropriation by Activity				
Administration	555,628	589,600	591,000	601,000
Branch Libraries	<u>2,828,272</u>	<u>2,922,500</u>	<u>2,871,100</u>	<u>2,930,800</u>
Total	3,383,900	3,512,100	3,462,100	3,531,800
Employee Years by Activity				
Administration	3.6	3.6	3.6	3.1
Branch Libraries	<u>44.3</u>	<u>39.3</u>	<u>40.3</u>	<u>39.3</u>
Total	47.9	42.9	43.9	42.4

PUBLIC LIBRARY  
COMMUNITY LIBRARY  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2011-12	Approved 2012-13		
31	Assistant Library Director III	1	0.5	0.5	
24	Librarian IV	4	4		4
20	Librarian II	7	6		6
20	Youth Services Coordinator	1	1		1
18	Librarian I	7	7		7
13	Sr. Maintenance Mechanic Buildings	1	1	1	
11	Secretary	1	1	1	
EMPLOYEE YEARS					
Full Time		22.0	20.5	2.5	18.0
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		22.0	22.0	0.7	21.3
Less: Vacancy Allowance		<u>0.4</u>	<u>0.4</u>	<u>0.1</u>	<u>0.3</u>
Total		43.9	42.4	3.1	39.3

---

**Mission Statement**

The Department of Recreation and Youth Services (DRYS) supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* through the administration of programs, social activities and support services. The activities are carried out with a focus on customer service excellence.

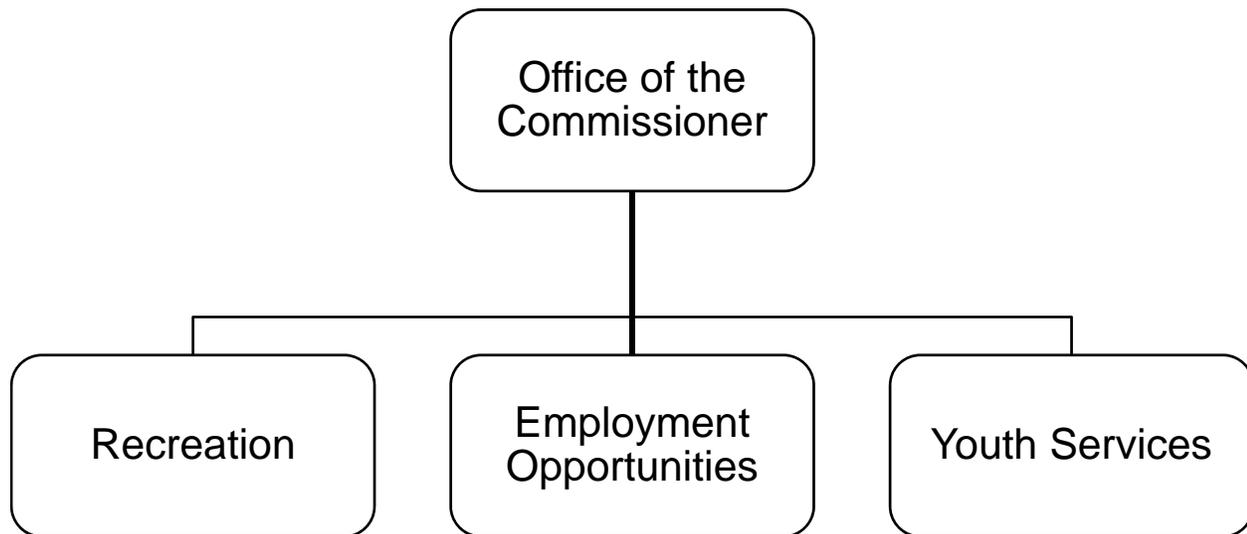
DRYS nurtures and inspires the leadership potential of all youth thereby supporting the development of tomorrow's leaders today. We recognize that youth develop within their families and the community, and we approach our work within this context. Therefore, we infuse the core values of a Positive Youth Development philosophy into our organizational structure, operations, and community engagement strategy, to provide opportunities for all young people to experience:

**A SENSE OF SAFETY (Safe Environment):** A safe environment where young people feel secure and are accepted as individuals.

**A SENSE OF COMPETENCE (Supportive Environment):** A supportive environment that motivates young people to explore interests and opportunities for future growth.

**A SENSE OF USEFULNESS & BELONGING (Interaction):** An opportunity for young people to interact with others and utilize identified strengths and skills in a meaningful way.

**A SENSE OF POWER OR INFLUENCE (Engagement):** A chance to be heard and to influence decisions.



---

**Vital Customers**

- External: All who currently or potentially could live, visit or do business in the City of Rochester

**Critical Processes**

- Provide Youth Services and Youth Employment
- Provide Recreation Programs and Services
- Provide Public Market Services
- Provide Facility Rentals

Highlights of the Department's 2012-13 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
<b>Commissioner's Office:</b>		
Reorganize Payroll and Human Resource Functions	Customer Service	First Quarter
<b>Recreation:</b>		
Integrate EZ RecPass System and COMET	Customer Service Education	Third Quarter
Complete Youth Health Initiative	Customer Service Education	Fourth Quarter
Complete Gantt Community Center renovation	Customer Service Neighborhood & Business Development	Fourth Quarter
Commence Genesee Valley Complex renovations (includes ice slab)	Customer Service Neighborhood & Business Development	Fourth Quarter
<b>Office of Employment Opportunities:</b>		
Implement redesigned Youth Training Academy	Education Neighborhood & Business Development	Second Quarter
Relocate BEO to Bausch and Lomb/Rundel Libraries	Customer Service	Fourth Quarter
Implement Customer Relations Management	Customer Service	Fourth Quarter
<b>Youth Services:</b>		
Implement Parent Coordination Efforts	Customer Service Education	Second Quarter
Develop RASA Sustainability Plan	Education	Fourth Quarter
Relocate BYS to Bausch and Lomb/Rundel Libraries	Customer Service	Fourth Quarter

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Office of the Commissioner	488,500	463,800	-24,700	-5.1%
Recreation	7,715,100	7,564,000	-151,100	-2.0%
Employment Opportunities	1,436,500	1,205,800	-230,700	-16.1%
Youth Services	<u>2,306,300</u>	<u>1,705,200</u>	<u>-601,100</u>	-26.1%
Total	11,946,400	10,938,800	-1,007,600	-8.4%
Employee Years	191.8	188.0	-3.8	-2.0%

**Change Detail**

<u>Salary &amp; Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
75,500	66,300	1,100	0	-19,600	-1,130,900	-1,007,600

**Major Change Highlights**

Federal funding for Teen Pregnancy Prevention grants does not recur	-369,300
Reduction in Heat, Light, and Power utility lines to reflect historical averages and energy conservation	-195,800
Federal SNUG grant ended in 2011-12, eliminates 8.5 full-time equivalent personnel	-171,300
Increase part-time and temporary staffing in Bureau of Recreation	116,600
Elimination of Hillside funding	-100,000
Rochester Works grant does not recur	-75,000
One-time budget increase does not recur	-73,700
Productivity improvements result in savings	-70,800
Net elimination of one full-time administrative position in Recreation due to budget constraints	-55,200

DEPARTMENT OF RECREATION & YOUTH SERVICES  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	6,773,862	6,437,900	6,242,300	6,159,100
Materials & Supplies	334,849	373,800	380,000	438,700
Services	4,152,011	4,221,100	5,032,300	3,977,500
Other	<u>0</u>	<u>298,600</u>	<u>291,800</u>	<u>363,500</u>
Total	11,260,722	11,331,400	11,946,400	10,938,800
Appropriation by Activity				
Office of the Commissioner	446,039	413,300	488,500	463,800
Recreation	7,419,663	7,933,300	7,715,100	7,564,000
Employment Opportunities	1,545,342	1,356,100	1,436,500	1,205,800
Youth Services	<u>1,849,678</u>	<u>1,628,700</u>	<u>2,306,300</u>	<u>1,705,200</u>
Total	11,260,722	11,331,400	11,946,400	10,938,800
Employee Years by Activity				
Office of the Commissioner	5.0	5.0	5.0	5.0
Recreation	152.0	150.3	158.0	160.7
Employment Opportunities	19.3	9.2	17.3	10.0
Youth Services	<u>11.0</u>	<u>13.3</u>	<u>11.5</u>	<u>12.3</u>
Total	187.3	177.8	191.8	188.0

**Mission Statement**

The Commissioner's Office supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* through management policy and sets goals and performance standards. It coordinates the Department's annual budget and capital planning processes; maintains fiscal operations and payroll matters; coordinates the purchasing of supplies; and manages the City Council submission process.

**Vital Customers**

- City youth
- Internal staff
- City Council
- Rochester City School District
- Community agencies

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Reorganize Payroll and Human Resource Functions	Customer Service	First Quarter

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	488,500	463,800	-24,700
Employee Years	5.0	5.0	0.0

**Change Detail**

Salary & Wage Adjustment	General		Vacancy			Total
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
3,200	3,700	3,700	0	-1,500	-33,800	-24,700

**Major Change**

Reduce professional services funding based on historical needs	-21,400
Transfer professional services funding to Recreation Bureau	-10,000
Productivity improvements result in savings	-2,400

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF THE COMMISSIONER  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	369,288	343,000	343,100	346,300
Materials & Supplies	1,805	2,000	2,000	2,000
Services	74,946	68,300	143,400	115,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	446,039	413,300	488,500	463,800
Appropriation by Activity				
Commissioner's Office	446,039	413,300	488,500	463,800
Employee Years by Activity				
Commissioner's Office	5.0	5.0	5.0	5.0

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF THE COMMISSIONER  
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2011-12	Approved 2012-13
36	Commissioner of Recreation & Youth Services	1.0	1.0
28	Manager of Administrative Support	1.0	1.0
18	Secretary to Commissioner	1.0	1.0
16	Administrative Assistant	0.0	1.0
7	Clerk III with Typing	1.0	0.0
6	Receptionist Typist	1.0	1.0
<b>EMPLOYEE YEARS</b>			
	Full Time	5.0	5.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	5.0	5.0

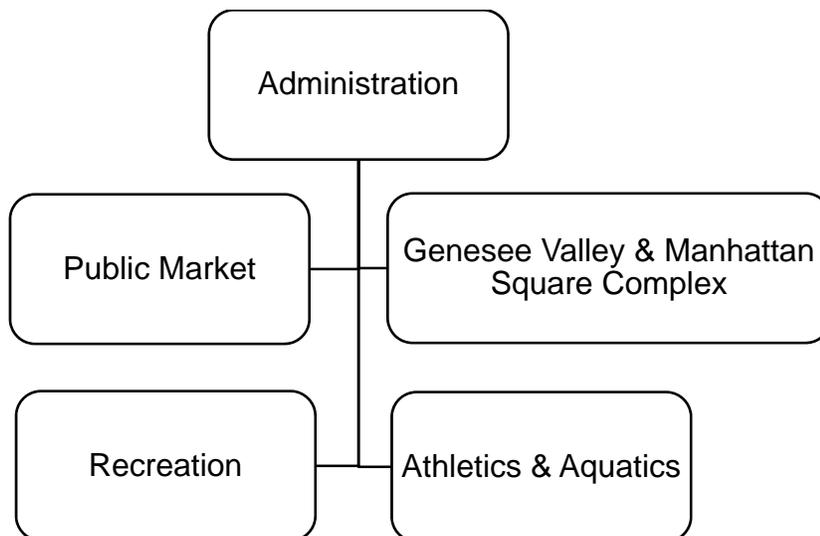
DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION

### Mission Statement

The Bureau of Recreation supports the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through providing quality leisure time programs and services to residents of all ages with an emphasis on youth. This is accomplished by utilizing a youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as stewards, interpreters and champions of our City's recreational and horticultural resources including parks, playgrounds, green spaces and related facilities. It plans and implements capital improvement projects in parks, recreation facilities, and the Public Market.

The Bureau also manages and operates the Rochester Public Market in a manner that ensures its financial viability, fosters local economic development, promotes and sustains farmers and vendors, and provides consumers with access to a fresh, nutritious, and affordable food source.

### Organization



### Vital Customers

- City youth and their families
- Residents and visitors of all ages
- Vendors and customers at the Public Market
- Community partners and collaborators
- Parks patrons

**Critical Processes**

- Hold Town meetings bi-annually to engage the public in service feedback
- Conduct surveys annually for youth who do not attend our centers and semi-annually with youth who do attend
- Hold semi-annual meetings with vendors at the Public Market
- Conduct Rapid Market Assessments on a bi-annual basis at the Public Market
- Utilize the EZ RecPass system to collect registration data and eliminate duplication in registration counts
- Maintain Employee Professional Development System (EPDS), including skill inventory
- Conduct Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis bi-annually at each site with all staff

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Integrate EZ RecPass System and COMET	Customer Service Education	Third Quarter
Complete Youth Health Initiative	Customer Service Education	Fourth Quarter
Complete Gantt Community Center renovation	Customer Service Neighborhood & Business Development	Fourth Quarter
Commence Genesee Valley Complex renovations (includes ice slab)	Customer Service Neighborhood & Business Development	Fourth Quarter

**Key Performance Indicators**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
<b>CUSTOMER PERSPECTIVE</b>				
Recreation Registrations:				
• Adams/Roxie A. Sinkler	3,314	2,726	3,500	2,900
• Avenue D	3,475	1,444	3,500	1,500
• Campbell	1,355	1,740	1,550	1,500
• Carter/Norton Village	1,265	1,418	2,100	1,200
• Edgerton/Pierpont/#42/LaGrange	3,100	2,505	3,750	2,500
• Flint	3,087	1,333	3,700	1,200
• David F. Gantt/Marketview	2,820	2,291	2,800	1,500
• South/Field	798	1,506	3,000	1,200
• Thomas P. Ryan/Humboldt	<u>3,451</u>	<u>2,781</u>	<u>3,500</u>	<u>2,900</u>
• Total registrations	22,665	17,744	27,400	16,400
Attendance per year:				
• Adams/Roxie A. Sinkler	46,368	41,866	34,300	41,000
• Avenue D	63,708	65,953	53,900	63,000
• Campbell	41,872	41,697	38,000	38,000

**DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
• Carter/Norton Village	35,555	32,675	36,000	33,000
• Edgerton/Pierpont/#42/LaGrange	68,786	53,623	80,000	69,000
• Flint	61,468	61,608	60,000	61,000
• David F. Gantt/Marketview	59,986	55,003	50,400	40,000
• South/Field	65,221	68,587	53,000	68,000
• Thomas P. Ryan/Humboldt	123,343	108,939	139,600	120,000
• Rec On The Move	<u>1,695</u>	<u>3,925</u>	<u>12,600</u>	<u>5,000</u>
• Total attendance	568,002	533,876	557,800	538,000
<b>Genesee Valley Park Complex:</b>				
Attendance per year:				
• Special Events	2,822	3,994	1,000	4,000
• GVP Ice Rink	48,227	38,259	46,000	40,000
• GVP Pool	29,676	23,500	25,000	25,000
• Manhattan Square Ice Rink	56,339	43,373	60,000	45,000
<b>Athletics:</b>				
Adult softball games held	1,310	1,310	1,310	1,310
Beach attendance per year:				
• Durand Beach – total visitors	149,468	101,129	100,000	101,000
• Durand Beach – bathers	9,998	12,927	11,000	12,000
High School Pool attendance annually: 4 to 5 pools used per year based on RCSD availability				
• Douglass	2,397	2,597	2,500	2,600
• East	N/A	2,449	N/A	2,500
• Franklin	2,825	N/A	3,000	N/A
• Freddie Thomas Learning Center/Winter	514	280	N/A	300
Swim only				
• Jefferson	N/A	3,017	N/A	3,000
• Marshall	3,404	N/A	3,000	3,000
• Monroe	1,363	N/A	1,400	N/A
• Wilson Academy/ formerly known as Madison	<u>2,648</u>	<u>2,960</u>	<u>2,600</u>	<u>2,900</u>
Total H.S. Pool attendance	13,151	11,303	12,500	14,300
<b>Public Market:</b>				
Market days held	156	154	155	156
Special event days	39	41	40	44
Occupancy Rate (%):				
• Shed A	100	100	100	100
• Shed C	100	100	100	100
• Winter Shed	100	100	100	100
<b>FINANCIAL/COST</b>				
Public Market:				
Public market fees revenue (\$)	681,443	689,100	689,100	692,200
N/A – Not Applicable				
<b>LEARNING AND INNOVATION</b>				
Average number of training hours per employee	20	20	20	20

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION

12-11

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	7,715,100	7,564,000	-151,100
Employee Years	158.0	160.7	2.7

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy				<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
57,100	40,000	8,300	0	-4,100	-252,400	-151,100	

**Major Change**

Reduction in Heat, Light, and Power utility lines to reflect historical averages and energy conservation efforts	-195,800
Increase part-time and temporary staffing	116,600
One-time budget increase in 2011-12 does not recur	-60,700
Net elimination of one full-time administrative position due to budget constraints	-55,200
Productivity improvements result in savings	-37,700
RASA funding for contractual agreements moved off-budget	-35,600
Increase in contracts for swimming and other recreation activities	27,300
Increase in Public Market printing costs	20,800
Prior year budget amendments to HEALTH grant do not recur	-15,600
Prior year budget amendments to HEART grant do not recur	-8,000
Youth Voice One Vision grant reduced	-5,500
Reduction in horticultural supplies	-3,000

**Program Change**

Manhattan Square Ice Rink attendance is lower than expected due to early closure by two weeks as a result of warm weather. 2012-13 budgeted attendance is lower to reflect recent year history.

East High School pool became a substitute pool for use by City Recreation during 2011-12 after other schools were unavailable due to construction. In addition, the Freddie Thomas Learning Center Winter Swim for 2011-12 was added after the release of the 2011-12 budget.

Continued and improved utilization of the EZ RecPass system for collection of registration data eliminates duplication in registration counts, which changes how the Recreation Bureau develops performance indicators and the reporting of data.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION

---

The Public Market plans to work with the Department of Neighborhood and Business Development to develop an RFP for development of Market parcels. The goal is to provide enhanced specialty space for vendors and new businesses.

Summer Sports Camp will increase program opportunities for families with youth ages 6 to 14, including kayaking, swimming, indoor sports, canoeing, tennis, and soccer.

Adult sports leagues offerings will expand to include basketball, kickball, and an aerobic class.

Provide "Welcome to the Community" soccer program at the Adams Street Recreation Center to target a growing immigrant population in the Corn Hill neighborhood.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION  
EXPENDITURE SUMMARY

12-13

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Amended</u> 2011-12	<u>Approved</u> 2012-13
Appropriation by Major Object				
Personnel Expenses	4,888,632	4,745,400	4,505,300	4,562,900
Materials & Supplies	278,557	270,400	289,200	273,500
Services	2,252,474	2,917,500	2,897,500	2,693,000
Other	<u>0</u>	<u>0</u>	<u>23,100</u>	<u>34,600</u>
Total	7,419,663	7,933,300	7,715,100	7,564,000
Appropriation by Activity				
Administration	2,303,874	2,441,200	2,703,900	2,675,600
Field Administration	81,670	106,100	110,900	0
Recreation	3,424,623	3,612,800	3,216,300	3,251,500
Genesee Valley & Manhattan Square	491,185	534,500	572,500	501,200
Athletics & Aquatics	518,971	605,500	510,500	509,700
Public Market	<u>599,340</u>	<u>633,200</u>	<u>601,000</u>	<u>626,000</u>
Total	7,419,663	7,933,300	7,715,100	7,564,000
Employee Years by Activity				
Administration	26.8	24.8	25.8	28.7
Field Administration	1.5	2.5	2.5	0.0
Recreation	88.3	94.3	94.3	96.9
Genesee Valley & Manhattan Square	17.1	17.1	17.1	17.2
Athletics & Aquatics	13.9	7.2	13.9	13.7
Public Market	<u>4.4</u>	<u>4.4</u>	<u>4.4</u>	<u>4.2</u>
Total	152.0	150.3	158.0	160.7

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Recreation	Genesee Valley & Manhattan Square	Athletics & Aquatics	Public Market
Br.	Title	Budget 2011-12	Approved 2012-13					
57	Senior Security Guard	1.0	1.0	1.0				
41	Parks Operations Worker	1.0	1.0					1.0
34	Assistant Commissioner/Recreation	1.0	1.0	1.0				
30	Asst. Mgr. of Parks & Recreation	1.0	1.0	0.7				0.3
23	Area Coordinator	2.0	1.0	1.0				
23	Coordinator, Athletics & Aquatics	1.0	1.0	0.2		0.5	0.3	
23	Coordinator, Horticultural and Environmental Programming	1.0	1.0	1.0				
23	Coordinator, Program Development	1.0	1.0	1.0				
21	Recreation Center Director	6.0	6.0		6.0			
20	Administrative Analyst	1.0	1.0	1.0				
20	Assistant Program Development Specialist	0.0	1.0	1.0				
18	Supervisor of Markets	1.0	1.0					1.0
16	Administrative Assistant	1.0	1.0	1.0				
16	Program Coordinator	1.0	0.0					
15	Recreation Supervisor	13.0	12.2		11.2	0.5	0.5	
13	Grant Support Associate	0.0	2.0	2.0				
13	Program Support Aide	1.0	0.0					
10	Assistant Program Support Aide	1.0	0.0					
9	Clerk II with Typing	1.0	1.0	1.0				
9	Recreation Leader	15.0	17.0		17.0			
9	Recreation Leader Bilingual	3.0	3.0		3.0			
7	Clerk III with Typing	1.0	0.0					
<b>EMPLOYEE YEARS</b>								
Full Time		54.0	53.2	11.9	37.2	1.0	0.8	2.3
Overtime		1.0	1.0	0.6	0.3	0.0	0.0	0.1
Part Time, Temporary, Seasonal		108.1	112.1	16.7	63.8	16.6	13.2	1.8
Less: Vacancy Allowance		5.1	5.6	0.5	4.4	0.4	0.3	0.0
Total		158.0	160.7	28.7	96.9	17.2	13.7	4.2

---

### Mission Statement

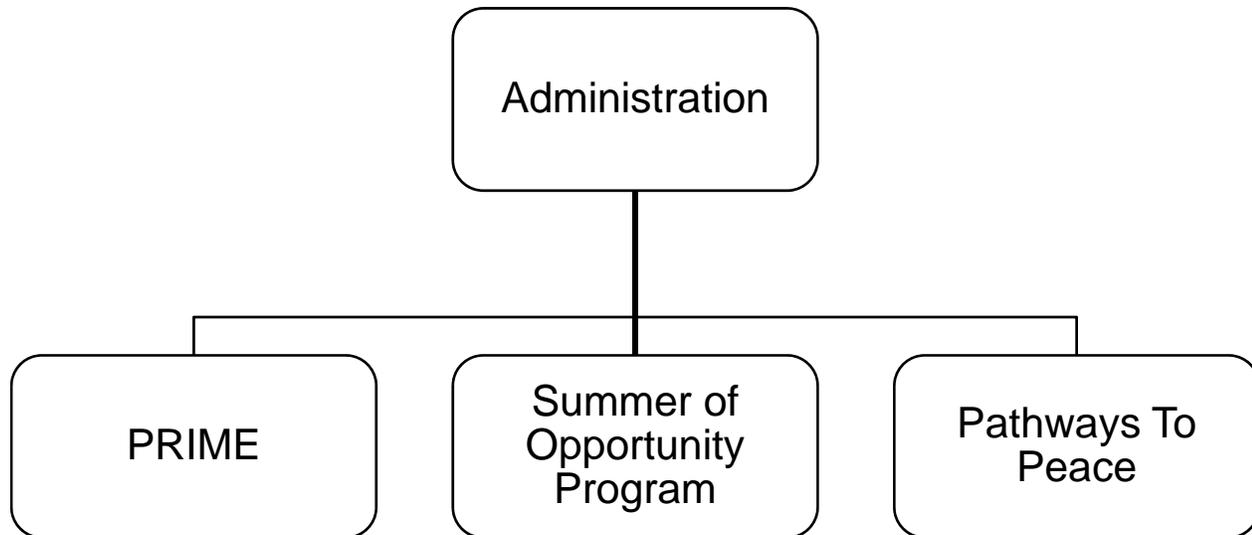
The Office of Employment Opportunities supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing workforce preparation and educational support.

The Bureau provides employment readiness and employment placement for city residents age 14 and older through its signature programs, the Providing Realistic Incentives for Maintaining Employment (PRIME) Program, the Summer of Opportunity Program (SOOP), AND Pathways To Peace.

The Summer of Opportunity Program, which includes the Community Conservation Corps (CCC) and the Teens on Patrol (TOPS) programs, focuses on youth job development and employment placement. The PRIME program serves city residents with significant barriers to employment such as criminal records, under-education and poor work history through employment readiness and skill development.

Pathways to Peace (PTP) operates a street level team of outreach workers channeling young city residents toward an array of community resources to prevent youth violence. This highly motivated team establishes essential linkages among service providers, participating youths and their families. PTP also monitors the young participants' progress to ensure that these at-risk youth become productive citizens.

### Organization



### Vital Customers

#### Employment Opportunities

- Youth ages 14 - 20
- Parents and families of youth
- Adults

#### Pathways to Peace

- High risk but workable youth and young adults
- Families of violent youth or in a crisis involving youth
- Community service providers
- The community at large

**DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES**

---

**Critical Processes**

## Employment Opportunities

- Provide youth outreach and recruitment for employment
- Provide clients with access to resources
- Provide employment readiness for youth and adults

## Pathways to Peace

- Make home visits
- Provide mediations and presentations
- Provide service linkages

**2012-13 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Implement redesigned Youth Training Academy	Education Neighborhood & Business Development	Second Quarter
Relocate BEO to Bausch and Lomb/Rundel Libraries	Customer Service	Fourth Quarter
Implement Customer Relations Management	Customer Service	Fourth Quarter

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,436,500	1,205,800	-230,700
Employee Years	17.3	10.0	-7.3

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
9,600	16,300	-8,400	0	-1,400	-246,800	-230,700

**Major Change**

Federal SNUG grant ended in 2011-12 and eliminated 8.5 FTEs	-171,300
Rochester Works grant does not recur	-75,000
Youth Training Academy function transfers in from Youth Services, including one full-time staff person	48,300
Productivity improvements result in savings	-25,300
PRIME II grant does not recur	-11,400
One-time budget increase in 2011-12 does not recur	-10,000
Reduction in overtime allocation	-5,200
Changes to part-time staffing	3,100

**Key Performance Indicators**

	<u>Actual</u> 2010-11	<u>Estimated</u> 2011-12	<u>Budget</u> 2011-12	<u>Budget</u> 2012-13
<b>Summer of Opportunity Program:</b>				
Applicants for Summer of Opportunity (ages 14 – 20 years)	2,533	2,796	2,700	2,700
Number of youth placed in Summer of Opportunity	333	400	420	325
<b>YTA Participants:</b>	N/A	N/A	N/A	20
<b>PRIME Program:</b>				
PRIME applicants	620	700	630	630
PRIME participants	231	180	240	200
PRIME participants trained in job readiness	215	160	160	160
PRIME resumes	N/A	N/A	N/A	190
PRIME trained in vocational training	18	12	40	15
PRIME participants placed	125	125	50	75
Employment Partnerships developed	8	10	10	10
<b>Pathways to Peace:</b>				
Number of youth conflict incidents referred	140	160	110	150
Number of youth conflict incidents mediated	90	124	50	100
Number of youth referred to PTP	150	140	90	90
Clients accepted for PTP services	105	100	60	60
Number of youth referred that are linked to services	105	42	50	60
Number of youth who recidivate	15	20	20	20

**Abbreviations:**

PRIME – Providing Realistic Incentives for Maintaining Employment

PTP – Pathways to Peace

N/A – Not Applicable

**Program Change**

Pathways to Peace discontinued all outreach, and now focuses on mediation of conflicts concerning violence. PTP also works with a limited number (6) of high-risk, but workable customers at a time. This allows PTP to work within its capacity and continue to provide citywide services.

The Youth Training Academy will relocate to the Office of Employment Opportunities and will restructure to provide a more intensive career readiness training to fewer youth. This effort will also provide resume development resources to the PRIME program.

The Employment and Training Counselor position is transferred from Youth Services to the Office of Employment Opportunities to better align department operations. The position will provide adequate oversight for the new after school jobs initiative.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	1,018,996	754,500	733,100	574,600
Materials & Supplies	20,709	12,000	30,600	10,300
Services	505,637	589,200	650,500	620,900
Other	<u>0</u>	<u>400</u>	<u>22,300</u>	<u>0</u>
Total	1,545,342	1,356,100	1,436,500	1,205,800
Appropriation by Activity				
Administration	250,064	226,800	264,900	261,100
PRIME	264,488	65,200	48,500	34,000
Summer Of Opportunity Program	351,306	659,100	648,800	574,900
Pathways to Peace	679,484	405,000	474,300	287,000
YTA	<u>0</u>	<u>0</u>	<u>0</u>	<u>48,800</u>
Total	1,545,342	1,356,100	1,436,500	1,205,800
Employee Years by Activity				
Administration	2.8	3.0	2.8	4.1
PRIME	1.2	0.2	0.2	0.2
Summer Of Opportunity Program	1.5	1.5	1.5	1.5
Pathways to Peace	<u>13.8</u>	<u>4.5</u>	<u>12.8</u>	<u>4.2</u>
Total	19.3	9.2	17.3	10.0

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES  
PERSONNEL SUMMARY

12-19

FULL TIME POSITIONS				Administration	PRIME	Summer Of Opportunity Program	Pathways To Peace
Br.	Title	Budget 2011-12	Approved 2012-13				
33	Director/Office of Employment Opportunities	1.0	1.0	1.0			
26	Youth Intervention Supervisor	1.0	1.0				1.0
24	Senior Administrative Analyst	1.0	1.0	1.0			
20	Sr. Youth Intervention Specialist	3.0	1.0				1.0
18	Youth Intervention Specialist	5.0	1.0				1.0
18	Youth Intervention Specialist Bilingual	1.0	1.0				1.0
16	Employment and Training Counselor	0.0	1.0	1.0			
16	Program Coordinator	1.0	1.0	1.0			
EMPLOYEE YEARS							
	Full Time	13.0	8.0	4.0	0.0	0.0	4.0
	Overtime	0.4	0.3	0.0	0.0	0.0	0.3
	Part Time, Temporary, Seasonal	4.2	1.9	0.2	0.2	1.5	0.0
	Less: Vacancy Allowance	<u>0.3</u>	<u>0.2</u>	<u>0.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.1</u>
	Total	17.3	10.0	4.1	0.2	1.5	4.2

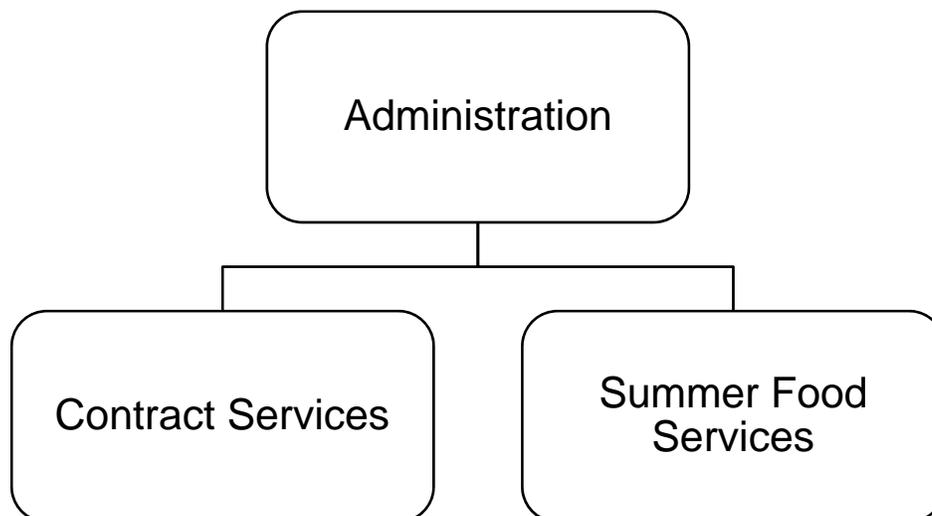
---

**Mission Statement**

The Bureau of Youth Services supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing support for academic enrichment, youth development, empowerment and other prevention-based programs and services.

The Bureau also provides support for parents and families of the youth they serve, and provides workshops, services, and access to community resources to assist them in their role as the primary investors and stakeholders in the successful development of their children.

The Bureau operates the Comprehensive Adolescent Pregnancy Prevention Services (CAPP) program, the Teen Pregnancy Prevention (TPP) program, the Pillars of Hope program, and the Rochester After School (RASA) program. It also runs the Summer Food Service Program, a federally funded activity that provides nutritious breakfasts and lunches to children at various recreation, day care, community center, and other City locations.

**Organization****Vital Customers**

- Youth ages 12 – 25
- Parents and families of youth
- Teenage parents and their children

**Critical Processes**

- Provide parent and family skills training
- Provide clients with access to resources

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF YOUTH SERVICES

12-21

**2012-13 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
THRIVE (Teen Pregnancy Prevention or TPP) Project Staff Training	Customer Service	First Quarter
Implement Parent Coordination Efforts	Customer Service Education	Second Quarter
Integrate COMET Data Management System	Customer Service	Third Quarter
Develop RASA Sustainability Plan	Education	Fourth Quarter
Relocate BYS to Bausch and Lomb/Rundel Libraries	Customer Service	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2010-11</u>	<u>Estimated 2011-12</u>	<u>Budget 2011-12</u>	<u>Budget 2012-13</u>
Programs using COMET data system	N/A	N/A	N/A	8
Adult volunteer participants in Pillars of Hope	N/A	71	120	100
Pillars of Hope Schools	N/A	6	10	10
CDBG Program Participants	900	250	680	300
Parent/Adult workshops	N/A	4	6	6
Parent/Adult workshop participants	N/A	60	60	100

**YOUTH PROGRAMS**

Mayor's Youth Advisory Council Meetings	N/A	0	32	N/A
Rochester Youth Leadership Program (RYLP)	N/A	N/A	N/A	12
RYLP Projects developed	N/A	N/A	N/A	2
Applicants for Youth Training Academy (YTA) (ages 15 – 16 years)	60	0	60	0
Applicants for Volunteer Intern Program (VIP) (ages 12 – 14 years)	35	0	40	0
Number of students enrolled in YTA	30	0	40	0
Number of students enrolled in VIP	28	0	30	0
Number of students completing YTA	21	0	30	0
Number of students completing VIP	27	0	25	0
City Youth Art Squad – youth artists hired	N/A	10	N/A	10
City Youth Art Squad Public Art developed	N/A	N/A	N/A	2

**ROCHESTER AFTER SCHOOL ACADEMY**

RASA 4 Participants	281	300	260	260
School attendance rates due to RASA-4	70%	90%	75%	90%
Percentage of students enrolled in RASA who increased Math and/or English test scores	65%	50%	50%	50%

**PREGNANCY PROGRAMS**

APPS participants with no first or repeat pregnancies	97%	N/A	N/A	N/A
CAPP Participants (SOAR program)	390	790	700	790

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF YOUTH SERVICES

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
TPP Participants (THRIVE program)	N/A	581	900	600
<b>SUMMER FOOD PROGRAM</b>				
Breakfast sites	46	37	46	40
Lunch sites	56	45	73	50
Breakfasts served	40,275	39,178	51,000	45,400
Lunches served	66,119	65,737	79,500	75,200
<b>FINANCIAL/COST</b>				
Teen Pregnancy Prevention	N/A	N/A	1,449,705	1,499,705
Comprehensive Adolescent Pregnancy Prevention	N/A	N/A	545,973	546,036
CDBG program allocation (\$)	266,039	214,339	214,339	214,400
New York State 21st Century - Phase 4 allocation (\$)	780,864	810,000	847,771	847,771

**Abbreviations:**

APPS – Adolescent Pregnancy Prevention Services  
 CAPP – Community Based Adolescent Pregnancy Prevention  
 CDBG - Community Development Block Grant  
 RASA-4 - Rochester After School Academy Phase 4  
 SOAR - Sexuality Outreach Advocacy and Resources  
 THRIVE - Teens Helping to Reinvent Identity, Voice, and Empowerment  
 TPP – Teenage Pregnancy Prevention  
 VIP - Volunteer Intern Program  
 YTA - Youth Training Academy  
 N/A - Not Applicable

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,306,300	1,705,200	-601,100
Employee Years	11.5	12.3	0.8

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
5,600	6,300	-2,500	0	-12,600	-597,900	-601,100

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF YOUTH SERVICES

12-23

---

**Major Change**

One time TPP grant amendment does not recur	-499,000
Two CAPP Pregnancy grant amendments do not recur	-210,200
Partial carry-forward of TPP 2011-12 appropriation	123,200
Full year appropriation for CAPP grant increases allocation	122,200
Elimination of Hillside funding	-100,000
Full year appropriation for TPP grant increases allocation, includes increase of 0.8 Recreation Supervisor	94,500
Partial CDBG funding for City Youth Arts ends	-59,100
Transfer of YTA funding to Office of Employment Opportunities, with a portion going off-budget (\$8,100)	-56,400
Productivity improvements result in savings	-5,400
Reduction in County funding for Youth Bureau activities	-4,700
One-time budget increase in 2011-12 does not recur	-3,000

**Program Change**

Youth Services will pilot the COMET data collection, management and reporting systems with the goal of improving tracking of attendance and participation. This new system will enhance the department's ability to plan for programs and initiatives, and increase communication with other community stakeholders using COMET.

The Youth Training Academy will relocate to the Office of Employment Opportunities and will restructure to provide a more intensive career readiness training to fewer youth. This move results in fewer CDBG participants in Youth Services programs.

The Volunteer Intern Program will be discontinued due to declining enrollment and limited resources.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF YOUTH SERVICES  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	496,946	595,000	660,800	675,300
Materials & Supplies	33,778	89,400	58,200	152,900
Services	1,318,954	646,100	1,340,900	548,100
Other	0	298,200	246,400	328,900
Total	<u>1,849,678</u>	<u>1,628,700</u>	<u>2,306,300</u>	<u>1,705,200</u>
Appropriation by Activity				
Administration	230,762	221,900	304,300	243,000
Contract Services	1,413,854	1,062,500	1,601,900	1,126,100
YTA	0	57,600	56,400	0
Summer Food Service	205,062	286,700	343,700	336,100
Total	<u>1,849,678</u>	<u>1,628,700</u>	<u>2,306,300</u>	<u>1,705,200</u>
Employee Years by Activity				
Administration	2.8	2.8	2.8	1.8
Contract Services	8.0	9.1	7.3	8.9
Summer Food Service	0.2	1.4	1.4	1.6
Total	<u>11.0</u>	<u>13.3</u>	<u>11.5</u>	<u>12.3</u>

DEPARTMENT OF RECREATION & YOUTH SERVICES  
 BUREAU OF YOUTH SERVICES  
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Contract Services	Summer Food Service
Br.	Title	Budget 2011-12	Approved 2012-13			
34	Assistant Commissioner/Youth Services	1.0	1.0	1.0		
24	Senior Administrative Analyst	2.0	2.0		1.9	0.1
16	Employment & Training Counselor	1.0	0.0			
16	Program Coordinator	1.0	1.0		1.0	
15	Recreation Supervisor	0.0	0.8		0.8	
11	Secretary Bilingual	1.0	1.0	1.0		
9	Pregnancy Prevention Trainer/Bilingual	0.0	1.0		1.0	
9	Recreation Leader	3.0	3.0		3.0	
7	Clerk III with Typing	1.0	1.0		1.0	
EMPLOYEE YEARS						
Full Time		10.0	10.8	2.0	8.7	0.1
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.2	2.0	0.0	0.4	1.6
Less: Vacancy Allowance		<u>0.7</u>	<u>0.5</u>	<u>0.2</u>	<u>0.2</u>	<u>0.1</u>
Total		11.5	12.3	1.8	8.9	1.6

---

**Purpose**

The Undistributed Expenses budget records allocations associated with, but not included in, departmental budgets or those that cannot reasonably be distributed to departmental budgets. This budget includes costs for both current and non-current employee benefits, general risk management, payments to other agencies, and other miscellaneous expenditures.

**Year-To-Year Comparison**

	Budget	Budget		Percent
<u>Main Functions</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>	<u>Change</u>
Employee Benefits - Current	92,718,100	108,738,400	16,020,300	17.3%
Employee Benefits - Non-Current	24,094,500	24,341,700	247,200	1.0%
General Risk Management	1,769,500	1,382,100	-387,400	-21.9%
Other	<u>2,215,500</u>	<u>1,861,400</u>	<u>-354,100</u>	-16.0%
	120,797,600	136,323,600	15,526,000	12.9%
Interfund Credit*	-213,000	-179,000	34,000	-16.0%
Intrafund Credit*	<u>-137,800</u>	<u>-141,100</u>	<u>-3,300</u>	2.4%
Total	120,446,800	136,003,500	15,556,700	12.9%

\*Reflects chargeback for Worker's Compensation costs.

**Major Change Highlights**

Employee Benefits – Current increases mainly due to anticipated higher retirement expense and an anticipated inflationary adjustment to medical insurance expense	16,020,300
Employee Benefits – Non-Current increases primarily due to an anticipated inflationary adjustment to retiree medical insurance expense	247,200
General Risk Management decreases due to lower required reserve contributions	-387,400
Other decreases primarily due to time bank accrual no longer being required	-354,100

**UNDISTRIBUTED EXPENSES  
EXPENDITURE SUMMARY**

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	82,077,779	90,355,400	92,718,100	108,738,400
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>23,625,331</u>	<u>27,541,500</u>	<u>28,079,500</u>	<u>27,585,200</u>
	105,703,110	117,896,900	120,797,600	136,323,600
Interfund Credit*	0	-164,200	-213,000	-179,000
Intrafund Credit*	<u>-147,398</u>	<u>-117,800</u>	<u>-137,800</u>	<u>-141,100</u>
Total	105,555,712	117,614,900	120,446,800	136,003,500
<b>Appropriation by Activity</b>				
Employee Benefits - Current	82,077,779	90,355,400	92,718,100	108,738,400
Employee Benefits - Non-Current	20,252,404	22,660,800	24,094,500	24,341,700
General Risk Management	1,365,284	2,142,500	1,769,500	1,382,100
Other	<u>2,007,643</u>	<u>2,738,200</u>	<u>2,215,500</u>	<u>1,861,400</u>
	105,703,110	117,896,900	120,797,600	136,323,600
Interfund Credit*	0	-164,200	-213,000	-179,000
Intrafund Credit*	<u>-147,398</u>	<u>-117,800</u>	<u>-137,800</u>	<u>-141,100</u>
Total	105,555,712	117,614,900	120,446,800	136,003,500

\*Reflects chargeback for Worker's Compensation costs.

UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – CURRENT

**NEW YORK STATE RETIREMENT SYSTEM:** the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in nine separate programs, four for civilians and five for uniformed employees. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

<u>Tier</u>	<u>Hire Date (by any qualified public employer)</u>	
	<u>Non-Uniformed Employees</u>	<u>Uniformed Employees</u>
1	Before July 1973	Before July 1973
2	July 1973 to July 1976	After July 1973
3	July 1976 to September 1983	Does not apply
4	After September 1983	Does not apply
5	January 1, 2010	January 9, 2010
6	April 1, 2012	April 1, 2012

The amount of the payment is the product of the projected wage base times the contribution rates for each tier. The wage base is the projection by the Comptroller based upon wages and salaries earned during the period April 1, 2011 to March 31, 2012. The Comptroller determines the contribution rates. The bill also includes a reconciliation of under or over payment based on the prior year's actual wages.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	35,743,000	48,569,400	12,826,400

**Major Change**

Increase due to higher retirement contribution rates	9,126,400
Wage base estimated by the Comptroller for the 2012 bill did not reflect wage settlements and retroactive compensation increases leading to an underpayment that needs to be made up	3,500,000

**SOCIAL SECURITY:** under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first \$110,100, then 1.45 percent after that for salaries and wages earned by each eligible employee. Certain earnings and deductions are not subject to these rates, such as flexible spending and payments to disabled employees.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	15,250,600	15,577,100	326,500

**Major Change**

Increase due to wage base growth	381,500
Savings due to workforce reduction	-55,000

**UNDISTRIBUTED  
EMPLOYEE BENEFITS – CURRENT**

**HOSPITAL & MEDICAL INSURANCE:** the City provides hospitalization and medical benefits through various programs. Agreements with the different labor unions determine specific coverage and the amount contributed by the City. In 2009, the City reached agreement with its unions to adopt a common, single provider health care plan that is experience rated. Coverage under the new plan started September 1, 2009 for union members. Administrative, Professional, and Technical employees and Confidential employees' coverage under the new plan commenced January 1, 2010.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	33,444,100	37,665,700	4,221,600

**Major Change**

12 % inflationary adjustment to medical insurance expense is anticipated when the rates are next subject to change on January 1, 2013 5,445,600

No successor union health care agreements are assumed in place resulting in savings from a 50/50 sharing of increases between the City and employees -1,000,000

Savings due to workforce reduction -224,000

**WORKER'S COMPENSATION:** under a self-insurance program, the City directly finances the costs of medical and compensation payments to employees injured on the job. A private insurance firm that is responsible for investigating claims, making payments, and estimating future reserve requirements administers the program.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	4,279,300	4,609,000	329,700
Interfund Credit*	-213,000	-179,000	34,000
Intrafund Credit*	-137,800	-141,100	-3,300
	<u>3,928,500</u>	<u>4,288,900</u>	<u>360,400</u>

**Major Change**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Current Year Claims	350,800	320,100	-30,700
Administrative Charge	84,000	84,000	0
State Assessments	629,900	700,000	70,100
Prior Years' Claims	<u>3,214,600</u>	<u>3,504,900</u>	<u>290,300</u>
Total	4,279,300	4,609,000	329,700
Interfund Credit	-213,000	-179,000	34,000
Intrafund Credit	<u>-137,800</u>	<u>-141,100</u>	<u>-3,300</u>
	<u>3,928,500</u>	<u>4,288,900</u>	<u>360,400</u>

**UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – CURRENT**

**Chargebacks – Current Year Claims**

<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Department/Bureau</u>	<u>2011-12</u>	<u>2012-13</u>
NEIGHBORHOOD & BUSINESS DEVELOPMENT	2,000	30,000	LIBRARY	10,000	4,000
ENVIRONMENTAL SERVICES	286,600	240,600	RECREATION & YOUTH SERVICES	5,700	5,000
EMERGENCY COMMUNICATIONS	3,000	4,000	UNDISTRIBUTED	10,000	8,000
POLICE	33,000	28,000	Total Interfund	213,000	179,000
FIRE	500	500	Total Intrafund	<u>137,800</u>	<u>141,100</u>
			CITY TOTAL	350,800	320,100

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts or other wise provided.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,068,300	2,171,700	103,400

**Major Change**

Inflationary adjustment to dental insurance expense is anticipated when the rates are next subject to change on January 1, 2013	115,800
Savings due to workforce reduction	-12,400

LIFE INSURANCE: the City provides term life insurance for all full time employees.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	98,700	98,700	0

UNION TRUST ACCOUNT: under provisions of Memorandums of Understanding with bargaining units on health care, the City is obligated to share half of any additional savings during the term of the agreements by making payment into a trust account. These agreements expire August 31, 2012.

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	0	150,000	150,000

Payment of a share of savings attained in the 2012 calendar plan year is anticipated prior to the agreement expirations 150,000

UNDISTRIBUTED  
EMPLOYEE BENEFITS – CURRENT

HRA CITY CONTRIBUTION: Under terms of negotiated labor agreements, the City is required to make annual contributions to Health Reimbursement Accounts (HRA) for union members. A contribution is also made by the City for Administrative, Professional, and Technical employees and Confidential employees.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,721,200	0	-1,721,200

**Major Change**

No future City contributions are anticipated to be made -1,721,200

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	112,900	96,800	-16,100

**Major Change**

Allocation reduced based on projected need -16,100

UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – CURRENT  
EXPENDITURE SUMMARY

13-7

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	82,077,779	90,355,400	92,718,100	108,738,400
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	<u>82,077,779</u>	<u>90,355,400</u>	<u>92,718,100</u>	<u>108,738,400</u>
Interfund Credit*	0	-164,200	-213,000	-179,000
Intrafund Credit*	-147,398	-117,800	-137,800	-141,100
Total	<u>81,930,381</u>	<u>90,073,400</u>	<u>92,367,300</u>	<u>108,418,300</u>
Appropriation by Activity				
New York State Retirement	25,908,694	31,261,200	35,743,000	48,369,400
Social Security	13,520,524	15,101,600	15,250,600	15,577,100
Hospital and Medical	31,559,329	34,262,200	33,444,100	37,665,700
Worker's Compensation	7,646,284	5,125,300	4,279,300	4,609,000
Dental Insurance	1,850,191	1,969,200	2,068,300	2,171,700
Life Insurance	64,962	87,900	98,700	98,700
Union Trust Account	0	730,000	0	150,000
HRA City Contribution	1,466,650	1,721,200	1,721,200	0
Disability Insurance	61,145	96,800	112,900	96,800
	<u>82,077,779</u>	<u>90,355,400</u>	<u>92,718,100</u>	<u>108,738,400</u>
Interfund Credit*	0	-164,200	-213,000	-179,000
Intrafund Credit*	-147,398	-117,800	-137,800	-141,100
Total	<u>81,930,381</u>	<u>90,073,400</u>	<u>92,367,300</u>	<u>108,418,300</u>

\*Reflects chargeback for Worker's Compensation costs.

**UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – NON-CURRENT**

**DISABLED/OLD PENSION:** this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for surviving spouses of firefighters who retired prior to the City's participation in the New York State Retirement System.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,451,000	2,719,200	268,200

**Major Change**

Increase in required salary differential due to negotiated wage settlements 268,200

**HOSPITAL & MEDICAL INSURANCE:** the City provides hospital and medical benefits to eligible retirees.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	19,701,200	20,443,300	742,100

**Major Change**

12 % Inflationary adjustment to medical insurance expense is anticipated when the rates are next subject to change on January 1, 2013 742,100

**DENTAL INSURANCE:** coverage is provided to eligible firefighter retirees.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	138,000	138,000	0

**LIFE INSURANCE:** certain uniformed retirees are provided term life insurance benefits.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	41,200	41,200	0

**UNEMPLOYMENT COMPENSATION:** individuals terminated from City employment under qualifying circumstances are eligible for unemployment benefits according to Federal guidelines. Quarterly payments are made to New York State based on actual claim experience.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,763,100	1,000,000	-763,100

**Major Change**

An allowance made for higher anticipated expenses due to workforce reductions is no longer required -763,100

UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – NON-CURRENT  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>20,252,404</u>	<u>22,660,800</u>	<u>24,094,500</u>	<u>24,341,700</u>
Total	20,252,404	22,660,800	24,094,500	24,341,700
Appropriation by Activity				
Disabled/Old Pension	2,612,476	2,711,300	2,451,000	2,719,200
Hospital and Medical - Retirees	16,825,708	18,668,600	19,701,200	20,443,300
Dental Insurance - Retirees	128,781	131,000	138,000	138,000
Life Insurance - Retirees	36,237	41,000	41,200	41,200
Unemployment Compensation	<u>649,202</u>	<u>1,108,900</u>	<u>1,763,100</u>	<u>1,000,000</u>
Total	20,252,404	22,660,800	24,094,500	24,341,700

**UNDISTRIBUTED EXPENSES  
GENERAL RISK MANAGEMENT**

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm, which handles all claims, administers the total insurance program. Contributions to Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,669,500	1,282,100	-387,400

**Major Change**

Cost Components	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Administrative Charge	118,000	130,000	12,000
Insurance Premium - Major Claims	710,000	710,000	0
Contribution to the Insurance Reserve	<u>841,500</u>	<u>442,100</u>	<u>-399,400</u>
	1,669,500	1,282,100	-387,400

JUDGMENTS AND CLAIMS: this account is used to pay the City's liability for minor judgment-based obligations that may occur outside of the normal tort litigation covered by the City's general insurance.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES  
GENERAL RISK MANAGEMENT  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>1,365,284</u>	<u>2,142,500</u>	<u>1,769,500</u>	<u>1,382,100</u>
Total	1,365,284	2,142,500	1,769,500	1,382,100
Appropriation by Activity				
General Insurance	1,295,141	2,042,500	1,669,500	1,282,100
Judgments and Claims	<u>70,143</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Total	1,365,284	2,142,500	1,769,500	1,382,100

**UNDISTRIBUTED EXPENSES  
OTHER**

**PAYMENTS TO OTHER GOVERNMENTS:** this activity provides for payments to other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by State law. Payments are also made to Monroe County for services provided to City Court facilities.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,095,800	1,090,600	-5,200

**Major Change**

Allocation reduced based on projected need -5,200

**EMPLOYEE DEVELOPMENT:** this activity provides for the development of City employees through various training programs and tuition reimbursement.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	434,000	434,000	0

**CITY CHANNEL 12 OPERATION:** this activity includes an agreement with WXXI-TV to operate City 12 as the government access channel providing programming to inform and entertain City residents.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	210,000	215,500	5,500

**Major Change**

An inflationary adjustment is made 5,500

**TIME BANK ACCRUAL:** to comply with the Governmental Accounting Standards Board (GASB) standards, specific time banks are required to be accrued by the City. Vacation time and uniformed compensatory time earned, but not yet taken, are accrued as an expense.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	521,500	0	-521,500

**Major Change**

Accounting standards no longer require this accrual -521,500

UNDISTRIBUTED EXPENSES  
OTHER

13-13

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	50,000	80,000	30,000

**Major Change**

Allowance is made for the increase in foreclosures undertaken in 2011-12 and assumed to continue 30,000

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	600,000	250,000	-350,000

**Major Change**

Funds are reduced due to budget constraints -350,000

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Equipment Services Division. These costs are allocated to this Division so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	-1,787,000	-2,103,400	-316,400

**Major Change**

An adjustment is made to reflect higher employee benefit costs -316,400

TRUANCY PARTNERSHIP INITIATIVE: this activity is to support better coordination of efforts by the Rochester City School District, the City and Monroe County efforts devoted to truancy.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	0	100,000	100,000

**Major Change**

Funds are added for this initiative 100,000

**UNDISTRIBUTED EXPENSES  
OTHER**

---

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, safe driver awards, employee assistance program, medical services, the Employer Assistance Housing Incentive (EAHI) to qualified City employees purchasing a City home, and International Sister Cities.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	1,091,200	1,794,700	703,500

**Major Change**

Provision is made for actual historical miscellaneous expenses	500,000
Increase in the allowance for drug testing	115,900
Net of other changes	58,200
Additional funds provided to the AmeriCorps program to increase participants	18,900
Non-Council legal notice expense transfers from City Council & Clerk	10,500

UNDISTRIBUTED EXPENSES  
OTHER  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>2,007,643</u>	<u>2,738,200</u>	<u>2,215,500</u>	<u>1,861,400</u>
Total	2,007,643	2,738,200	2,215,500	1,861,400
Appropriation by Activity				
Payments to Other Governments	730,172	1,024,100	1,095,800	1,090,600
Employee Development	226,385	427,700	434,000	434,000
City Channel 12 Operation	294,706	207,000	210,000	215,500
Time Bank Accrual	196,874	521,500	521,500	0
Title Reports	50,411	75,000	50,000	80,000
Efficiency & Effectiveness Initiatives	585,242	600,000	600,000	250,000
Motor Equipment Benefits Credit	-1,656,800	-1,787,000	-1,787,000	-2,103,400
Truancy Partnership Initiative	0	0	0	100,000
Miscellaneous	<u>1,580,653</u>	<u>1,669,900</u>	<u>1,091,200</u>	<u>1,794,700</u>
Total	2,007,643	2,738,200	2,215,500	1,861,400

---

Contingency provides funds for difficult to project or otherwise unforeseen expenditures. The City Council specifically authorizes each expenditure through a budget transfer to the department incurring the expense.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>	<u>Percent Change</u>
Budget	2,935,300	2,695,900	-239,400	-8.2%

**Major Change Highlights**

Allocation is made for difficult to project or unforeseen expenditures	-239,400
--	----------

CONTINGENCY  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>0</u>	<u>2,913,100</u>	<u>2,935,300</u>	<u>2,695,900</u>
Total	0	2,913,100	2,935,300	2,695,900
Appropriation by Activity				
General Contingency*	0	2,913,100	2,935,300	2,695,900

\*Reflects remaining contingency after amendments. The original 2010-11 Contingency was \$13,664,500; the original 2011-12 was \$17,713,400.

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of "capital object or purpose" included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called "debt service". Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan.

### Year-To-Year Comparison

<u>Category</u>	<u>Budget</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Cash Capital	40,902,400	33,002,000	-7,900,400	-19.3%
Debt Service	<u>32,076,700</u>	<u>32,738,800</u>	<u>662,100</u>	2.1%
Total	72,979,100	65,740,800	-7,238,300	-9.9%

### Major Change Highlights

#### CASH CAPITAL

##### *New Projects:*

RG&E Gas Main Upgrades	1,250,000
Downtown Development	1,200,000
Parks Maintenance Building	910,000
Adams Street Recreation Center Roof Replacement	485,000
Browncroft/Nunda Modernization	400,000
Charles Carroll Plaza Design	250,000
High Falls Festival Site Gorge Wall	150,000
Purge Fans Replacement at Blue Cross Arena	125,000

##### *Changes in Existing Projects from 2011-12:*

Funding decreases for Police Vehicles	-2,384,000
Funding decreases for Process and Systems Integration	-2,256,000
Funding increases for Focused Investment	900,000
Funding increases for Land Acquisition	802,000
Funding decreases for Office Automation	-789,000
Funding decreases for Midtown Development	-740,000
Funding increases for Hazardous Sidewalk and Sidewalk Ramp Installations	692,000

## CAPITAL EXPENSE

Funding decreases for Riverfront Development II	-497,000
Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement as Cash Capital is reassigned to expiring debt	-457,000
Funding decreases for Water Cleaning and Lining as Cash Capital is reassigned to Debt	-423,000
Funding decreases for SCBA Replacement	-416,000
Funding for Residential Street Rehabilitation decreases as Cash Capital is reassigned to Debt	-375,000
Funding decreases for Hydrant and Valve Replacement Program	-244,000
Funding increases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	193,000
 <i>Projects or Project Elements that will not recur:</i>	
One time NYS grant for Public Market Wintershed	-2,000,000
One time allocation for Cemeteries Development	-1,800,000
One time allocation for CVMF Building 100 Roof Replacement is complete	-973,000
One time allocation for CDBG share of Demolitions	-750,000
PC Licenses	-652,000
One time allocation for Rundel Library Fire Suppression System Replacement	-587,000
Network Security	-390,000
One time allocation for Public Market Bridge & Parking Lot Development	-350,000
 <i>Purchasing Power Parity Increments:</i>	
Street Lighting	128,000
Street Treatment and Traffic Control	115,000
Annual Bridge Maintenance	79,000
 DEBT SERVICE	
Expenditures increase in accordance with debt repayment schedules	662,100

CAPITAL EXPENSE  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	<u>69,602,900</u>	<u>70,939,700</u>	<u>72,939,700</u>	<u>65,701,400</u>
Total	69,642,300	70,979,100	72,979,100	65,740,800
Appropriation by Activity				
Cash Capital	37,475,600	38,902,400	40,902,400	33,002,000
Debt Service	<u>32,166,700</u>	<u>32,076,700</u>	<u>32,076,700</u>	<u>32,738,800</u>
Total	69,642,300	70,979,100	72,979,100	65,740,800

**CAPITAL EXPENSE  
CASH CAPITAL**

**TRANSPORTATION & INFRASTRUCTURE**

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	5,543,000	6,016,000	473,000

**Major Change**

*Category Transfer:*

Street Lighting Improvements	325,000
Street Lighting – Standard Allocation	3,000
Project Uplift	2,000

*New Projects:*

Browncroft/Nunda Modernization	400,000
Driving Park Bridge Rehabilitation	54,000
Elmwood Avenue Bridge Rehabilitation	18,000

*Changes in Existing Projects from 2011-12:*

Funding increases for Hazardous Sidewalk and Sidewalk Ramp Installations	692,000
Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement as Cash Capital is reassigned to expiring debt	-457,000
Funding for Residential Street Rehabilitation decreases as Cash Capital is reassigned to Debt	-375,000
Funding decreases for Ridgeway Avenue, as planned	-206,000
Funding decreases for Winton Road North, as planned	-105,000
Funding decreases for Mt. Hope Avenue Phase II, as planned	-101,000

*Projects or Project Elements that will not recur:*

Funding for North Union Street Railroad Bridge Rails is complete	-85,000
Funding for Pavement Program is complete	-14,000

*Purchasing Power Parity Increments:*

CAPITAL EXPENSE  
CASH CAPITAL

**Major Change**

Street Lighting	128,000
Street Treatment and Traffic Control	115,000
Annual Bridge Maintenance	79,000

**PUBLIC WATERFRONT**

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	710,000	1,543,000	833,000

**Major Change**

*New Projects:*

RG&E Gas Main Upgrades	1,250,000
------------------------	-----------

*Changes in Existing Projects from 2011-12:*

Funding decreases for Riverfront Development II	-497,000
Funding increases for Johnson and Seymour Mill Race	100,000
Funding decreases for Port Infrastructure Roads	-20,000

**WATER SYSTEM**

The Water System category encompasses both the supply and distribution systems, which provide safe and reliable sources of water to the City. Improvements funded in this category include the cleaning and lining of water mains; replacement of hydrants, valves and meters; and conduit and watershed improvements.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	3,038,000	2,637,000	-401,000

**Major Change**

*Category Transfer:*

Water Small equipment	-48,000
Water Office Equipment	-12,000

*New Projects:*

SCADA System PLC Upgrades	111,000
Holly System	31,000

**CAPITAL EXPENSE  
CASH CAPITAL**

**Major Change***Changes in Existing Projects from 2011-12:*

Funding decreases for Water Cleaning and Lining as Cash Capital is reassigned to Debt	-423,000
Funding decreases for Hydrant and Valve Replacement Program	-244,000
Funding increases for Water Meter Replacement Program	92,000
Funding increases for Filtration Plant and Related Renovations	70,000
Funding increases for SCADA System Maintenance LPU Upgrades	53,000
Funding decreases for Contamination Prevention Hydrant Locks	-23,000
Funding decreases for Water Security	-7,000
Funding increases for Conduit Valve and Valve Rehabilitation	1,000
Funding decreases for Filtration Plant Small Equipment Replacement	-2,000

**PUBLIC SAFETY**

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	4,324,400	918,000	-3,406,400

**Major Change***Changes in Existing Projects from 2011-12:*

Funding decreases for Police Vehicles	-2,384,000
Funding decreases for SCBA Replacement	-416,000
Funding decreases for Fire Fighter Turnout Gear	-125,000
Funding increases for Cars, Vans and Utility Vehicles in the Fire Department	99,000
Funding increases for Small Equipment in the Fire Department	72,000
Funding decreases for Police Equipment	-71,000

*Project or Project Elements that will not recur:*

One time allocation for Firefighting Gear	-400,000
One time grant for Fire Equipment	-181,400

**PARKS & OPEN SPACE**

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	5,649,000	2,329,000	-3,320,000

CAPITAL EXPENSE  
CASH CAPITAL

15-7

**Major Change**

*Category Transfer:*

DRYS General Rehabilitation	300,000
Forestry Tree Maintenance Program	272,000
Cemeteries Memorialization	65,000
Ash Tree Program	62,000
Tree Pits	-48,000
Cemeteries Site Maintenance	22,000
Cemeteries Small Equipment	-20,000
Cemeteries Development	15,000

*New Projects:*

Charles Carroll Plaza Renovation Design	250,000
---	---------

*Changes in Existing Projects from 2011-12:*

Funding decreases for Public Market Wintershed Design	-355,000
Funding increases for Tennis/Basketball Replacement	288,000
Funding increases for Lighting Courts and Fields	125,000
Funding increases for Bicycle Enhancements	43,000

*Projects or Project Elements that will not recur:*

One time NYS grant for Public Market Wintershed	-2,000,000
One time allocation for Cemeteries Development	-1,800,000
One time allocation for Public Market Bridge & Parking Lot Development	-350,000
One time allocation for Turning Point Park Improvements	-120,000
One time allocation for Trail Neighborhood Connections	-71,000

*Purchasing Power Parity Increments:*

Public Market	2,000
---------------	-------

**ECONOMIC DEVELOPMENT**

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	7,952,000	9,691,000	1,739,000

**CAPITAL EXPENSE  
CASH CAPITAL**

**Major Change***Category Transfer:*

Hazardous Waste Remediation Citywide	587,000
Hazardous Waste Remediation at Port of Rochester	-218,000
Hazardous Waste Remediation at Vacuum Oil Refinery Site	200,000
Hazardous Waste Remediation at Pattonwood Landfill	-25,000

*New Projects:*

Downtown Development	1,200,000
Center City Two-Way Conversion	100,000

*Changes in Existing Projects from 2011-12:*

Funding increases for Focused Investment	900,000
Funding increases for Land Acquisition	802,000
Funding decreases for Midtown Development	-740,000
Funding increases for Demolitions	150,000
Funding increases for Dewey Avenue Intersection Realignment, a planned	123,000
Funding increases for Homeownership Program	50,000
Funding decreases for Market Rate Housing	-40,000

*Projects or Project Elements that will not recur:*

One time allocation for CDBG share of Demolitions	-750,000
One time allocation for Inner Loop East Design	-390,000
One time allocation for Code Enforcement Compliance	-200,000
One time allocation for Quad Right of Way	-10,000

**ARTS & CULTURE**

The Arts and Culture category includes library material support and cultural improvements to the City.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	676,000	508,000	-168,000

**Major Change***Category Transfer:*

Library Computer Replacements	-143,000
Library Motor Equipment	-25,000

CAPITAL EXPENSE  
CASH CAPITAL

**PUBLIC FACILITIES**

The Public Facilities category includes improvements to entities managed by City partnered operators.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	325,000	652,000	327,000

**Major Change**

*Category Transfer:*

High Falls District	61,000
High Falls District ROW	61,000

*New Projects:*

High Falls Festival Site Gorge Wall Repair	150,000
Purge Fans Replacement at Blue Cross Arena	125,000

*Changes in Existing Projects from 2011-12:*

Funding decreases for Public Market Small Equipment	-68,000
Funding decreases for maintenance at Public Market	-2,000

**MUNICIPAL FACILITIES**

The Municipal Facilities category provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	3,907,000	4,023,000	116,000

**Major Change**

*Category Transfer:*

DRYS Rehabilitation	-750,000
Garage Elevator Program	-250,000
Police Facilities	220,000
Emergency Generators	124,000
Emergency Communications Facility Improvements	55,000
Garage Maintenance	-30,000
Rundel Library Maintenance	2,000

**CAPITAL EXPENSE  
CASH CAPITAL**

**Major Change***New Projects:*

Parks Maintenance Building	910,000
Adams Street Recreation Center Roof Replacement	485,000
Water Bureau Garage Floor Repairs	300,000
911 Facility Feasibility Study	250,000
Midtown Facility Maintenance	150,000
Pulaski Building Stabilization	150,000
City Facilities Maintenance	120,000
Riverwall Railing repairs at Blue Cross Arena	50,000

*Changes in Existing Projects from 2011-12:*

Funding increases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	193,000
Funding increases for General Rehabilitation of non-public safety facilities	150,000
Standard allocation for routine maintenance at the Colfax Street Refuse Garage	-53,000

*Projects or Project Elements that will not recur:*

One time allocation for CVMF Building 100 Roof Replacement is complete	-973,000
One time allocation for Rundel Library Fire Suppression System Replacement	-587,000
One time Dormitory Authority Grant	-300,000
One time donation from Windstream for Gantt Center	-100,000

**BUSINESS EQUIPMENT**

The Business Equipment category consists of the ongoing replacement programs for general office equipment, non-motorized field equipment, and information processing systems.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	6,281,000	2,352,000	-3,929,000

**Major Change***Category Transfer:*

Blue Cross Arena Small Equipment	68,000
Water Bureau Small Equipment	48,000
Cemeteries Small Equipment	25,000
Traditional Materials at Branch Libraries	20,000
Environmental Services Water Bureau Office Furnishing	13,000

CAPITAL EXPENSE  
CASH CAPITAL

15-11

---

**Major Change**

*New Projects:*

Client Services and Revitalization	300,000
Technology Initiatives	162,000
Fire Department Furnishings	100,000
Future Technology Initiatives and Planning	100,000
Police GPS System Connection	100,000
Street Pavement Management System	80,000
Handheld Monitor Device & Laptop Computers	63,000
OPI Technology Initiatives	35,000
Communications Web revitalization	25,000
Neighborhood Business Development office Furnishing	17,000
Upland Facility PC Upgrades	15,000

*Changes in Existing Projects from 2011-12:*

Funding decreases for Process and Systems Integration	-2,329,000
Funding decreases for Office Automation	-789,000
Funding decreases for Police Video Surveillance Cameras	-579,000
Funding increases for Police Records Management System	192,000
Funding decreases for Police Video Analytics	-150,000
Funding decreases for Duplicating Equipment	-30,000

*Purchasing Power Parity Increments:*

Emergency Communications Office Furnishing	5,000
Environmental Services Office Furnishing	1,000

*Projects or Project Elements that will not recur:*

PC Licenses	-652,000
Network Security	-390,000
Information Distribution	-160,000
Call Center Live Chat System	-75,000
Fiber Connections at Sister Cities Garage and Animal Control Center	-55,000
Fire Education Management System	-50,000
Kronos Time Clocks	-39,000

**CAPITAL EXPENSE  
CASH CAPITAL**

**Non-Public Safety Fleet**

The Non-Public Safety category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

**Year-To-Year Comparison**

	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Budget	2,497,000	2,333,000	-164,000

**Major Change**

*Category Transfer:*

Funding decreases for Motor Equipment in the Department of Environmental Services	-548,000
Funding increases for Motor Equipment in the Solid Waste Collections Division, as planned	351,000
Funding increases for Motor Equipment in Water Bureau	154,000
Funding decreases for Motor Equipment in the Department of Recreation and Youth Services	-107,000
Funding decreases for Motor Equipment at Cemeteries, as planned	-14,000

CAPITAL EXPENSE  
CASH CAPITAL  
EXPENDITURE SUMMARY

	Actual <u>2010-11</u>	Estimated <u>2011-12</u>	Amended <u>2011-12</u>	Approved <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>37,475,600</u>	<u>38,902,400</u>	<u>40,902,400</u>	<u>33,002,000</u>
Total	37,475,600	38,902,400	40,902,400	33,002,000
Appropriation by Activity				
Transportation & Infrastructure	5,249,000	5,543,000	5,543,000	6,016,000
Public Waterfront	0	710,000	710,000	1,543,000
Water System	1,965,000	3,038,000	3,038,000	2,637,000
Public Safety	5,138,400	4,324,400	4,324,400	918,000
Parks & Open Space	3,308,000	3,649,000	5,649,000	2,329,000
Economic Development	8,041,000	7,952,000	7,952,000	9,691,000
Arts & Culture	0	676,000	676,000	508,000
Public Facilities	0	325,000	325,000	652,000
Municipal Facilities	13,774,200	3,907,000	3,907,000	4,023,000
Business Equipment	0	6,281,000	6,281,000	2,352,000
Non-Public Safety Fleet	<u>0</u>	<u>2,497,000</u>	<u>2,497,000</u>	<u>2,333,000</u>
Total	37,475,600	38,902,400	40,902,400	33,002,000

**CAPITAL EXPENSE  
DEBT SERVICE**

Principal payments consist of annual installment payments on long-term borrowing (Serial Bonds), Tax Repayment Fund, short-term borrowing (Bond Anticipation Notes).

**Year-To-Year Comparison**

	Budget <u>2011-12</u>	Budget <u>2012-13</u>	<u>Change</u>
Serial Bonds & Tax Repayment Fund	21,571,400	19,380,000	-2,191,400
Bond Anticipation Notes	<u>4,075,000</u>	<u>6,633,000</u>	<u>2,558,000</u>
Total	25,646,400	26,013,000	366,600

Interest Payment consists of annual payments of interest on long-term borrowing (Serial Bonds), Tax Repayment Fund, short-term borrowing (Bond Anticipation Notes).

**Year-To-Year Comparison**

	Budget <u>2011-12</u>	Budget <u>2012-13</u>	<u>Change</u>
Serial Bonds & Tax Repayment Fund	5,702,800	5,572,100	-130,700
Bond Anticipation Notes	<u>727,500</u>	<u>1,153,700</u>	<u>426,200</u>
Total	6,430,300	6,725,800	295,500

The following table illustrates the actual rates on borrowing contracted by the City during 2011-12. Rates vary with the type of borrowing, size of the issue, and general market conditions.

<u>Date</u>	<u>Type of Issue</u>	<u>Interest Rate</u>
August, 2011	Bond Anticipation Note	1.63
Sept 2011	Bond Anticipation Note	2.00
Feb. 2012	Bond Anticipation Note	1.00

Statement of Indebtedness - June 30, 2012

<u>Category</u>	<u>Bonds</u>	<u>Notes</u>	<u>Total</u>
General	81,145,000	55,918,000	137,063,000
Sewer*	2,150,000	225,000	2,375,000
Water	26,365,000	28,250,000	54,615,000
School	<u>138,555,399</u>	<u>35,162,000</u>	<u>173,717,399</u>
	248,215,399	119,555,000	367,770,399

Less:

Items not subject to Constitutional Limit:

-Sewer (partial)	0
-Water	54,615,000
Constitutional Debt	<u>313,155,399</u>
Constitutional Debt Limit	529,708,553
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	216,553,154

CAPITAL EXPENSE  
DEBT SERVICE

---

Bond Debt to Maturities (Principal, All funds)  
As of June 30, 2012

<u>Fiscal Year</u>	<u>City</u>	<u>School</u>	<u>Total</u>
2012-13	19,380,000	13,321,400	32,701,400
2013-14	16,205,000	13,110,000	29,315,000
2014-15	13,560,000	13,263,000	26,823,000
2015-16	10,700,000	13,340,000	24,040,000
2016-17	8,250,000	12,999,000	21,249,000
2017-18	7,225,000	12,831,000	20,056,000
2018-19	6,740,000	12,909,000	19,649,000
2019-20	5,585,000	12,462,000	18,047,000
2020-21	4,885,000	11,645,000	16,530,000
2021-22	3,470,000	9,160,000	12,630,000
2022-23	2,995,000	6,765,000	9,760,000
2023-24	2,380,000	4,150,000	6,530,000
2024-25	2,145,000	1,895,000	4,040,000
2025-26	1,655,000	590,000	2,245,000
2026-27	1,530,000	115,000	1,645,000
2027-28	805,000		805,000
2028-29	625,000		625,000
2029-30	675,000		675,000
2030-31	680,000		680,000
2031-32	170,000		170,000
Total	\$ 109,660,000	\$138,555,400	\$ 248,215,400

CAPITAL EXPENSE  
DEBT SERVICE  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2010-11</u>	<u>Estimated</u> <u>2011-12</u>	<u>Amended</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	<u>32,127,300</u>	<u>32,037,300</u>	<u>32,037,300</u>	<u>32,699,400</u>
Total	32,166,700	32,076,700	32,076,700	32,738,800
Appropriation by Activity				
Principal Payment	25,046,500	25,931,800	25,931,800	26,837,300
Interest Payment	<u>7,120,200</u>	<u>6,144,900</u>	<u>6,144,900</u>	<u>5,901,500</u>
Total	32,166,700	32,076,700	32,076,700	32,738,800



# Capital Improvement Program

---

2012-13  
City of Rochester, New York  
July 1, 2012

# CITY OFFICIALS

## **City Council**

Lovely A. Warren (Northeast District)  
President

Dana K. Miller (At-Large)  
Vice President

Carolee A. Conklin (At-Large)  
Matt Haag (At-Large)  
Adam C. McFadden (South District)  
Jacklyn Ortiz (At-Large)  
Carla M. Palumbo (Northwest District)  
Loretta C. Scott (At-Large)  
Elaine M. Spaul (East District)

## **Mayor**

Thomas S. Richards

## **Deputy Mayor**

Leonard E. Redon

## **Office of Management & Budget**

William J. Ansbro, Director of Management & Budget

## **Staff**

Kabutey Ocansey, Operations Analyst

# INTRODUCTION

## CAPITAL EXPENDITURES

The Capital Improvement Program (CIP) is a financing plan for the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in the capital program, a project or item must be consistent with the definition of capital object or purpose included in Section 11 of the New York State Local Finance Law.

The financing of capital projects may occur through three means. First, a direct appropriation may be made; this type of appropriation is known as cash capital. Second, funds for projects may be obtained through the issuance of bonds and notes, two forms of debt. The subsequent repayment of this debt and related interest costs is called debt service. Funding for repayment of debt is included in the Debt Service allocation of the annual operating budget. Third, full or partial funding for some projects is obtained from outside agencies.

## CIP DOCUMENT

This document represents a five-year capital investment program organized in three parts.

The first part is a financial summary overview of the recommended program. Categories, funding sources and Departments are summarized in this section.

The second part presents the project detail organized by eleven functional program types: Transportation (T), Public Waterfront (O), Water System (W), Public Safety (P), Parks and Open Space (S), Economic Development, Arts (E) and Culture (A), Public Facilities (F), Municipal Facilities (M), Business Equipment (B), and Non-Public Safety Fleet (N). Each of these types is further divided into Categories (e.g. E-1 Downtown Development). Categories may contain one or more projects (e.g. E-1 Center City Beautification, Midtown Redevelopment III).

Each program type is prefaced by a narrative description, a listing of new programs, and program changes.

Each project is described along with its cost and funding source for each year of the plan.

The third part contains appendices listing funding, program and departmental detail.

# TABLE OF CONTENTS

Financial Summary	Section
Introduction	i
Summary by Funding Source	A
Summary by Category	B
Summary by Department	C
Tax Rates Capital and Debt	D
Program by Category	
Transportation	1
Public Waterfront	2
Water System	3
Public Safety	4
Parks and Open Space	5
Economic Development	6
Arts and Culture	7
Public Facilities	8
Municipal Facilities	9
Business Equipment	10
Non Public Safety Fleet	11

FY 2013-17

## SUMMARY BY FUNDING SOURCE (000s)

CAPITAL IMPROVEMENT PROGRAM	2012-13	2013-14	2014-15	2015-16	2016-17	Total
CDBG	2,033	3,298	3,298	3,298	3,313	15,240
Federal	1,387	28,725	13,150	8,888	20,000	72,150
General Debt	15,829	21,133	23,066	19,757	23,006	102,791
Library Debt	0	1,455	0	0	0	1,455
Monroe County	1,000	1,075	1,100	1,100	648	4,923
New York State	2,321	250	4,723	0	3,800	11,094
Parking Debt	964	1,308	3,854	1,401	1,434	8,961
Public Market Debt	1,000	0	0	0	0	1,000
Private	0	150	450	443	0	1,043
Water Debt	9,282	6,556	6,964	7,157	5,886	35,845
General Cash Capital	22,088	27,726	25,973	23,447	25,107	124,341
Cemetery Cash Capital	557	830	968	944	981	4,280
Library Cash Capital	604	909	729	834	720	3,796
Local Works Cash Capital	3,957	5,889	7,362	4,538	4,216	25,962
Parking Cash Capital	1,227	717	710	710	710	4,074
Public Market Cash Capital	44	1,548	1,863	50	52	3,557
Refuse Cash Capital	857	4,346	6,333	9,637	3,456	24,629
Water Cash Capital	3,235	5,524	3,786	3,811	4,158	20,514
War Memorial Cash Capital	433	383	308	308	308	1,740
<i>Grand Total</i>	<i>66,818</i>	<i>111,822</i>	<i>104,637</i>	<i>86,323</i>	<i>97,795</i>	<i>467,395</i>

FY 2013-17

CAPITAL IMPROVEMENT  
PROGRAM

# Category Summary

2012-13 2013-14 2014-15 2015-16 2016-17 TOTAL

**Arts & Culture**

General Cash Capital	0	250	250	250	250	1,000	
Library Cash Capital	508	534	561	589	618	2,810	
Arts & Culture	Total	508	784	811	839	868	3,810

**Business Equipment**

Cemetery Cash Capital	25	46	45	45	50	211	
General Cash Capital	1,933	3,559	1,066	745	493	7,796	
Library Cash Capital	20	99	90	165	20	394	
Local Works Cash Capital	21	51	22	23	23	140	
Parking Cash Capital	0	217	210	210	210	847	
Public Market Cash Capital	0	2	0	0	0	2	
Refuse Cash Capital	209	3,864	221	227	233	4,754	
War Memorial Cash Capital	68	68	68	68	68	340	
Water Cash Capital	76	125	96	87	96	480	
Business Equipment	Total	2,352	8,031	1,818	1,570	1,193	14,964

**Economic Development**

CDBG	1,958	2,708	2,708	2,708	2,708	12,790	
Federal	916	18,870	1,796	0	0	21,582	
General Cash Capital	8,964	6,634	7,143	7,982	8,166	38,889	
General Debt	2,733	9,927	3,230	900	7,800	24,590	
New York State	613	0	0	0	0	613	
Parking Cash Capital	727	0	0	0	0	727	
Private	0	150	0	0	0	150	
Economic Development	Total	15,911	38,289	14,877	11,590	18,674	99,341

<b>Category Summary 2013-17 CIP</b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>TOTAL</u></b>
-------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	---------------------

**Municipal Facilities**

General Cash Capital		2,949	4,122	1,661	2,004	2,787	13,523
General Debt		0	1,380	2,500	2,500	0	6,380
Library Cash Capital		76	251	78	80	82	567
Library Debt		0	1,455	0	0	0	1,455
Local Works Cash Capital		94	114	97	99	100	504
New York State		0	250	0	0	0	250
Parking Cash Capital		500	500	500	500	500	2,500
Parking Debt		964	1,308	3,854	1,401	1,434	8,961
Refuse Cash Capital		94	119	97	99	100	509
Water Cash Capital		310	10	10	10	10	350
Water Debt		620	0	0	0	0	620
Municipal Facilities	Total	5,607	9,509	8,797	6,693	5,013	35,619

**Non-Public Safety Fleet**

Cemetery Cash Capital		190	179	193	144	151	857
General Cash Capital		916	1,721	2,299	985	2,630	8,551
Library Cash Capital		0	25	0	0	0	25
Local Works Cash Capital		519	2,292	3,708	775	343	7,637
Refuse Cash Capital		554	363	6,015	9,311	3,123	19,366
Water Cash Capital		154	561	471	403	643	2,232
Non-Public Safety Fleet	Total	2,333	5,141	12,686	11,618	6,890	38,668

**Parks and Open Space**

Cemetery Cash Capital		342	605	730	755	780	3,212
Federal		191	0	0	0	0	191
General Cash Capital		1,943	1,840	3,177	1,521	1,507	9,988
General Debt		0	750	1,700	0	0	2,450
New York State		723	0	4,723	0	0	5,446
Public Market Cash Capital		44	1,546	1,863	50	52	3,555
Public Market Debt		1,000	0	0	0	0	1,000
Parks and Open Space	Total	4,243	4,741	12,193	2,326	2,339	25,842

Category Summary 2013-17 CIP		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
<b>Public Facilities</b>							
General Cash Capital		287	901	195	349	203	1,935
General Debt		1,599	0	0	1,250	0	2,849
Monroe County		0	75	0	0	0	75
War Memorial Cash Capital		365	315	240	240	240	1,400
Public Facilities	Total	2,251	1,291	435	1,839	443	6,259
<b>Public Safety</b>							
CDBG		75	75	75	75	75	375
General Cash Capital		918	4,190	4,281	4,670	5,062	19,121
Public Safety	Total	993	4,265	4,356	4,745	5,137	19,496
<b>Public Waterfront</b>							
Federal		0	450	5,730	0	20,000	26,180
General Cash Capital		1,543	80	497	50	25	2,195
General Debt		6,813	970	4,350	5,723	0	17,856
New York State		985	0	0	0	3,800	4,785
Public Waterfront	Total	9,341	1,500	10,577	5,773	23,825	51,016
<b>Transportation &amp; Infrastructure</b>							
CDBG		0	515	515	515	530	2,075
Federal		280	9,405	5,624	8,888	0	24,197
General Cash Capital		2,635	4,429	5,404	4,891	3,984	21,343
General Debt		4,684	8,106	11,286	9,384	15,206	48,666
Local Works Cash Capital		3,323	3,432	3,535	3,641	3,750	17,681
Monroe County		1,000	1,000	1,100	1,100	648	4,848
Private		0	0	450	443	0	893
Water Cash Capital		58	199	250	268	186	961
Water Debt		675	2,420	2,722	2,804	1,432	10,053
Transportation &	Total	12,655	29,506	30,886	31,934	25,736	130,717

Category Summary 2013-17 CIP		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
<b>Water System</b>							
Water Cash Capital		2,637	4,629	2,959	3,043	3,223	16,491
Water Debt		7,987	4,136	4,242	4,353	4,454	25,172
Water System	Total	10,624	8,765	7,201	7,396	7,677	41,663
	<b>Grand Total</b>	66,818	111,822	104,637	86,323	97,795	467,395

FY 2013-17

CAPITAL IMPROVEMENT  
PROGRAM

# Department Summary

		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
<b>Administration</b>							
General Cash Capital		40	269	22	33	27	391
Parking Debt		0	0	2,500	0	0	2,500
Administration	Total	40	269	2,522	33	27	2,891
<b>Emergency Communications Department</b>							
General Cash Capital		340	65	125	65	65	660
Emergency Communications	Total	340	65	125	65	65	660
<b>Environmental Services</b>							
CDBG		0	515	515	515	530	2,075
Cemetery Cash Capital		557	824	968	944	981	4,274
Federal		1,196	28,725	13,150	8,888	20,000	71,959
General Cash Capital		10,004	12,428	13,576	10,241	10,138	56,387
General Debt		15,430	20,453	20,566	17,257	19,006	92,712
Local Works Cash Capital		3,957	5,860	7,362	4,538	4,216	25,933
Monroe County		1,000	1,000	1,100	1,100	648	4,848
New York State		2,321	0	2,000	0	3,800	8,121
Parking Cash Capital		727	0	0	0	0	727
Private		0	150	450	443	0	1,043
Refuse Cash Capital		857	4,297	6,333	9,637	3,456	24,580
Water Cash Capital		3,235	5,474	3,786	3,811	4,158	20,464
Water Debt		9,282	6,556	6,964	7,157	5,886	35,845
Environmental Services	Total	48,566	86,282	76,770	64,531	72,819	348,968
<b>Finance</b>							
Parking Cash Capital		500	710	710	710	710	3,340
Parking Debt		964	1,308	1,354	1,401	1,434	6,461
Finance	Total	1,464	2,018	2,064	2,111	2,144	9,801

<b>Department Summary 2012-17 CIP</b>		<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>TOTAL</u></b>
<b>Fire</b>							
CDBG		75	75	75	75	75	375
General Cash Capital		1,001	2,619	1,709	2,338	3,331	10,998
General Debt		0	680	2,500	2,500	0	5,680
Fire	Total	1,076	3,374	4,284	4,913	3,406	17,053
<b>Information Technology</b>							
Cemetery Cash Capital		0	6	0	0	0	6
General Cash Capital		950	2,411	125	125	125	3,736
Library Cash Capital		0	64	0	0	0	64
Local Works Cash Capital		0	29	0	0	0	29
Parking Cash Capital		0	7	0	0	0	7
Public Market Cash Capital		0	2	0	0	0	2
Refuse Cash Capital		0	49	0	0	0	49
Water Cash Capital		0	50	0	0	0	50
Information Technology	Total	950	2,618	125	125	125	3,943
<b>Library</b>							
Library Cash Capital		604	845	729	834	720	3,732
Library Debt		0	1,455	0	0	0	1,455
New York State		0	250	0	0	0	250
Library	Total	604	2,550	729	834	720	5,437
<b>Neighborhood Business Development</b>							
CDBG		1,958	2,708	2,708	2,708	2,708	12,790
General Cash Capital		7,304	6,175	6,465	6,965	7,465	34,374
General Debt		0	0	0	0	4,000	4,000
Monroe County		0	75	0	0	0	75
War Memorial Cash Capital		433	383	308	308	308	1,740
Neighborhood Business	Total	9,695	9,341	9,481	9,981	14,481	52,979

<b>Department Summary 2012-17 CIP</b>		<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>TOTAL</u></b>
<b>Police</b>							
General Cash Capital		961	2,948	3,375	2,882	3,195	13,361
Police	Total	961	2,948	3,375	2,882	3,195	13,361
<b>Recreation &amp; Youth Services</b>							
Federal		191	0	0	0	0	191
General Cash Capital		1,488	811	576	798	761	4,434
General Debt		399	0	0	0	0	399
New York State		0	0	2,723	0	0	2,723
Public Market Cash Capital		44	1,546	1,863	50	52	3,555
Public Market Debt		1,000	0	0	0	0	1,000
Recreation & Youth Services	Total	3,122	2,357	5,162	848	813	12,302
<b>Grand Total</b>		66,818	111,822	104,637	86,323	97,795	467,395

TAX RATES FOR DEBT SERVICE

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
Expense (\$000)						
Existing Debt	32,738.8	33,543.7	29,611.7	25,159.3	21,267.0	142,320.5
New Program		<u>1,188.0</u>	<u>4,661.9</u>	<u>8,475.6</u>	<u>12,187.7</u>	26,513.2
	32,738.8	34,731.7	34,273.6	33,634.9	33,454.7	168,833.7
Revenue (\$000)						
Premium and Interest Fund	2,000.0	2,000.0	2,000.0	2,000.0	2,000.0	10,000.0
Sale Unclaimed Property	357.0	357.0	357.0	357.0	357.0	1,785.0
Fed. Transportation Reimb.	130.0	130.0	130.0	130.0	130.0	650.0
Sale of Real Property	600.0	600.0	600.0	600.0	600.0	3,000.0
Enterprise Funds	<u>11,810.4</u>	<u>12,998.9</u>	<u>13,660.7</u>	<u>13,934.9</u>	<u>13,706.0</u>	<u>66,110.9</u>
	14,897.4	16,085.9	16,747.7	17,021.9	16,793.0	81,545.9
Tax Revenue Required (\$000)	17,841.4	18,645.8	17,525.9	16,613.0	16,661.7	87,287.8
Tax Reserve	<u>939.0</u>	<u>981.4</u>	<u>922.4</u>	<u>874.4</u>	<u>876.9</u>	<u>-2,653.6</u>
Tax Levy Required (\$000)	18,780.4	19,627.2	18,448.3	17,487.4	17,538.6	84,634.2
Tax Rate per \$1,000 Assessed Value						
Homestead	2.19	2.17	1.75	2.21	2.08	
Non-Homestead	4.83	5.05	4.74	4.50	4.51	

TAX RATES FOR CASH CAPITAL

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
Expense (\$000)						
General Cash Capital	22,088.0	27,726.0	25,973.0	23,447.0	25,107.0	124,341.0
Library Cash Capital	604.0	909.0	729.0	834.0	720.0	3,796.0
Local Works Cash Capital	3,957.0	5,889.0	7,362.0	4,538.0	4,216.0	25,962.0
Water Cash Capital	3,235.0	5,524.0	3,786.0	3,811.0	4,158.0	20,514.0
War Memorial Cash Capital	433.0	383.0	308.0	308.0	308.0	1,740.0
Parking Cash Capital	1,227.0	717.0	710.0	710.0	710.0	4,074.0
Public Market Cash Capital	44.0	1,548.0	1,863.0	50.0	52.0	3,557.0
Cemetery Cash Capital	557.0	830.0	968.0	944.0	981.0	4,280.0
Refuse Cash Capital	<u>857.0</u>	<u>4,346.0</u>	<u>6,333.0</u>	<u>9,637.0</u>	<u>3,456.0</u>	<u>24,629.0</u>
	33,002.0	47,872.0	48,032.0	44,279.0	39,708.0	212,893.0
Revenue (\$000)						
Homeland Security Grant	35.0					35.0
CHIPS	3,063.9	3,063.9	3,063.9	3,063.9	3,063.9	15,319.5
Sale of Scrap	190.0	190.0	190.0	190.0	190.0	950.0
Street Opening Permits	290.0	290.0	290.0	290.0	290.0	1,450.0
Compensation for Loss	50.0	50.0	50.0	50.0	50.0	250.0
Enterprise Funds	<u>10,914.0</u>	<u>19,237.9</u>	<u>22,059.0</u>	<u>20,832.0</u>	<u>14,601.0</u>	<u>87,643.9</u>
	14,542.9	22,831.8	25,652.9	24,425.9	18,194.9	105,648.4
Tax Revenue Required (\$000)	18,459.1	25,040.2	22,379.1	19,853.1	21,513.1	107,244.6
Tax Reserve	<u>971.5</u>	<u>1,317.9</u>	<u>1,177.8</u>	<u>1,044.9</u>	<u>1,132.3</u>	<u>5,644.5</u>
Tax Levy Required (\$000)	19,430.6	26,358.1	23,556.9	20,898.0	22,645.4	112,889.1
Tax Rate per \$1,000 Assessed Value						
Homestead	2.27	2.96	2.75	2.44	2.64	
Non-Homestead	5.00	6.53	6.06	5.38	5.82	

# TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

## New Projects

### T-2 Street Rehabilitation

- Goodman/Main Street Intersection is added.

### T-6 Street Lighting System

- Browncroft/Nunda Modernization is added and partially funded through a local improvement district.

## Project Changes

### T-1 Arterial Improvements

- Lake Avenue (Merrill Street to 600' South of Burley Road) delayed to 2013-14.
- Mt. Hope Avenue Phase II (Raleigh Street to Erie Canal) delayed to 2014-15.
- Vincent Street South/Jay Street construction delayed to 2015-16.
- Seneca Parkway/Bridgeview Drive design delayed to 2013-14.
- Seneca Avenue design (Norton Street to Ridge Road East) construction delayed to 2014-15.
- Thurston Road improvements added in 2016-17.

**T-1**

**Arterial Improvements**

**Future Street Planning & Projects**

Staff time for design and construction of City Arterials. The specific projects are not yet designated.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	0	0	67	69	121	257
	<u>200</u>	<u>200</u>	<u>267</u>	<u>269</u>	<u>321</u>	<u>1,257</u>

**Genesee Park Boulevard**

**Brooks Avenue to Genesee Street**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	386	0	386
General Debt	0	0	0	0	3,300	3,300
Water Cash Capital	0	0	0	38	0	38
Water Debt	0	0	0	0	320	320
	<u>0</u>	<u>0</u>	<u>0</u>	<u>424</u>	<u>3,620</u>	<u>4,044</u>

**Genesee Street**

**Genesee Park Blvd to Brooks Avenue**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	204	0	0	204
General Debt	0	0	0	1,977	0	1,977
Water Cash Capital	0	0	53	53	0	106
Water Debt	0	0	0	515	0	515
	<u>0</u>	<u>0</u>	<u>257</u>	<u>2,545</u>	<u>0</u>	<u>2,802</u>

**Goodman Street**

**Bay Street to Clifford Ave.**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	0	0
General Debt	0	0	0	0	415	415
Monroe County	0	0	0	832	648	1,480
Water Cash Capital	0	0	0	45	0	45
Water Debt	0	0	0	0	428	428
	<u>0</u>	<u>0</u>	<u>0</u>	<u>877</u>	<u>1,491</u>	<u>2,368</u>

**Lake Avenue**

**Merrill Street to 600' South of Burley Road**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	5,310	0	0	0	5,310
General Debt	0	1,260	0	0	0	1,260
Water Debt	0	325	0	0	0	325
	<u>0</u>	<u>6,895</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,895</u>

**Mt. Hope Avenue Phase II**

**Raleigh Street to Erie Canal**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	0	666	4,176	0	4,842
General Cash Capital	0	0	50	0	0	50
General Debt	0	0	0	972	0	972
Water Cash Capital	0	0	11	0	0	11
Water Debt	0	0	0	494	0	494
	<u>0</u>	<u>0</u>	<u>727</u>	<u>5,642</u>	<u>0</u>	<u>6,369</u>

**☐ South Avenue (Elmwood Avenue to Bellvue Drive) Elmwood Avenue (Mt. Hope Ave. to South Avenue)**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	242	0	0	0	242
General Debt	0	0	1,158	0	0	1,158
Monroe County	1,000	1,000	1,100	268	0	3,368
Water Cash Capital	0	119	0	0	0	119
Water Debt	0	0	1,151	0	0	1,151
	<u>1,000</u>	<u>1,361</u>	<u>3,409</u>	<u>268</u>	<u>0</u>	<u>6,038</u>

**☐ Thurston Road**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	200	0	0	200
General Debt	0	0	0	0	1,600	1,600
	<u>0</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>1,600</u>	<u>1,800</u>

**☐ Vincent Street South (Lake Avenue to Bausch Street) Jay Street (Child Street to Grape Street) Jay Street (Verona Street to Lake Avenue) Bausch Street/Upper falls Blvd (Genesee River to Hudson Avenue)**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	254	0	254
General Debt	0	0	0	0	2,504	2,504
Water Cash Capital	0	0	9	0	0	9
Water Debt	0	0	0	82	0	82
	<u>0</u>	<u>0</u>	<u>9</u>	<u>336</u>	<u>2,504</u>	<u>2,849</u>

 **Waring Road**
**Culver Road to Norton Street**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	0	43	4,712	0	4,755
General Cash Capital	0	0	9	0	0	9
General Debt	0	0	0	907	0	907
Water Cash Capital	0	0	2	0	0	2
Water Debt	0	0	0	975	0	975
	<u>0</u>	<u>0</u>	<u>54</u>	<u>6,594</u>	<u>0</u>	<u>6,648</u>

 **Winton Road North**
**Blossom Road to Corwin Road**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	0	2,660	0	0	2,660
General Cash Capital	0	0	46	0	0	46
General Debt	0	0	650	0	0	650
Water Cash Capital	0	0	44	0	0	44
Water Debt	0	0	620	0	0	620
	<u>0</u>	<u>0</u>	<u>4,020</u>	<u>0</u>	<u>0</u>	<u>4,020</u>

 **Seneca Avenue**
**Norton Street to Ridge Road East**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	226	0	0	226
General Debt	0	0	0	0	2,149	2,149
Water Cash Capital	0	0	3	0	0	3
Water Debt	0	0	34	0	0	34
	<u>0</u>	<u>0</u>	<u>263</u>	<u>0</u>	<u>2,149</u>	<u>2,412</u>

**Ridgeway Avenue**

**Ramona Street to Minder Street**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	2,985	0	0	0	2,985
General Cash Capital	0	126	0	0	0	126
General Debt	0	1,700	0	0	0	1,700
Water Debt	0	1,400	0	0	0	1,400
	0	6,211	0	0	0	6,211

**Seneca Parkway (Lake Avenue to Park View)/Maplewood Drive (Park View to Bridgeview)**

**Bridgeview Drive and Maplewood Drive (Maplewood Drive to Lake Avenue)**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	401	0	0	0	401
General Debt	0	0	3,903	0	0	3,903
Water Cash Capital	0	21	0	0	0	21
Water Debt	0	0	201	0	0	201
	0	422	4,104	0	0	4,526

**T-2 Street Rehabilitation**

**Goodman/Main Street Intersection**

Reconfigure lane uses, intersection geometry and traffic calming techniques to make intersection more pedestrian friendly.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	44	0	44
General Debt	0	0	0	443	0	443
Private	0	0	0	443	0	443
	0	0	0	930	0	930

### ▣ Milling & Resurfacing Program

Milling and Resurfacing, and micro-paving of streets including curb replacement, water and receiving basin improvements and traffic markings.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	300	1,340	1,441	1,545	1,591	6,217
General Debt	3,122	2,407	2,419	2,430	2,503	12,881
Water Cash Capital	58	59	61	63	65	306
	<u>3,480</u>	<u>3,806</u>	<u>3,921</u>	<u>4,038</u>	<u>4,159</u>	<u>19,404</u>

### ▣ Pavement Program

Pavement maintenance program for milling and resurfacing to extend the life of streets.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	281	0	0	0	281
General Cash Capital	0	70	0	0	0	70
	<u>0</u>	<u>351</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>351</u>

### ▣ Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, street lighting improvements, and tree planting for residential streets.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
CDBG	0	515	515	515	530	2,075
General Cash Capital	170	500	500	500	500	2,170
General Debt	1,562	2,531	2,592	2,655	2,735	12,075
Water Debt	675	695	716	738	684	3,508
	<u>2,407</u>	<u>4,241</u>	<u>4,323</u>	<u>4,408</u>	<u>4,449</u>	<u>19,828</u>

**T-3 Street Surface Treatment**

**Street Treatment and Traffic Control**

Maintenance of residential, collector, and arterial streets, as well as the conduct of the neighborhood traffic control program. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	300	300	300	300	300	1,500
Local Works Cash Capital	915	952	981	1,010	1,040	4,898
	<u>1,215</u>	<u>1,252</u>	<u>1,281</u>	<u>1,310</u>	<u>1,340</u>	<u>6,398</u>

**T-5 Sidewalk Maintenance**

**Hazardous Sidewalk Remediation Standard Allocation**

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Local Works Cash Capital	2,138	2,202	2,268	2,336	2,406	11,350
	<u>2,138</u>	<u>2,202</u>	<u>2,268</u>	<u>2,336</u>	<u>2,406</u>	<u>11,350</u>

**Sidewalk Ramp Installation Standard Allocation**

Reconstruction of sidewalk ramps on residential streets at high priority locations.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Local Works Cash Capital	270	278	286	295	304	1,433
	<u>270</u>	<u>278</u>	<u>286</u>	<u>295</u>	<u>304</u>	<u>1,433</u>

**T-6 Street Lighting System**

**Browncroft/Nunda Modernization**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	400	0	950	0	0	1,350
Private	0	0	450	0	0	450
	<u>400</u>	<u>0</u>	<u>1,400</u>	<u>0</u>	<u>0</u>	<u>1,800</u>

### Project Uplift

Enhanced street lighting where improvements will add to the public safety.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	70	72	74	76	78	370
	<u>70</u>	<u>72</u>	<u>74</u>	<u>76</u>	<u>78</u>	<u>370</u>

### Street Lighting

In conjunction with street improvement projects

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	228	235	242	249	256	1,210
	<u>228</u>	<u>235</u>	<u>242</u>	<u>249</u>	<u>256</u>	<u>1,210</u>

### Street Lighting - Standard Allocation

Replacement, upgrade and improvement of poles and luminaries.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	116	119	123	127	131	616
	<u>116</u>	<u>119</u>	<u>123</u>	<u>127</u>	<u>131</u>	<u>616</u>

### Street Lighting Improvements

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	325	325	325	325	325	1,625
	<u>325</u>	<u>325</u>	<u>325</u>	<u>325</u>	<u>325</u>	<u>1,625</u>

<b>T-7</b>
------------

## **Bridges and Structures**

### Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	454	499	514	585	603	2,655
	<u>454</u>	<u>499</u>	<u>514</u>	<u>585</u>	<u>603</u>	<u>2,655</u>

### Driving Park Bridge Rehabilitation

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	209	0	2,255	0	0	2,464
General Cash Capital	54	0	0	0	0	54
General Debt	0	0	564	0	0	564
	<u>263</u>	<u>0</u>	<u>2,819</u>	<u>0</u>	<u>0</u>	<u>3,082</u>

### Elmwood Avenue Bridge Rehabilitation

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	71	829	0	0	0	900
General Cash Capital	18	0	0	0	0	18
General Debt	0	208	0	0	0	208
	<u>89</u>	<u>1,037</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,126</u>

### Rochester Running Track Bridge

Bridge structural stability measures for future conversion to pedestrian multi-use facility.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	300	0	300
	<u>0</u>	<u>0</u>	<u>0</u>	<u>300</u>	<u>0</u>	<u>300</u>

# Summary of Funding by Program: Transportation

		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>T-1</b>	<b>Arterial Improvements</b>						
	Federal	0	8,295	3,369	8,888	0	20,552
	General Cash Capital	200	969	935	840	200	3,144
	General Debt	0	2,960	5,711	3,856	9,968	22,495
	Monroe County	1,000	1,000	1,100	1,100	648	4,848
	Water Cash Capital	0	140	189	205	121	655
	Water Debt	0	1,725	2,006	2,066	748	6,545
		1,200	15,089	3,310	6,955	1,685	58,239
<b>T-2</b>	<b>Street Rehabilitation</b>						
	CDBG	0	515	515	515	530	2,075
	Federal	0	281	0	0	0	281
	General Cash Capital	470	1,910	1,941	2,089	2,091	8,501
	General Debt	4,684	4,938	5,011	5,528	5,238	25,399
	Private	0	0	0	443	0	443
	Water Cash Capital	58	59	61	63	65	306
	Water Debt	675	695	716	738	684	3,508
		5,887	8,398	8,244	9,376	8,608	40,513
<b>T-3</b>	<b>Street Surface Treatment</b>						
	General Cash Capital	300	300	300	300	300	1,500
	Local Works Cash Cap	915	952	981	1,010	1,040	4,898
		1,215	1,252	1,281	1,310	1,340	6,398
<b>T-5</b>	<b>Sidewalk Maintenance</b>						
	Local Works Cash Cap	2,408	2,480	2,554	2,631	2,710	12,783
		2,408	2,480	2,554	2,631	2,710	12,783

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>T-6</b>						
<b>Street Lighting System</b>						
General Cash Capital	1,139	751	1,714	777	790	5,171
Private	0	0	450	0	0	450
	<u>1,139</u>	<u>751</u>	<u>2,164</u>	<u>777</u>	<u>790</u>	<u>5,621</u>
<b>T-7</b>						
<b>Bridges and Structures</b>						
Federal	280	829	2,255	0	0	3,364
General Cash Capital	526	499	514	885	603	3,027
General Debt	0	208	564	0	0	772
	<u>806</u>	<u>1,536</u>	<u>3,333</u>	<u>885</u>	<u>603</u>	<u>7,163</u>

**TRANSPORTATION TOTALS**

	<u>2012-13</u>	<u>2013-2014</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
CDBG	0	515	515	515	530	2,075
Federal	280	9,405	5,624	8,888	0	24,197
General Cash Capital	2,635	4,429	5,404	4,891	3,984	21,343
General Debt	4,684	8,106	11,286	9,384	15,206	48,666
Local Works Cash Capital	3,323	3,432	3,535	3,641	3,750	17,681
Monroe County	1,000	1,000	1,100	1,100	648	4,848
Private	0	0	450	443	0	893
Water Cash Capital	58	199	250	268	186	961
Water Debt	675	2,420	2,722	2,804	1,432	10,053
	<u>12,655</u>	<u>29,506</u>	<u>30,886</u>	<u>31,934</u>	<u>25,736</u>	<u>130,717</u>

# PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

## New Projects

### O-3 Genesee River

- East River Wall repairs (Erie Harbor Gateway Park) is added for 2013-14.
- Promenade at Erie Harbor Park II is added.
- Erie Harbor Enhancements Phase II is added for 2013-14.

### O-6 Transient Marina Development

- RGE Gas Main Upgrades is added.

## Project Changes

### O-5 Boat Launch Relocation

- Riverfront Development III is delayed to 2014-15.

**O-1** Port of Rochester

**Port Infrastructure Roads**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	25	50	25	50	25	175
	25	50	25	50	25	175

**O-2** Lake Ontario

**Durand Eastman Beach Improvements**

Construction of bathhouse.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	450	5,730	0	0	6,180
	0	450	5,730	0	0	6,180

**O-3** Genesee River

**East River Wall**

Restoration of steel river railing and spot paver repair.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	30	0	0	0	30
General Debt	0	245	0	0	0	245
	0	275	0	0	0	275

**Erie Harbor Enhancements Phase II**

Enhance open space along City's riverfront

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	0	725	0	0	0	725
	0	725	0	0	0	725

**Johnson and Seymour Mill Race**

Repairs to walls.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	250	0	0	0	0	250
General Debt	0	0	1,600	0	0	1,600
	<u>250</u>	<u>0</u>	<u>1,600</u>	<u>0</u>	<u>0</u>	<u>1,850</u>

**Promenade at Erie Harbor Park II**

Enhance the open space along City's riverfront

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	240	0	0	0	0	240
New York State	240	0	0	0	0	240
	<u>480</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>480</u>

**O-4**

**Historic Canal District**

**Historic Canal District**

Re-watering of the 1842 historic Aqueduct, build out Aqueduct commons, modification to Court, Broad, and Aqueduct streets, and major expansion of the Downtown Riverfront Promenade.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	0	0	0	20,000	20,000
New York State	0	0	0	0	3,800	3,800
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>23,800</u>	<u>23,800</u>

**O-5 Boat Launch Relocation**

**Riverfront Development III**

East side boat launch parking lot south of Petten street, removal of County boat launch, and boat launch north of Petten Street.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	18	0	0	0	0	18
General Debt	0	0	2,750	0	0	2,750
	<u>18</u>	<u>0</u>	<u>2,750</u>	<u>0</u>	<u>0</u>	<u>2,768</u>

**O-6 Transient Marina Development**

**RGE Gas Main Upgrades**

City share of utility upgrades for planning housing development.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	1,250	0	0	0	0	1,250
	<u>1,250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,250</u>

**Transient Marina Facilities Phase I**

Excavation, dredging, quay wall construction, utility connections, floating dock slips and mounting devices.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	6,573	0	0	0	0	6,573
New York State	745	0	0	0	0	745
	<u>7,318</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7,318</u>

**Transient Marina Facilities Phase II**

Design and construction

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	472	0	0	472
General Debt	0	0	0	5,723	0	5,723
	<u>0</u>	<u>0</u>	<u>472</u>	<u>5,723</u>	<u>0</u>	<u>6,195</u>

# Summary of Funding by Program: Public Waterfront

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>O-1 Port of Rochester</b>						
General Cash Capital	25	50	25	50	25	175
	25	50	25	50	25	175
<b>O-2 Lake Ontario</b>						
Federal	0	450	5,730	0	0	6,180
	0	450	5,730	0	0	6,180
<b>O-3 Genesee River</b>						
General Cash Capital	250	30	0	0	0	280
General Debt	240	970	1,600	0	0	2,810
New York State	240	0	0	0	0	240
	730	1,000	1,600	0	0	3,330
<b>O-4 Historic Canal District</b>						
Federal	0	0	0	0	20,000	20,000
New York State	0	0	0	0	3,800	3,800
	0	0	0	0	3,800	23,800
<b>O-5 Boat Launch Relocation</b>						
General Cash Capital	18	0	0	0	0	18
General Debt	0	0	2,750	0	0	2,750
	18	0	2,750	0	0	2,768
<b>O-6 Transient Marina Development</b>						
General Cash Capital	1,250	0	472	0	0	1,722
General Debt	6,573	0	0	5,723	0	12,296
New York State	745	0	0	0	0	745
	8,568	0	472	5,723	0	14,763

# Summary of Funding by Program: Public Waterfront

2012-13    2013-14    2014-15    2015-16    2016-17    Total

**PUBLIC WATERFRONT TOTALS**

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
Federal	0	450	5,730	0	20,000	26,180
General Cash Capital	1,543	80	497	50	25	2,195
General Debt	6,813	970	4,350	5,723	0	17,856
New York State	985	0	0	0	3,800	4,785
	<u>9,341</u>	<u>1,500</u>	<u>10,577</u>	<u>5,773</u>	<u>23,825</u>	<u>51,016</u>

# WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

## Project Changes

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- The programs for infrastructure support continue at planned levels.
- Reservoir LT II Compliance is omitted.
- Holly System is added in 2012-13.
- Repairs to upland structures added in 2013-14.
- Water Main cleaning and lining accelerated to take advantage of favorable borrowing rates.

**W-1****Distribution System****Bridge and River Crossings**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	550	0	0	0	550
	0	550	0	0	0	550

**Contamination Prevention Hydrant Locks**

Protects against tampering with Fire Hydrants contributing to fire suppression and water system safety.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	84	113	117	121	125	560
	84	113	117	121	125	560

**Distribution System Vault Rehabilitation**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	400	0	0	0	400
	0	400	0	0	0	400

**Holly System**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	31	125	125	125	125	531
	31	125	125	125	125	531

**Hydrant and Valve Replacement Program**

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	353	443	466	489	510	2,261
	353	443	466	489	510	2,261

### ☐ Water Main Cleaning & Lining

Cleaning of water mains and installation of corrosion-resistant lining to restore pipe capacity and slow deterioration.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	1,000	955	889	892	898	4,634
Water Debt	2,000	1,000	1,000	1,000	1,000	6,000
	<u>3,000</u>	<u>1,955</u>	<u>1,889</u>	<u>1,892</u>	<u>1,898</u>	<u>10,634</u>

### ☐ Water Main, Extension & Improvement Program

Replacement of deteriorated water mains.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Debt	1,236	1,285	1,336	1,390	1,432	6,679
	<u>1,236</u>	<u>1,285</u>	<u>1,336</u>	<u>1,390</u>	<u>1,432</u>	<u>6,679</u>

### ☐ Water Meter Replacement Program

Replacement and modernization of water meters.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	650	667	685	702	720	3,424
	<u>650</u>	<u>667</u>	<u>685</u>	<u>702</u>	<u>720</u>	<u>3,424</u>

### ☐ Water Security

Securing Water facilities by facility upgrade and access control.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	75	78	75	80	80	388
	<u>75</u>	<u>78</u>	<u>75</u>	<u>80</u>	<u>80</u>	<u>388</u>

**W-2**

**Water Supply Structures**

**Cobbs Hill Reservoir Improvements**

Repointing and recaulking concrete mortar joints.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Debt	3,000	0	0	0	0	3,000
	<u>3,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,000</u>

**Conduit Modernization**

Modernization of City's water supply system.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Debt	1,751	1,851	1,906	1,963	2,022	9,493
	<u>1,751</u>	<u>1,851</u>	<u>1,906</u>	<u>1,963</u>	<u>2,022</u>	<u>9,493</u>

**Conduit Valve & Vault Rehabilitation**

Funding to support the repair and replacement of valves and vaults.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	77	80	83	86	90	416
	<u>77</u>	<u>80</u>	<u>83</u>	<u>86</u>	<u>90</u>	<u>416</u>

**Filtration Plant and Related Renovations**

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	151	180	243	171	400	1,145
	<u>151</u>	<u>180</u>	<u>243</u>	<u>171</u>	<u>400</u>	<u>1,145</u>

**Filtration Plant Filter Underdrain Joint Rehabilitation**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	135	0	0	0	135
	<u>0</u>	<u>135</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>135</u>

**☐ Filtration Plant Small Equipment Replacement**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	35	217	76	127	75	530
	35	217	76	127	75	530

**☐ Holly Interior Painting Replacement**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	63	0	0	0	63
	0	63	0	0	0	63

**☐ Holly Station Related Renovations**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	50	0	50
	0	0	0	50	0	50

**☐ SCADA System Maintenance LPU Upgrade**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	70	0	0	0	0	70
	70	0	0	0	0	70

**☐ SCADA System PLC Upgrade**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	111	111	0	0	0	222
	111	111	0	0	0	222

**☐ Upland Bridge Rehabilitation**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	312	0	0	0	312
	0	312	0	0	0	312

 Upland Structures

Improvements to the sites, structures and systems.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	200	200	200	200	800
	<hr/> 0	<hr/> 200	<hr/> 200	<hr/> 200	<hr/> 200	<hr/> 800

---



---

## Summary of Funding by Program: Water System

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>W-1 Distribution System</b>						
Water Cash Capital	2,193	3,331	2,357	2,409	2,458	12,748
Water Debt	3,236	2,285	2,336	2,390	2,432	12,679
	5,429	5,616	4,693	4,799	4,890	25,427
<b>W-2 Water Supply Structures</b>						
Water Cash Capital	444	1,298	602	634	765	3,743
Water Debt	4,751	1,851	1,906	1,963	2,022	12,493
	5,195	3,149	2,508	2,597	2,787	16,236
<b>WATER SYSTEM TOTALS</b>						
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
Water Cash Capital	2,637	4,629	2,959	3,043	3,223	16,491
Water Debt	7,987	4,136	4,242	4,353	4,454	25,172
	10,624	8,765	7,201	7,396	7,677	41,663

# PUBLIC SAFETY

The Public Safety category contains projects that improve the ability of Fire, Police and Emergency Communications Departments to carry out their mission of protecting the public. Equipment replacement is a major component of this category.

## Project Changes

### P-15 Fire Facilities

- Public Safety facilities projects categorized in Municipal Facilities Section.

**P-1**

**Apparatus**

**Fire Fighting Apparatus**

Scheduled replacement of fire fighting apparatus.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	975	450	1,024	886	3,335
	<u>0</u>	<u>975</u>	<u>450</u>	<u>1,024</u>	<u>886</u>	<u>3,335</u>

**P-3**

**Small Equipment**

**Police Equipment**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	141	110	100	100	100	551
	<u>141</u>	<u>110</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>551</u>

**SCBA Replacement**

Scheduled replacement and new purchase of small fire suppression equipment.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	80	80	80	80	80	400
	<u>80</u>	<u>80</u>	<u>80</u>	<u>80</u>	<u>80</u>	<u>400</u>

**Small Equipment - RFD**

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
CDBG	75	75	75	75	75	375
General Cash Capital	418	357	368	379	390	1,912
	<u>493</u>	<u>432</u>	<u>443</u>	<u>454</u>	<u>465</u>	<u>2,287</u>

### Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	140	400	400	400	400	1,740
	140	400	400	400	400	1,740

### P-5 Technology

#### Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	40	40	40	40	40	200
	40	40	40	40	40	200

### P-6 Fire Motor Equipment

#### Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	99	140	93	115	71	518
	99	140	93	115	71	518

### P-7 Police Motor Equipment

#### Police Vehicles

Scheduled replacement of marked vehicles supporting patrol and investigation activities.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	2,088	2,725	2,532	3,095	10,440
	0	2,088	2,725	2,532	3,095	10,440

**P-8** **Emergency Communications Motor Equipment**

**Emergency Communication Vehicles**

Scheduled replacement of vehicles.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	25	0	0	25
	<u>0</u>	<u>0</u>	<u>25</u>	<u>0</u>	<u>0</u>	<u>25</u>

# Summary of Funding by Program: Public Safety

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>P-1 Apparatus</b>						
General Cash Capital	0	975	450	1,024	886	3,335
	0	975	450	1,024	886	3,335
<b>P-3 Small Equipment</b>						
CDBG	75	75	75	75	75	375
General Cash Capital	779	947	948	959	970	4,603
	854	1,022	1,023	1,034	1,045	4,978
<b>P-5 Technology</b>						
General Cash Capital	40	40	40	40	40	200
	40	40	40	40	40	200
<b>P-6 Fire Motor Equipment</b>						
General Cash Capital	99	140	93	115	71	518
	99	140	93	115	71	518
<b>P-7 Police Motor Equipment</b>						
General Cash Capital	0	2,088	2,725	2,532	3,095	10,440
	0	2,088	2,725	2,532	3,095	10,440
<b>P-8 Emergency Communications Motor Equipment</b>						
General Cash Capital	0	0	25	0	0	25
	0	0	25	0	0	25

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>PUBLIC SAFETY TOTALS</b>						
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
CDBG	75	75	75	75	75	375
General Cash Capital	918	4,190	4,281	4,670	5,062	19,121
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	993	4,265	4,356	4,745	5,137	19,496

# PARKS and OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

## **New Projects**

### S-1 Trail System

- Federal Aid trail projects combined and renamed with federal portion appropriated in earlier years.

### S-4 Recreation

- Provision for new Play Apparatus commences in 2012-13.

### S-6 Cemeteries

- Provision for purchase of vehicle.
- Provision for purchase on small equipment.

**S-1**

**Trail System**

**Riverway Trail Congestion Mitigation Air Quality**

New neighborhood trail connections.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	220	0	0	0	0	220
	<u>220</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>220</u>

**S-2**

**Urban Forest**

**Ash Tree Program**

Treatment of healthy and removal of diseased ash trees.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	62	0	0	0	0	62
	<u>62</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>62</u>

**Forestry Tree Maintenance Program**

Planting and upkeep of City trees.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	450	721	743	765	788	3,467
	<u>450</u>	<u>721</u>	<u>743</u>	<u>765</u>	<u>788</u>	<u>3,467</u>

**S-3**

**Cornerstone Park**

**Cornerstone Park**

Restoration of existing water fountain, and landscaping.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
New York State	723	0	0	0	0	723
	<u>723</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>723</u>

<b>S-4</b>	<b>Recreation</b>
------------	-------------------

**Charles Carroll Plaza**

Repair/replacement of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	250	0	1,900	0	0	2,150
	250	0	1,900	0	0	2,150

**Downtown Skate Park**

Construction of a skate park underneath Fredrick Douglass-Susan B. Anthony Bridge.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
New York State	0	0	2,000	0	0	2,000
	0	0	2,000	0	0	2,000

**DRYS General Rehabilitation**

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	300	325	325	325	325	1,600
	300	325	325	325	325	1,600

**Lighting Courts & Fields**

Strategic lighting of tennis and baseball facilities.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	125	125	125	125	125	625
	125	125	125	125	125	625

**Manhattan Square Park**

Allocations are for rehabilitation of the Chestnut Plaza area, main entrance from Strong Museum, lawn area by Court Street, and berm area adjacent to Woodbury.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	350	0	0	0	350
General Debt	0	750	1,700	0	0	2,450
	0	1,100	1,700	0	0	2,800

**Play Apparatus**

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	200	0	0	200	200	600
	200	0	0	200	200	600

**Tennis/Basketball Replacement**

At facilities city wide.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	288	319	84	106	69	866
	288	319	84	106	69	866

<b>S-5</b>	<b>Public Market</b>
------------	----------------------

**Public Market Standard Allocation**

Routine repair, replacement and renovation of facilities, systems, and structures.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Public Market Cash Capital	44	46	48	50	52	240
	44	46	48	50	52	240

**Public Market Winter Shed**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
New York State	0	0	2,723	0	0	2,723
Public Market Cash Capital	0	1,500	1,815	0	0	3,315
Public Market Debt	1,000	0	0	0	0	1,000
	<u>1,000</u>	<u>1,500</u>	<u>4,538</u>	<u>0</u>	<u>0</u>	<u>7,038</u>

**S-6**

**Cemeteries**

**Cemeteries - Memorialization**

Standard allocation for purchase and resale of cemetery memorials and markers, and installation of lettering on community mausoleum and columbarium crypt and niche fronts.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Cemetery Cash Capital	80	90	100	110	120	500
	<u>80</u>	<u>90</u>	<u>100</u>	<u>110</u>	<u>120</u>	<u>500</u>

**Cemeteries Site Maintenance**

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Cemetery Cash Capital	212	215	230	245	260	1,162
	<u>212</u>	<u>215</u>	<u>230</u>	<u>245</u>	<u>260</u>	<u>1,162</u>

**Cemetery Development**

Allocation for the design and construction of new interment space.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Cemetery Cash Capital	50	300	400	400	400	1,550
	<u>50</u>	<u>300</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>1,550</u>

<b>S-7</b>	<b>Bicycle Enhancements</b>
------------	-----------------------------

**Bicycle Enhancements Congestion Mitigation Air Quality**

Design and construction of on-street bike lanes.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	191	0	0	0	0	191
General Cash Capital	48	0	0	0	0	48
	239	0	0	0	0	239

# Summary of Funding by Program: Parks and Open Space

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>S-1 Trail System</b>						
General Cash Capital	220	0	0	0	0	220
	220	0	0	0	0	220
<b>S-2 Urban Forest</b>						
General Cash Capital	512	721	743	765	788	3,529
	512	721	743	765	788	3,529
<b>S-3 Cornerstone Park</b>						
New York State	723	0	0	0	0	723
	723	0	0	0	0	723
<b>S-4 Recreation</b>						
General Cash Capital	1,163	1,119	2,434	756	719	6,191
General Debt	0	750	1,700	0	0	2,450
New York State	0	0	2,000	0	0	2,000
	1,163	1,869	6,134	756	719	10,641
<b>S-5 Public Market</b>						
New York State	0	0	2,723	0	0	2,723
Public Market Cash Capital	44	1,546	1,863	50	52	3,555
Public Market Debt	1,000	0	0	0	0	1,000
	1,044	1,546	4,586	50	52	7,278
<b>S-6 Cemeteries</b>						
Cemetery Cash Capital	342	605	730	755	780	3,212
	342	605	730	755	780	3,212

# Summary of Funding by Program: Parks and Open Space

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>S-7 Bicycle Enhancements</b>						
Federal	191	0	0	0	0	191
General Cash Capital	48	0	0	0	0	48
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	239	0	0	0	0	239

## **PARKS AND OPEN SPACE TOTALS**

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
Cemetery Cash Capital	342	605	730	755	780	3,212
Federal	191	0	0	0	0	191
General Cash Capital	1,943	1,840	3,177	1,521	1,507	9,988
General Debt	0	750	1,700	0	0	2,450
New York State	723	0	4,723	0	0	5,446
Public Market Cash Capital	44	1,546	1,863	50	52	3,555
Public Market Debt	1,000	0	0	0	0	1,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	4,243	4,741	12,193	2,326	2,339	25,842

# ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

## New Projects

### E-1 Downtown Development

- Funds are included for Center City Beautification in 2013-14.
- Funds are included for Center City Two-Way Conversion (N. Clinton Avenue and St. Paul Street) in 2012-13.
- Funds are included for Inner Loop East Reconstruction into a multi-lane surface boulevard (Monroe Avenue to Charlotte Street) in 2013-14.

### E-3 Neighborhood Development

- Funds are included for Bull's Head Development in 2016-17.
- Funds are included in support of College Town development in 2013-14.

## Project Changes

### E-1 Downtown Development

- Center City Inter Modal Transportation Center construction is delayed to 2013-14 to match timing of Federal funding.

**E-1****Downtown Development****Center City Beautification**

Median repairs, lighting upgrades, benches, landscaping, trees, enhanced crosswalks

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	150	0	0	0	150
Private	0	150	0	0	0	150
	0	300	0	0	0	300

**Center City Inter Modal Transportation Center**

Center City train/bus Station.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	3,745	0	0	0	3,745
General Debt	0	500	0	0	0	500
	0	4,245	0	0	0	4,245

**Center City Two-Way Conversion**

Curb changes, new traffic signals, spot pavement and sidewalk repairs, and new signage and striping.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	100	0	0	0	0	100
General Debt	0	1,125	0	0	0	1,125
New York State	613	0	0	0	0	613
	713	1,125	0	0	0	1,838

**Downtown Development**

Downtown development projects, including Midtown Tower.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	1,200	500	1,000	1,000	1,000	4,700
	1,200	500	1,000	1,000	1,000	4,700

**Inner Loop East Reconstruction**

Reconstruct Pitkin and Union Streets and realign as multi-lane surface boulevard.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	0	15,125	0	0	0	15,125
General Debt	0	1,681	1,681	0	0	3,362
	0	16,806	1,681	0	0	18,487

**Midtown Redevelopment III**

New interconnecting roads and public utilities to support the redevelopment of the Midtown site including reconstruction of the sidewalk and pedestrian facilities along E. Main St., S. Clinton Ave. & E. Broad St.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	273	0	0	0	0	273
General Debt	2,133	2,421	0	0	0	4,554
Parking Cash Capital	727	0	0	0	0	727
	3,133	2,421	0	0	0	5,554

**E-2 Downtown Enhancement District**

**Downtown Streetscape**

Trees, grates, benches, pavement, lights, etc.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	137	141	145	149	572
	0	137	141	145	149	572

**E-3 Neighborhood Development**

**Bull's Head**

Land Acquisition and commercial development.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	0	0	0	0	4,000	4,000
	0	0	0	0	4,000	4,000

**College Town**

Design and construction of public streets, sidewalks, and utilities.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	450	3,000	0	0	0	3,450
	<u>450</u>	<u>3,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,450</u>

**Gilmore-Merrimac Connector**

Connector Street.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	65	0	0	65
General Debt	0	0	200	0	0	200
	<u>0</u>	<u>0</u>	<u>265</u>	<u>0</u>	<u>0</u>	<u>265</u>

**LaAvenida Streetscape Improvements Phase II**

Improvements from Avenue D to Norton Street including sidewalk replacement, stone curb replacement and resetting, brick pavement repair, and street tree improvements.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	150	0	150
General Debt	0	0	0	0	1,300	1,300
	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>	<u>1,300</u>	<u>1,450</u>

**LaAvenida Streetscape Improvements Phase III**

Improvements from Norton Street to East Ridge Road including sidewalk replacement, stone curb replacement and resetting, brick pavement repair, and street tree improvements.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	170	0	170
General Debt	0	0	0	0	1,600	1,600
	<u>0</u>	<u>0</u>	<u>0</u>	<u>170</u>	<u>1,600</u>	<u>1,770</u>

<b>E-4</b>	<b>Land Acquisition</b>
------------	-------------------------

**Acquisition/Economic Development**

This is to purchase land/or site for development or other purposes.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	802	1,000	1,000	1,000	1,000	4,802
	802	1,000	1,000	1,000	1,000	4,802

**Demolition**

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
CDBG	250	1,000	1,000	1,000	1,000	4,250
General Cash Capital	3,200	2,000	2,000	2,000	3,000	12,200
	3,450	3,000	3,000	3,000	4,000	16,450

**Rochester School District Collaboration**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	500	0	500
	0	0	0	500	0	500

<b>E-6</b>	<b>Environmental Compliance and Remediation</b>
------------	---

**Investigation and Remediation**

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, and city environmental staff.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	787	647	537	617	617	3,205
General Debt	0	0	900	900	900	2,700
	787	647	1,437	1,517	1,517	5,905

**Investigation and Remediation - Emerson**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	150	1,200	0	0	0	1,350
	<u>150</u>	<u>1,200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,350</u>

**Investigation and Remediation - Pattonwood Landfill**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	125	0	0	0	0	125
	<u>125</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>125</u>

**Investigation and Remediation - Port of Rochester**

Funding for design and investigation of contaminated sites at the Port of Rochester.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	282	0	0	0	0	282
	<u>282</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>282</u>

**Investigation and Remediation - Vacuum Oil Refinery Site**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	200	300	0	0	0	500
	<u>200</u>	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>500</u>

<b>E-7</b>	<b>Housing</b>
------------	----------------

**Home Ownership Program**

Closing cost/down payment assistance for homebuyers.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	400	400	400	400	400	2,000
	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>2,000</u>

**Market Rate Housing Acquisition and Support**

The support and development of market rate housing city wide.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	500	500	1,000	1,000	1,000	4,000
	<u>500</u>	<u>500</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>4,000</u>

**E-8**

**Focused Investment**

**Dewey Avenue Intersection Realignment**

Realignment of Dewey Ave./Driving Park Ave.; intersection in Northwest Rochester.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Federal	916	0	1,796	0	0	2,712
General Cash Capital	195	0	0	0	0	195
General Debt	0	0	449	0	0	449
	<u>1,111</u>	<u>0</u>	<u>2,245</u>	<u>0</u>	<u>0</u>	<u>3,356</u>

**Focused Investment**

Neighborhood stabilization and improvement.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
CDBG	1,708	1,708	1,708	1,708	1,708	8,540
General Cash Capital	900	1,000	1,000	1,000	1,000	4,900
	<u>2,608</u>	<u>2,708</u>	<u>2,708</u>	<u>2,708</u>	<u>2,708</u>	<u>13,440</u>

# Summary of Funding by Program: Economic Development

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>E-1 Downtown Development</b>						
Federal	0	18,870	0	0	0	18,870
General Cash Capital	1,573	650	1,000	1,000	1,000	5,223
General Debt	2,133	5,727	1,681	0	0	9,541
New York State	613	0	0	0	0	613
Parking Cash Capital	727	0	0	0	0	727
Private	0	150	0	0	0	150
	<u>5,046</u>	<u>25,397</u>	<u>2,681</u>	<u>1,000</u>	<u>1,000</u>	<u>35,124</u>
<b>E-2 Downtown Enhancement District</b>						
General Cash Capital	0	137	141	145	149	572
	<u>0</u>	<u>137</u>	<u>141</u>	<u>145</u>	<u>149</u>	<u>572</u>
<b>E-3 Neighborhood Development</b>						
General Cash Capital	0	0	65	320	0	385
General Debt	450	3,000	200	0	6,900	10,550
	<u>450</u>	<u>3,000</u>	<u>265</u>	<u>320</u>	<u>6,900</u>	<u>10,935</u>
<b>E-4 Land Acquisition</b>						
CDBG	250	1,000	1,000	1,000	1,000	4,250
General Cash Capital	4,002	3,000	3,000	3,500	4,000	17,502
	<u>4,252</u>	<u>4,000</u>	<u>4,000</u>	<u>4,500</u>	<u>5,000</u>	<u>21,752</u>
<b>E-6 Environmental Compliance and Remediation</b>						
General Cash Capital	1,394	947	537	617	617	4,112
General Debt	150	1,200	900	900	900	4,050
	<u>1,544</u>	<u>2,147</u>	<u>1,437</u>	<u>1,517</u>	<u>1,517</u>	<u>8,162</u>

# Summary of Funding by Program: Economic Development

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>E-7 Housing</b>						
General Cash Capital	900	900	1,400	1,400	1,400	6,000
	<u>900</u>	<u>900</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>6,000</u>
<b>E-8 Focused Investment</b>						
CDBG	1,708	1,708	1,708	1,708	1,708	8,540
Federal	916	0	1,796	0	0	2,712
General Cash Capital	1,095	1,000	1,000	1,000	1,000	5,095
General Debt	0	0	449	0	0	449
	<u>3,719</u>	<u>2,708</u>	<u>4,953</u>	<u>2,708</u>	<u>2,708</u>	<u>16,796</u>
<b>ECONOMIC DEVELOPMENT TOTALS</b>						
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
CDBG	1,958	2,708	2,708	2,708	2,708	12,790
Federal	916	18,870	1,796	0	0	21,582
General Cash Capital	8,964	6,634	7,143	7,982	8,166	38,889
General Debt	2,733	9,927	3,230	900	7,800	24,590
New York State	613	0	0	0	0	613
Parking Cash Capital	727	0	0	0	0	727
Private	0	150	0	0	0	150
	<u>15,911</u>	<u>38,289</u>	<u>14,877</u>	<u>11,590</u>	<u>18,674</u>	<u>99,341</u>

# ARTS AND CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

## Project Changes

### A-1 Public Art

- Arts Installation and Enhancements deferred to 2013-14.

**A-1**

**Public Art**

**Arts Installation and Enhancements**

Arts component incorporated into Midtown and Port of Rochester Developments.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	250	250	250	250	1,000
	<u>0</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>1,000</u>

**A-2**

**Library Books & Materials**

**Library Materials Traditional Formats**

Replacement of worn and obsolete materials and purchase of new materials and small equipment for branch libraries.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Library Cash Capital	508	534	561	589	618	2,810
	<u>508</u>	<u>534</u>	<u>561</u>	<u>589</u>	<u>618</u>	<u>2,810</u>

---



---

## Summary of Funding by Program: Arts and Culture

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>A-1 Public Art</b>						
General Cash Capital	0	250	250	250	250	1,000
	<hr style="width: 100%;"/>					
	0	250	250	250	250	1,000
<b>A-2 Library Books &amp; Materials</b>						
Library Cash Capital	508	534	561	589	618	2,810
	<hr style="width: 100%;"/>					
	508	534	561	589	618	2,810
<b>ARTS AND CULTURE TOTALS</b>						
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
General Cash Capital	0	250	250	250	250	1,000
Library Cash Capital	508	534	561	589	618	2,810
	<hr style="width: 100%;"/>					
	508	784	811	839	868	3,810

# PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

## **New Projects**

### F-1 Blue Cross Arena

- Funds included for Purge Fan repairs in 2012-13.
- Funds included for Tunnel Repairs in 2013-14 including County matching funds.

### F-5 Riverside Convention Center

- Funds included for Envelope Repairs to building in 2013-14.

### F-7 Genesee Valley Park Arena

- Funds included for a number of building improvements in 2012-13, including the Ice Rink Slab.

**F-1**

**Blue Cross Arena**

**Blue Cross Arena**

Mechanical and Electrical Improvements.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
War Memorial Cash Capital	170	170	170	170	170	850
	170	170	170	170	170	850

**Facility Maintenance**

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
War Memorial Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

**Purge Fans**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
War Memorial Cash Capital	125	0	0	0	0	125
	125	0	0	0	0	125

**Tunnel Repairs**

Various improvements.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Monroe County	0	75	0	0	0	75
War Memorial Cash Capital	0	75	0	0	0	75
	0	150	0	0	0	150

<b>F-2</b>	<b>High Falls District</b>
------------	----------------------------

**High Falls District**

Standard Allocation.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	61	63	65	67	69	325
	61	63	65	67	69	325

**High Falls District ROW**

Replacement of public furnishings.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	61	63	65	67	69	325
	61	63	65	67	69	325

**High Falls Festival Site Gorge Wall**

Wall stabilization

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	150	0	0	0	0	150
General Debt	0	0	0	1,250	0	1,250
	150	0	0	1,250	0	1,400

<b>F-3</b>	<b>Soccer Stadium</b>
------------	-----------------------

**Soccer Stadium**

Structural and building repairs.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

**F-4** Port of Rochester Terminal

North Dock River Wall

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	150	0	150
	0	0	0	150	0	150

**F-5** Riverside Convention Center

Riverside Convention Center - Envelope Repairs

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	710	0	0	0	710
	0	710	0	0	0	710

**F-7** River Street Marina

Marina Facility

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

**F-8** Genesee Valley Park Arena

Arena Renovations

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	399	0	0	0	0	399
	399	0	0	0	0	399

**2012-13 TO 2016-17  
Capital Improvement Program**

**PUBLIC FACILITIES**

---

**☐ Genesee Valley Park Ice Rink Slab**

Facility improvements.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	1,200	0	0	0	0	1,200
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,200	0	0	0	0	1,200

# Summary of Funding by Program: Public Facilities

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>F-1 Blue Cross Arena</b>						
Monroe County	0	75	0	0	0	75
War Memorial Cash Capital	365	315	240	240	240	1,400
	365	390	240	240	240	1,475
<b>F-2 High Falls District</b>						
General Cash Capital	272	126	130	134	138	800
General Debt	0	0	0	1,250	0	1,250
	272	126	130	1,384	138	2,050
<b>F-3 Soccer Stadium</b>						
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200
<b>F-4 Port of Rochester Terminal</b>						
General Cash Capital	0	0	0	150	0	150
	0	0	0	150	0	150
<b>F-5 Riverside Convention Center</b>						
General Cash Capital	0	710	0	0	0	710
	0	710	0	0	0	710
<b>F-7 River Street Marina</b>						
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75
<b>F-8 Genesee Valley Park Arena</b>						
General Debt	1,599	0	0	0	0	1,599
	1,599	0	0	0	0	1,599

# Summary of Funding by Program: Public Facilities

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>PUBLIC FACILITIES TOTALS</b>						
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
General Cash Capital	287	901	195	349	203	1,935
General Debt	1,599	0	0	1,250	0	2,849
Monroe County	0	75	0	0	0	75
War Memorial Cash Capital	365	315	240	240	240	1,400
	<hr/> 2,251	<hr/> 1,291	<hr/> 435	<hr/> 1,839	<hr/> 443	<hr/> 6,259

# MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

## New Projects

### M-2 Operations Center Complex

- Funding is provided for site improvements including Roof Replacement to Building 101 and Electrical Improvements in 2013-14.

### M-4 Recreation and Parks Facilities

- Funding is included for relocation of Park Maintenance Equipment.

### M-5 Water Facilities

- Funding is included for structural repairs at the water facilities.

### M-6 General Rehabilitation

- A number of building improvements are funded in 2012-13, including stabilization efforts at the Pulaski Library Building.

### M-7 Garages

- Funding is included for Garage Elevators repairs beginning in 2013-14.

### M-8 Public Safety Facilities

- Funding is provided for facilities improvements including replacement of HVAC at the 911 Center in 2013-14.

## Project Changes

### M-8 Public Safety Facilities

- Funding for a major Fire House renovation is delayed to 2013-14.

**M-1**

**City Hall**

**City Hall Air Handler**

Replacement

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	473	0	0	0	473
	0	473	0	0	0	473

**City Hall Annual Allocation**

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	88	91	93	95	367
	0	88	91	93	95	367

**M-2**

**Operations Center Complex**

**CVMF Building 101**

Roof replacement.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	249	0	0	0	249
	0	249	0	0	0	249

**CVMF Electrical Site Improvements**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	439	0	0	0	439
Local Works Cash Capital	0	18	0	0	0	18
Refuse Cash Capital	0	23	0	0	0	23
	0	480	0	0	0	480

**CVMF Lift Replacement**

Systematic replacement of various lifts at the Central Vehicles Maintenance Facility

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	40	40	40	40	40	200
Local Works Cash Capital	40	40	40	40	40	200
Refuse Cash Capital	40	40	40	40	40	200
Water Cash Capital	10	10	10	10	10	50
	130	130	130	130	130	650

**DES Mt. Read Facilities**

Provides an annual allocation for the upkeep of the Operations Center, Central Vehicle Maintenance Facility and the salt shed.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	85	88	90	93	95	451
Local Works Cash Capital	54	56	57	59	60	286
Refuse Cash Capital	54	56	57	59	60	286
	193	200	204	211	215	1,023

**M-3 Central Library Facilities**

**Rundel Library**

Standard allocation.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Library Cash Capital	76	76	78	80	82	392
	76	76	78	80	82	392

**Rundel Library Renovations**

Structural and building repairs.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Library Cash Capital	0	175	0	0	0	175
Library Debt	0	1,455	0	0	0	1,455
New York State	0	250	0	0	0	250
	<u>0</u>	<u>1,880</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,880</u>

<b>M-4</b>	<b>Recreation and Parks Facilities</b>
------------	--

**Adams Street Recreation Center**

Roof Replacement

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	485	0	0	0	0	485
	<u>485</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>485</u>

**Edgerton Recreation Center**

Various improvements.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	500	500	800	0	1,800
	<u>0</u>	<u>500</u>	<u>500</u>	<u>800</u>	<u>0</u>	<u>1,800</u>

**Parks Maintenance Building**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	910	0	0	0	0	910
General Debt	0	700	0	0	0	700
	<u>910</u>	<u>700</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,610</u>

<b>M-5</b>	<b>Water Facilities</b>
------------	-------------------------

**Hemlock Treatment Plant**

Roof Replacement

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Debt	620	0	0	0	0	620
	620	0	0	0	0	620

**Water Bureau Garage Floor Repairs**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	300	0	0	0	0	300
	300	0	0	0	0	300

<b>M-6</b>	<b>General Rehabilitation</b>
------------	-------------------------------

**Andrews Street**

Roof Replacement

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	367	0	0	0	367
	0	367	0	0	0	367

**Asbestos Management**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	80	80	82	82	324
	0	80	80	82	82	324

**Blue Cross Arena Riverwall Railing**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	400	450
	50	0	0	0	400	450

**City Facilities**

Maintenance and repair allocation for Port of Rochester, and Rochester Convention Center.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	120	0	0	0	0	120
	<u>120</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>120</u>

**General Rehabilitation**

Renovation, rehabilitation, repair, and replacement of buildings systems, city architectural staff, and components at City facilities as prioritized in an annual review.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	150	339	350	360	371	1,570
	<u>150</u>	<u>339</u>	<u>350</u>	<u>360</u>	<u>371</u>	<u>1,570</u>

**Midtown Facility**

Maintenance repairs to garage and tunnel.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	150	0	0	0	0	150
	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>

**New York State Power Authority**

Payments to the New York Power Authority for cooperative major improvements to selected HVAC and electrical systems.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	160	160	160	160	160	800
	<u>160</u>	<u>160</u>	<u>160</u>	<u>160</u>	<u>160</u>	<u>800</u>

**Pulaski Building Stabilization**

Asbestos removal

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	150	0	0	0	0	150
	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>

<b>M-7</b>	<b>Garages</b>
------------	----------------

**Crossroad Garage Rehabilitation**

Top Slab Replacement

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Parking Debt	0	0	2,500	0	0	2,500
	0	0	2,500	0	0	2,500

**Garage Elevator Program**

Comprehensive elevator repair program.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Parking Debt	0	300	300	300	300	1,200
	0	300	300	300	300	1,200

**Garage Maintenance Program**

Maintenance and repair.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Parking Cash Capital	500	500	500	500	500	2,500
Parking Debt	964	1,008	1,054	1,101	1,134	5,261
	1,464	1,508	1,554	1,601	1,634	7,761

<b>M-8</b>	<b>Public Safety Facilities</b>
------------	---------------------------------

**911 Facility**

Feasibility study for the expansion of 911 call center.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	250	0	0	0	0	250
	250	0	0	0	0	250

**☐ Chestnut Street Firehouse**

Plumbing system replacement.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Debt	0	680	0	0	0	680
	0	680	0	0	0	680

**☐ Emergency Communications Facility**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	55	30	30	30	30	175
	55	30	30	30	30	175

**☐ Emergency Communications HVAC Phase III**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	406	0	0	0	406
	0	406	0	0	0	406

**☐ Emergency Generators - Fire Houses**

Supplies power for communications, utilities and automatic doors in case of an outage on the public grid.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	124	127	178	200	164	793
	124	127	178	200	164	793

**☐ Fire Facilities**

Building renovations

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	1,200	1,200
	0	0	0	0	1,200	1,200

**Fire House Replacement and Major Renovation**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	400	0	0	0	400
General Debt	0	0	2,500	2,500	0	5,000
	<u>0</u>	<u>400</u>	<u>2,500</u>	<u>2,500</u>	<u>0</u>	<u>5,400</u>

**Police Facilities**

Structural repairs.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	220	200	0	0	0	420
	<u>220</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>420</u>

**Public Safety Building Standard Allocation**

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	136	142	146	150	574
	<u>0</u>	<u>136</u>	<u>142</u>	<u>146</u>	<u>150</u>	<u>574</u>

# Summary of Funding by Program: Municipal Facilities

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>M-1 City Hall</b>						
General Cash Capital	0	561	91	93	95	840
	0	561	91	93	95	840
<b>M-2 Operations Center Complex</b>						
General Cash Capital	125	816	130	133	135	1,339
Local Works Cash Capital	94	114	97	99	100	504
Refuse Cash Capital	94	119	97	99	100	509
Water Cash Capital	10	10	10	10	10	50
	323	1,059	334	341	345	2,402
<b>M-3 Central Library Facilities</b>						
Library Cash Capital	76	251	78	80	82	567
Library Debt	0	1,455	0	0	0	1,455
New York State	0	250	0	0	0	250
	76	1,956	78	80	82	2,272
<b>M-4 Recreation and Parks Facilities</b>						
General Cash Capital	1,395	500	500	800	0	3,195
General Debt	0	700	0	0	0	700
	1,395	1,200	500	800	0	3,895
<b>M-5 Water Facilities</b>						
Water Cash Capital	300	0	0	0	0	300
Water Debt	620	0	0	0	0	620
	920	0	0	0	0	920

# Summary of Funding by Program: Municipal Facilities

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>M-6 General Rehabilitation</b>						
General Cash Capital	780	946	590	602	1,013	3,931
	<u>780</u>	<u>946</u>	<u>590</u>	<u>602</u>	<u>1,013</u>	<u>3,931</u>
<b>M-7 Garages</b>						
Parking Cash Capital	500	500	500	500	500	2,500
Parking Debt	964	1,308	3,854	1,401	1,434	8,961
	<u>1,464</u>	<u>1,808</u>	<u>4,354</u>	<u>1,901</u>	<u>1,934</u>	<u>11,461</u>
<b>M-8 Public Safety Facilities</b>						
General Cash Capital	649	1,299	350	376	1,544	4,218
General Debt	0	680	2,500	2,500	0	5,680
	<u>649</u>	<u>1,979</u>	<u>2,850</u>	<u>2,876</u>	<u>1,544</u>	<u>9,898</u>
<b>MUNICIPAL FACILITIES TOTALS</b>						
	<u>2,949</u>	<u>4,122</u>	<u>1,661</u>	<u>2,004</u>	<u>2,787</u>	<u>13,523</u>
General Cash Capital	2,949	4,122	1,661	2,004	2,787	13,523
General Debt	0	1,380	2,500	2,500	0	6,380
Library Cash Capital	76	251	78	80	82	567
Library Debt	0	1,455	0	0	0	1,455
Local Works Cash Capital	94	114	97	99	100	504
New York State	0	250	0	0	0	250
Parking Cash Capital	500	500	500	500	500	2,500
Parking Debt	964	1,308	3,854	1,401	1,434	8,961
Refuse Cash Capital	94	119	97	99	100	509
Water Cash Capital	310	10	10	10	10	350
Water Debt	620	0	0	0	0	620
	<u>5,607</u>	<u>9,509</u>	<u>8,797</u>	<u>6,693</u>	<u>5,013</u>	<u>35,619</u>

# BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

## **New Projects**

### B-3 Technology

- Funding is provided to extend and improve the performance of our networks, invest in ad hoc initiatives with direct impact on the operating budget.

## **Project Changes**

### B-4 PSI

- Funding for initial phase of PSI initiative is complete.

**B-1**

**Office Equipment**

**Branch Libraries Equipment**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Library Cash Capital	20	20	20	20	20	100
	<u>20</u>	<u>20</u>	<u>20</u>	<u>20</u>	<u>20</u>	<u>100</u>

**Environmental Services**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Local Works Cash Capital	4	4	4	4	4	20
Refuse Cash Capital	4	4	4	4	4	20
	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>40</u>

**Environmental Services - Commissioner's Office**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	13	13	14	14	14	68
	<u>13</u>	<u>13</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>68</u>

**Environmental Services/Water Bureau**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	13	13	14	15	17	72
	<u>13</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>17</u>	<u>72</u>

**Fire Department**

Routine replacement of fire houses furnishing.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	100	100	100	100	100	500
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>500</u>

**Recreation and Youth Services**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	12	12	12	12	12	60
	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>60</u>

<b>B-2</b>	<b>Small Equipment</b>
------------	------------------------

**Blue Cross Arena - Standard Allocation**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
War Memorial Cash Capital	68	68	68	68	68	340
	<u>68</u>	<u>68</u>	<u>68</u>	<u>68</u>	<u>68</u>	<u>340</u>

**Cemeteries Small Equipment**

Standard allocation used for the replacement of equipment.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Cemetery Cash Capital	25	40	45	45	50	205
	<u>25</u>	<u>40</u>	<u>45</u>	<u>45</u>	<u>50</u>	<u>205</u>

**DRYS Small Equipment**

Replacement and purchase of small equipment for recreation centers.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	30	30	30	30	30	150
	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>150</u>

**Emergency Communications**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	35	35	70	35	35	210
	<u>35</u>	<u>35</u>	<u>70</u>	<u>35</u>	<u>35</u>	<u>210</u>

**Environmental Services**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	56	57	58	59	60	290
Local Works Cash Capital	17	18	18	19	19	91
Refuse Cash Capital	205	211	217	223	229	1,085
Water Cash Capital	48	48	50	52	54	252
	<u>326</u>	<u>334</u>	<u>343</u>	<u>353</u>	<u>362</u>	<u>1,718</u>

**Environmental Services - Toter Replacement**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Refuse Cash Capital	0	3,600	0	0	0	3,600
	<u>0</u>	<u>3,600</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,600</u>

<b>B-3</b>	<b>Technology</b>
------------	-------------------

**Communications - Web Revitalization**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	25	25	25	25	25	125
	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>125</u>

**Computer Replacements - Library**

Provision for cyclical replacement of computers.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Library Cash Capital	0	15	70	145	0	230
	<u>0</u>	<u>15</u>	<u>70</u>	<u>145</u>	<u>0</u>	<u>230</u>

**Data Center Expansion**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	242	0	0	0	242
	0	242	0	0	0	242

**Database Management and GIS**

Creates map of water grid with access to system features, placement and service history.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	0	14	27	15	15	71
	0	14	27	15	15	71

**Future Technology Initiatives and Planning**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

**OPI Technology Initiatives**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	35	22	17	28	22	124
	35	22	17	28	22	124

**Street Pavement Management System**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	80	82	85	87	90	424
	80	82	85	87	90	424

**Upland PC's**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	15	0	5	5	10	35
	15	0	5	5	10	35

**B-4**

**PSI**

**Payroll System**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Cemetery Cash Capital	0	6	0	0	0	6
General Cash Capital	0	1,296	0	0	0	1,296
Library Cash Capital	0	64	0	0	0	64
Local Works Cash Capital	0	29	0	0	0	29
Parking Cash Capital	0	7	0	0	0	7
Public Market Cash Capital	0	2	0	0	0	2
Refuse Cash Capital	0	49	0	0	0	49
Water Cash Capital	0	50	0	0	0	50
	<u>0</u>	<u>1,503</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,503</u>

**Police - GPS System Connection**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	100	0	0	0	0	100
	<u>100</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100</u>

**Police - Records Management System**

Upgrades centralized computer operation.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	500	400	400	250	0	1,550
	<u>500</u>	<u>400</u>	<u>400</u>	<u>250</u>	<u>0</u>	<u>1,550</u>

**B-5 Business Equipment**

**Communications - Video Equipment**

Appropriation of annual grant from Time-Warner.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	5	5	5	5	5	25
	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>25</u>

**B-8 Parking Meters & Garage Equipment**

**Parking Meters/Pay Stations**

Repair and installation of curbside meters and miscellaneous equipment in ramp garages.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Parking Cash Capital	0	210	210	210	210	840
	<u>0</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>840</u>

**B-92 Furnishings**

**Neighborhood Business Development**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	17	0	0	0	0	17
	<u>17</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>17</u>

**B-94 Client Technology Solution Support**

**Client Services and Revitalization**

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	300	0	0	0	0	300
	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300</u>

**Technology Initiatives**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	162	0	0	0	0	162
	<u>162</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>162</u>

**B-95 Mobile Technology Solution & Support**

**Handheld Monitor Device & Laptop Computers**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	63	0	0	0	0	63
	<u>63</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>63</u>

**B-96 Network Telecommunications & Security**

**Data Network Connections**

Addresses requirements for building redundant network connections.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	300	470	0	0	0	770
	<u>300</u>	<u>470</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>770</u>

**Fiber Connection**

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	520	0	0	0	520
	<u>0</u>	<u>520</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>520</u>

<b>B-97</b>	<b>Security &amp; Surveillance</b>
-------------	------------------------------------

**Police - Video Surveillance Cameras**

Address high problem areas.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	0	150	150	0	0	300
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	150	150	0	0	300

# Summary of Funding by Program: Business Equipment

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>B-1 Office Equipment</b>						
General Cash Capital	125	125	126	126	126	628
Library Cash Capital	20	20	20	20	20	100
Local Works Cash Capital	4	4	4	4	4	20
Refuse Cash Capital	4	4	4	4	4	20
Water Cash Capital	13	13	14	15	17	72
	166	166	168	169	171	840
<b>B-2 Small Equipment</b>						
Cemetery Cash Capital	25	40	45	45	50	205
General Cash Capital	121	122	158	124	125	650
Local Works Cash Capital	17	18	18	19	19	91
Refuse Cash Capital	205	3,811	217	223	229	4,685
War Memorial Cash Capital	68	68	68	68	68	340
Water Cash Capital	48	48	50	52	54	252
	484	4,107	556	531	545	6,223
<b>B-3 Technology</b>						
General Cash Capital	240	471	227	240	237	1,415
Library Cash Capital	0	15	70	145	0	230
Water Cash Capital	15	14	32	20	25	106
	255	500	329	405	262	1,751

# Summary of Funding by Program: Business Equipment

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>B-4 PSI</b>						
Cemetery Cash Capital	0	6	0	0	0	6
General Cash Capital	600	1,696	400	250	0	2,946
Library Cash Capital	0	64	0	0	0	64
Local Works Cash Capital	0	29	0	0	0	29
Parking Cash Capital	0	7	0	0	0	7
Public Market Cash Capital	0	2	0	0	0	2
Refuse Cash Capital	0	49	0	0	0	49
Water Cash Capital	0	50	0	0	0	50
	<u>600</u>	<u>1,903</u>	<u>400</u>	<u>250</u>	<u>0</u>	<u>3,153</u>
<b>B-5 Business Equipment</b>						
General Cash Capital	5	5	5	5	5	25
	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>25</u>
<b>B-8 Parking Meters &amp; Garage Equipment</b>						
Parking Cash Capital	0	210	210	210	210	840
	<u>0</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>840</u>
<b>B-92 Furnishings</b>						
General Cash Capital	17	0	0	0	0	17
	<u>17</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>17</u>
<b>B-94 Client Technology Solution Support</b>						
General Cash Capital	462	0	0	0	0	462
	<u>462</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>462</u>

# Summary of Funding by Program: Business Equipment

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>B-95 Mobile Technology Solution &amp; Support</b>						
General Cash Capital	63	0	0	0	0	63
	<u>63</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>63</u>
<b>B-96 Network Telecommunications &amp; Security</b>						
General Cash Capital	300	990	0	0	0	1,290
	<u>300</u>	<u>990</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,290</u>
<b>B-97 Security &amp; Surveillance</b>						
General Cash Capital	0	150	150	0	0	300
	<u>0</u>	<u>150</u>	<u>150</u>	<u>0</u>	<u>0</u>	<u>300</u>

## BUSINESS EQUIPMENT TOTALS

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
Cemetery Cash Capital	25	46	45	45	50	211
General Cash Capital	1,933	3,559	1,066	745	493	7,796
Library Cash Capital	20	99	90	165	20	394
Local Works Cash Capital	21	51	22	23	23	140
Parking Cash Capital	0	217	210	210	210	847
Public Market Cash Capital	0	2	0	0	0	2
Refuse Cash Capital	209	3,864	221	227	233	4,754
War Memorial Cash Capital	68	68	68	68	68	340
Water Cash Capital	76	125	96	87	96	480
	<u>2,352</u>	<u>8,031</u>	<u>1,818</u>	<u>1,570</u>	<u>1,193</u>	<u>14,964</u>

## NON-PUBLIC SAFETY FLEET

The Non-Public Safety category provides for the replacement of the City's vehicles.

### **New Projects**

#### N-1 Motor Equipment

- Funding is provided for DES Commissioner Vehicle in 2012-13.

<b>N-1</b>	<b>Motor Equipment</b>
------------	------------------------

**DES Commissioner**

Standard allocation.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	22	54	54	0	0	130
	22	54	54	0	0	130

**DES Operations**

Standard allocation.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
General Cash Capital	894	1,667	2,245	985	2,630	8,421
Local Works Cash Capital	519	2,292	3,708	775	343	7,637
	1,413	3,959	5,953	1,760	2,973	16,058

**Library**

Replacement of motor equipment for the Rochester Public Library.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Library Cash Capital	0	25	0	0	0	25
	0	25	0	0	0	25

**Motor Equipment - Cemetery**

Standard allocation used for the replacement of motor equipment.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Cemetery Cash Capital	190	179	193	144	151	857
	190	179	193	144	151	857

**☐ Refuse Collection**

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Refuse Cash Capital	554	363	6,015	9,311	3,123	19,366
	<hr/> 554	<hr/> 363	<hr/> 6,015	<hr/> 9,311	<hr/> 3,123	<hr/> 19,366

**☐ Water Bureau**

Standard allocation.

<u>Funding Source</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>TOTAL</u>
Water Cash Capital	154	561	471	403	643	2,232
	<hr/> 154	<hr/> 561	<hr/> 471	<hr/> 403	<hr/> 643	<hr/> 2,232

# Summary of Funding by Program: Non Public Safety Fleet

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
<b>N-1 Motor Equipment</b>						
Cemetery Cash Capital	190	179	193	144	151	857
General Cash Capital	916	1,721	2,299	985	2,630	8,551
Library Cash Capital	0	25	0	0	0	25
Local Works Cash Capital	519	2,292	3,708	775	343	7,637
Refuse Cash Capital	554	363	6,015	9,311	3,123	19,366
Water Cash Capital	154	561	471	403	643	2,232
	2,333	5,141	2,686	1,618	6,890	38,668

## NON PUBLIC SAFETY FLEET TOTALS

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Total</u>
Cemetery Cash Capital	190	179	193	144	151	857
General Cash Capital	916	1,721	2,299	985	2,630	8,551
Library Cash Capital	0	25	0	0	0	25
Local Works Cash Capital	519	2,292	3,708	775	343	7,637
Refuse Cash Capital	554	363	6,015	9,311	3,123	19,366
Water Cash Capital	154	561	471	403	643	2,232
	2,333	5,141	12,686	11,618	6,890	38,668

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for less than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the Summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These other than full time positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, the difference between the allocation actually required for personnel compensation and that which would be required if every position were filled at all times. Some number of positions are always unfilled at a given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced by various elements of the work force.

Personnel resources are approximated in "Employee Years". Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	1.7
Part Time, Temporary, and Seasonal	2.3
LESS: Vacancy Allowance	<u>1.1</u>
	23.9

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations & Parks. Here workload requirements change throughout the year (e.g., from Leaf Collection in the Fall to Snow and Ice Control in the Winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

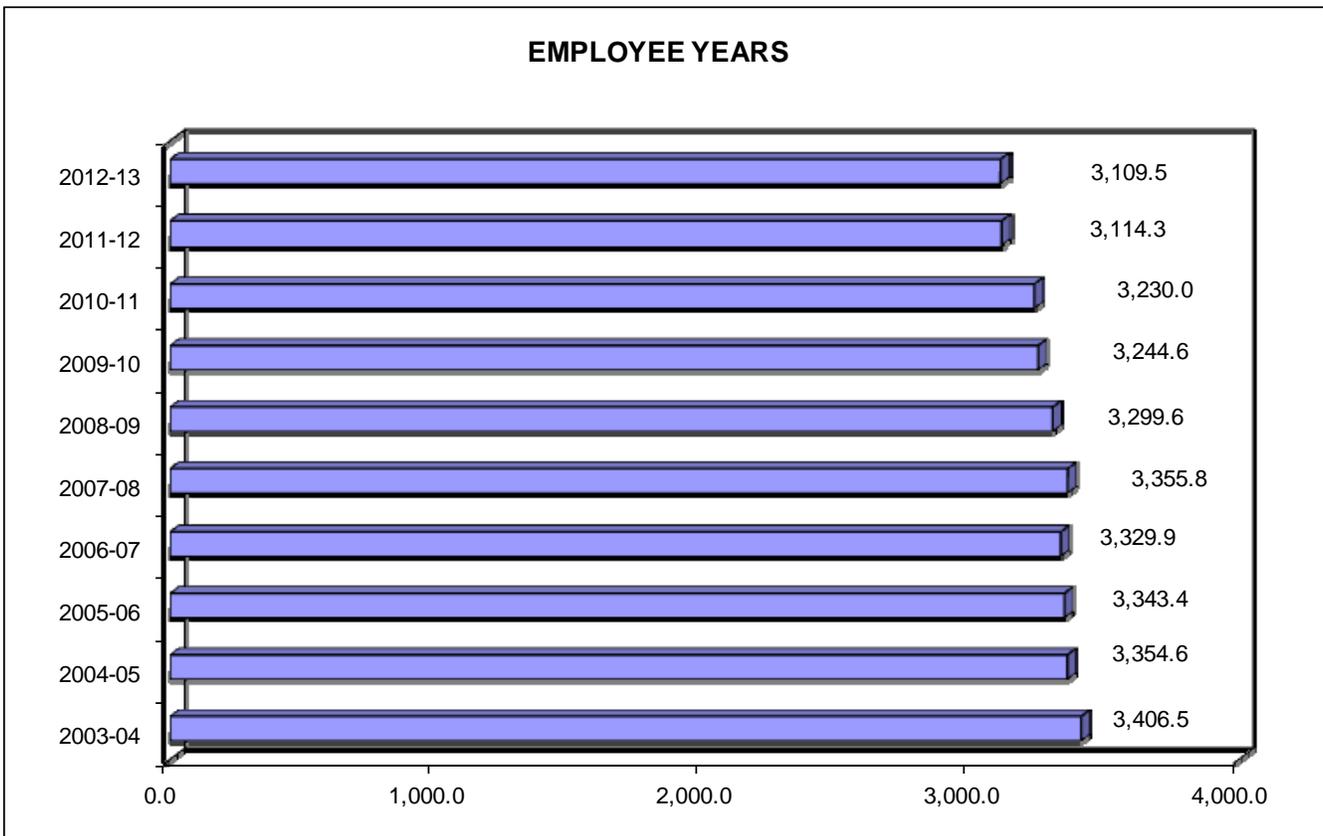
<u>Title</u>	<u>Activities</u>	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	<u>0.9</u>
	Total Authorized	3.0

PERSONNEL SUMMARY  
PERSONNEL RESOURCES

Total Employee Years	Budget <u>2009-10</u>	Budget <u>2010-11</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
City Council and Clerk	26.7	26.7	25.7	23.1
Administration				
Mayor's Office	22.0	23.5	17.5	18.3
Office of Management & Budget	40.7	39.3	9.8	9.3
Human Resource Management	36.7	36.2	29.9	29.3
Communications	18.1	17.1	15.3	17.5
Law	<u>21.4</u>	<u>20.0</u>	<u>20.0</u>	<u>19.0</u>
	138.9	136.1	92.5	93.4
Information Technology	47.6	48.5	50.3	49.6
Finance				
Director's Office	3.6	3.2	2.9	2.9
Accounting	16.5	16.7	14.2	18.2
Treasury	22.1	21.0	17.1	17.1
Assessment	16.1	15.0	13.6	13.5
Parking Violations & Adjudication	35.0	37.9	36.4	38.9
Purchasing	<u>13.7</u>	<u>12.6</u>	<u>11.9</u>	<u>12.0</u>
	107.0	106.4	96.1	102.6
Neighborhood & Business Development				
Commissioner	11.2	11.2	10.7	11.0
Business & Development	44.7	44.2	39.2	38.2
Planning & Zoning	25.0	24.0	21.8	21.1
Neighborhood Preservation	21.1	20.9	21.9	19.1
Inspection & Compliance	<u>52.5</u>	<u>52.9</u>	<u>46.4</u>	<u>48.2</u>
	154.5	153.2	140.0	137.6
Environmental Services				
Commissioner	14.2	31.1	29.3	31.2
Architecture & Engineering	64.2	62.9	59.3	58.7
Operations & Parks	498.2	479.3	460.5	453.9
Water	<u>139.5</u>	<u>139.3</u>	<u>135.6</u>	<u>135.4</u>
	716.1	712.6	684.7	679.2
Emergency Communications	198.6	196.7	234.8	231.6
Police	958.9	963.3	930.7	940.0
Fire	534.9	525.2	513.4	518.2

**PERSONNEL SUMMARY  
PERSONNEL RESOURCES**

Total Employee Years	Budget <u>2009-10</u>	Budget <u>2010-11</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
Central Library	120.5	119.5	110.4	103.8
Community Library	<u>46.1</u>	<u>48.9</u>	<u>43.9</u>	<u>42.4</u>
	166.6	168.4	154.3	146.2
 Recreation & Youth Services				
Commissioner	14.9	6.0	5.0	5.0
Recreation	167.0	153.0	158.0	160.7
Employment Opportunities	0.0	26.4	17.3	10.0
Youth Services	<u>12.9</u>	<u>7.5</u>	<u>11.5</u>	<u>12.3</u>
	194.8	192.9	191.8	188.0
 Total	3,244.6	3,230.0	3,114.3	3,109.5

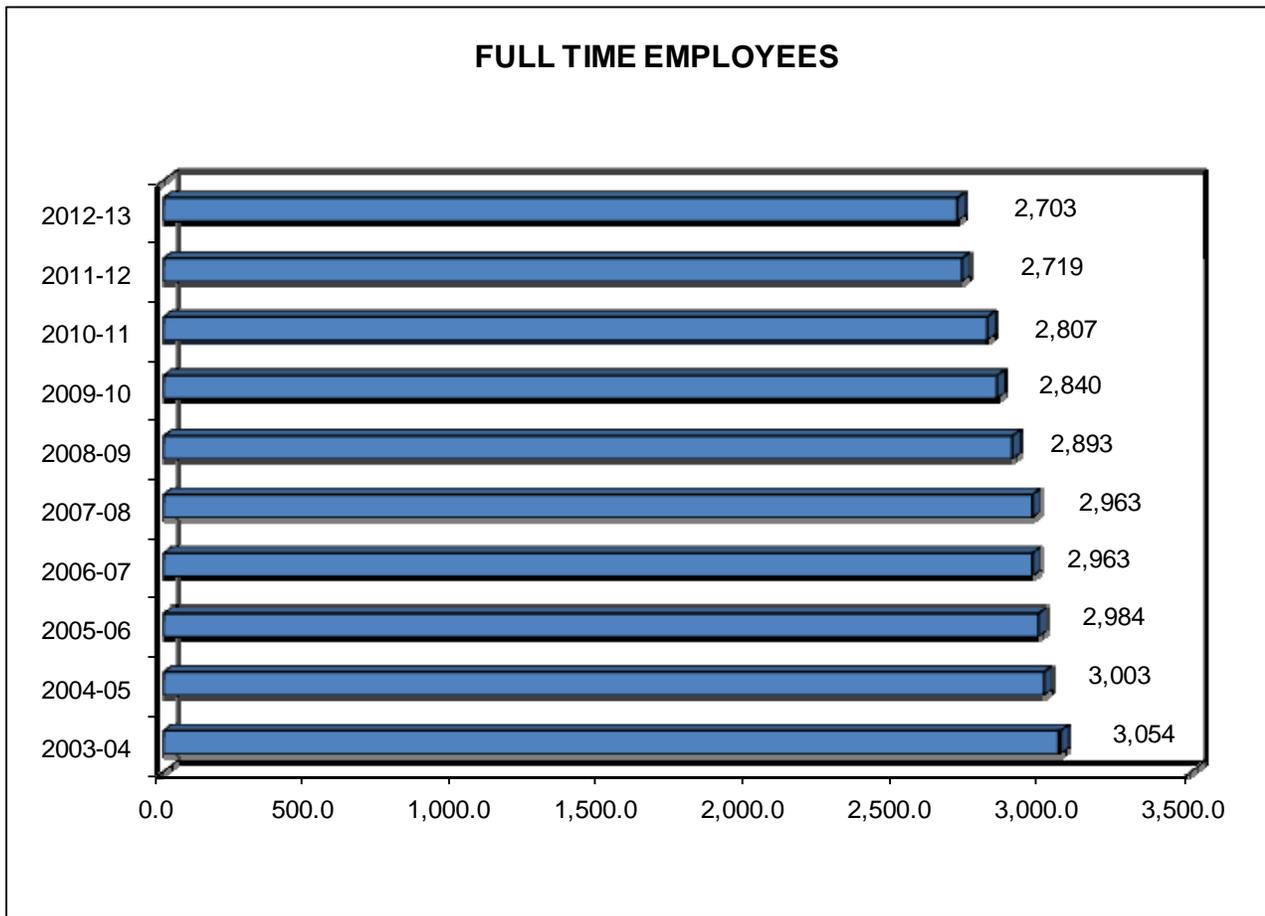


PERSONNEL SUMMARY  
PERSONNEL RESOURCES

Total Full Time Positions	Budget <u>2009-10</u>	Budget <u>2010-11</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
City Council and Clerk	13.0	13.0	12.0	12.0
Administration				
Mayor's Office	22.0	22.0	16.0	16.0
Office of Management & Budget	35.5	32.5	9.5	8.7
Human Resource Management	34.0	34.0	28.0	27.0
Communications	17.0	15.0	13.0	15.0
Law	<u>21.0</u>	<u>20.0</u>	<u>20.0</u>	<u>19.0</u>
	129.5	123.5	86.5	85.70
Information Technology	46.0	47.0	47.0	48.0
Finance				
Director's Office	3.0	3.0	3.0	3.0
Accounting	16.0	16.0	13.0	17.0
Treasury	22.0	20.0	17.0	17.0
Assessment	15.0	14.0	12.0	12.0
Parking Violations & Adjudication	30.0	32.0	31.0	33.0
Purchasing	<u>13.0</u>	<u>12.0</u>	<u>11.0</u>	<u>11.0</u>
	99.0	97.0	87.0	93.0
Neighborhood & Business Development				
Commissioner	10.0	10.0	10.0	9.8
Business & Development	44.0	44.0	39.0	36.0
Planning & Zoning	25.0	24.0	22.0	21.0
Neighborhood Preservation	15.0	15.0	12.0	13.0
Inspection & Compliance	<u>52.0</u>	<u>52.0</u>	<u>44.0</u>	<u>45.0</u>
	146.0	145.0	127.0	124.80
Environmental Services				
Commissioner	13.0	22.0	22.0	23.0
Architecture & Engineering	63.0	61.0	58.0	57.0
Operations & Parks	410.0	395.0	379.0	373.0
Water	<u>127.0</u>	<u>127.0</u>	<u>123.0</u>	<u>123.0</u>
	613.0	605.0	582.0	576.0
Emergency Communications	170.0	170.0	215.0	214.0
Police	895.5	892.5	869.5	867.5
Fire	517.0	511.0	499.0	499.0

**PERSONNEL SUMMARY  
PERSONNEL RESOURCES**

Total Full Time Positions	Budget <u>2009-10</u>	Budget <u>2010-11</u>	Budget <u>2011-12</u>	Budget <u>2012-13</u>
Central Library	98.0	97.0	90.0	85.5
Community Library	<u>23.0</u>	<u>25.0</u>	<u>22.0</u>	<u>20.5</u>
	121.0	122.0	112.0	106.0
<b>Recreation &amp; Youth Services</b>				
Commissioner	12.3	6.0	5.0	5.0
Recreation	69.0	61.0	54.0	53.2
Employment Opportunities	0.0	8.0	13.0	8.0
Youth Services	<u>8.7</u>	<u>6.0</u>	<u>10.0</u>	<u>10.8</u>
	90.0	81.0	82.0	77.0
<b>Total</b>	2,840.0	2,807.0	2,719.0	2,703.0



PERSONNEL SUMMARY  
EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes fringe benefits to appropriate units:

Employee Benefit Distribution

<u>Department</u>	<u>Amount</u>
City Council and Clerk	1,025,800
Administration	4,481,900
Information Technology	2,440,900
Finance	3,612,400
Neighborhood & Business Development	5,979,500
Environmental Services	25,433,000
Emergency Communications	8,012,700
Police	47,848,000
Fire	27,437,600
Library	3,776,300
Recreation & Youth Services.	4,094,000
	134,142,100

PERSONNEL SUMMARY  
BARGAINING UNITS

---

Portions of the City's workforce are represented by the following labor organizations:

- American Federation of State, County and Municipal Employees, Local 1635 and 1635P, Full and Part Time Units
- Rochester Police Locust Club, Inc.
- International Association of Firefighters, Local 1071, Uniformed and Non-Uniformed Units
- International Union of Operating Engineers, Local 832-S
- Civil Service Employees Association, Rochester Public Library Part Time Employees Unit, Local 828

In accordance with collective bargaining agreements, employees in the following positions are granted full release time from their regularly scheduled work, with full pay and benefits to perform union duties. These positions and associated salary and benefits are reflected in the appropriate departmental and Undistributed Expenses budgets, and are presented here for informational purposes only.

	Salary plus benefits
	<u>2012-13</u>
<u>AFSCME Local 1635</u>	
Neighborhood & Business Development	
• Code Enforcement Officer	94,400
Department of Environmental Services	
• Environmental Services Operator - 6 Day	98,800
• Environmental Services Operator	85,700
Department of Recreation & Youth Services	
• Receptionist-Typist	64,900
<u>Rochester Police Locust Club, Inc.</u>	
Police Department	
• Police Investigator	123,000
• Police Sergeant	123,700
<u>International Association of Firefighters, Local 1071</u>	
Fire Department	
• Captain	133,900
Total	724,400

PERSONNEL SUMMARY  
BARGAINING UNITS

---

Effective Dates of Current or Most Recent Agreements

Labor Organization

Agreement Dates

AFSCME Local 1635 Full Time

July 1, 2009 to June 30, 2012

AFSCME Local 1635 Part Time

July 1, 2011 to June 30, 2015

Rochester Police Locust Club, Inc.

July 1, 2008 to June 30, 2013

International Association of Firefighters, Local 1071, Uniformed

July 1, 2008 to June 30, 2013

International Association of Firefighters, Local 1071, Non-Uniformed

July 1, 2009 to June 30, 2012

International Union of Operating Engineers, Local 832-S

July 1, 2010 to June 30, 2014

Civil Service Employees Association, Local 828, Rochester Public  
Library Part Time Employees Unit

July 1, 2009 to June 30, 2013

PERSONNEL SUMMARY  
SALARY SCHEDULES

---

July 1, 2012

By virtue of the authority vested in me by law, I, Thomas S. Richards, Mayor of the City of Rochester, New York, do hereby create, effective July 1, 2012, all positions set forth in this Budget to be in existence for the fiscal year 2012-13 at the salary and wage brackets indicated for said positions. The salary and wage bracket amounts shall be as set forth herein, except as modified by collective bargaining agreements or further directive of this office. All positions in existence prior to July 1, 2012, which are not set forth in this Budget shall be abolished effective July 1, 2012 except for positions otherwise prescribed by law.



Thomas S. Richards  
Mayor



PERSONNEL SUMMARY  
SALARY SCHEDULES

---

Non-Management Salaried Personnel  
Effective July 1, 2011

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	25,358	26,142	26,950	27,807	28,665	29,399	29,996	30,541	31,230
2	26,003	26,807	27,637	28,516	29,399	29,996	30,541	31,230	32,007
3	26,528	27,348	28,194	29,100	29,996	30,541	31,230	32,007	32,835
4	27,010	27,845	28,706	29,626	30,541	31,230	32,007	32,835	33,565
5	27,617	28,472	29,352	30,289	31,230	32,007	32,835	33,565	34,482
6	28,308	29,183	30,087	31,050	32,007	32,835	33,565	34,482	35,347
7	29,046	29,945	30,870	31,849	32,835	33,565	34,482	35,347	36,311
8	29,686	30,604	31,551	32,559	33,565	34,482	35,347	36,311	37,362
9	30,501	31,445	32,418	33,449	34,482	35,347	36,311	37,362	38,507
10	31,264	32,230	33,228	34,290	35,347	36,311	37,362	38,507	39,702
11	32,116	33,109	34,133	35,222	36,311	37,362	38,507	39,702	40,938
12	33,049	34,072	35,125	36,241	37,362	38,507	39,702	40,938	42,362
13	34,062	35,116	36,201	37,354	38,507	39,702	40,938	42,362	43,638
14	35,119	36,205	37,323	38,507	39,702	40,938	42,362	43,637	45,107
15	36,211	37,332	38,486	39,714	40,938	42,362	43,637	45,107	46,479
16	37,463	38,622	39,815	41,090	42,362	43,637	45,107	46,479	48,088
17	38,597	39,792	41,022	42,328	43,637	45,107	46,479	48,088	50,012
18	39,893	41,126	42,398	43,753	45,107	46,479	48,088	50,012	52,069
19	41,106	42,376	43,685	45,085	46,479	48,088	50,012	52,069	54,173
20	42,531	43,845	45,201	46,645	48,088	50,012	52,069	54,173	56,378
21	44,229	45,596	47,007	48,508	50,012	52,069	54,173	56,378	58,716
110	27,306	34,133	35,222	36,311	37,362	38,507	39,702	40,938	42,166
150	30,788	38,486	39,714	40,938	42,362	43,637	45,107	46,479	47,875
170	32,818	41,022	42,328	43,637	45,107	46,479	48,088	50,012	51,515
180	33,918	42,398	43,753	45,107	46,479	48,088	50,012	52,069	53,631
190	34,948	43,685	45,085	46,479	48,088	50,012	52,069	54,173	55,797
200	36,161	45,201	46,645	48,088	50,012	52,069	54,173	56,378	58,067
210	45,596	47,007	48,508	50,012	52,069	54,173	56,378	58,715	60,477

**PERSONNEL SUMMARY  
SALARY SCHEDULES**

Weekly and Hourly Personnel  
Effective July 1, 2011

## Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	14.70	15.14	15.61	16.16	16.64	17.00	17.38	17.86	18.33
41	15.18	15.65	16.13	16.64	17.14	17.53	18.18	18.37	19.05
42	15.74	16.23	16.73	17.29	17.87	18.33	18.75	19.40	19.88
51	12.83	13.22	13.63	14.00	14.41	14.71	14.97	15.19	15.46
52	13.01	13.42	13.83	14.28	14.71	14.97	15.19	15.46	15.83
53	13.19	13.60	14.01	14.49	14.97	15.19	15.46	15.83	16.18
54	13.45	13.86	14.29	14.73	15.19	15.46	15.83	16.18	16.54
55	13.67	14.09	14.54	15.03	15.46	15.83	16.18	16.54	16.92
56	13.98	14.41	14.86	15.42	15.83	16.18	16.54	16.92	17.21
57	14.31	14.75	15.21	15.73	16.18	16.54	16.92	17.21	17.86
58	14.61	15.06	15.52	16.04	16.54	16.92	17.21	17.86	18.18
59	14.96	15.43	15.90	16.38	16.92	17.21	17.86	18.18	18.72
60	15.23	15.70	16.18	16.70	17.21	17.86	18.18	18.72	19.13
61	15.73	16.22	16.72	17.28	17.86	18.18	18.72	19.13	19.79
62	16.09	16.58	17.11	17.60	18.18	18.72	19.13	19.79	20.33
63	16.53	17.05	17.57	18.18	18.72	19.13	19.79	20.33	20.91
64	16.95	17.48	18.01	18.61	19.13	19.79	20.33	20.91	21.53
65	17.53	18.06	18.62	19.20	19.79	20.33	20.91	21.53	22.18
66	14.12	14.56	15.02	15.45	15.93	16.92			

## Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	123.00	126.80	130.72					
69	148.60	153.19	157.94	168.00	178.06	188.15	193.73	199.33
70	158.04	162.93	167.83	173.48	178.76	184.95		

# PERSONNEL SUMMARY SALARY SCHEDULES

### Uniformed Police Personnel Effective January 1, 2012

Bracket	Step 1	Step 2	Step 3	Step 4	Step 5	Step A	Step B
90	38,799	47,867	56,307	64,557	67,751	72,665	77,077
91			67,070	72,663			
191			72,665	77,077			
92			73,165	77,577			
94			82,736	87,724			
95			93,357	98,987			

### Uniformed Fire Personnel Effective July 1, 2012

Bracket	Step A	Step B	Step C	Step D	Step E	Step F
80	38,190	42,654	47,116	55,425	63,545	66,691
82	72,764	76,362				
84	82,279	86,349				
85	92,843	97,437				

### Non-Uniformed Fire Personnel Effective July 1, 2012

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	40,215	41,458	43,008	44,546	46,108	47,659	49,208	50,759	52,308	53,859
75	42,226	43,531	45,213	46,891	48,572	50,249	51,932	53,613	55,292	56,973
78	45,245	46,645	49,141	51,638	54,134	56,632	59,128	61,625	64,122	66,618

### Operating Engineers Effective July 1, 2012

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	15.68	16.15	16.64	17.80	18.34
150	Asst. HVAC Engineer	23.03	23.73	24.48	26.21	27.01
151	HVAC Engineer	23.97	24.70	25.46	27.28	28.12
152	Lead HVAC Engineer	25.80	26.60	27.41	29.34	30.30
153	Supervising HVAC Engineer	27.79	28.65	29.52	31.60	32.63

**PERSONNEL SUMMARY  
SALARY SCHEDULES**

---

Fixed Salary Rates  
Effective July 1, 2012 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	43,069
Council Member*	33,069
Mayor*	137,815
Deputy Mayor	131,300
Examining Board Members	
Examiner-Chair**	1,250
Examiner Plumber	1,250
Clerk to the Board	1,250
Examiner-Vice Chair**	1,250
Examiner-Secretary**	1,250
Examiner-Stationary	1,250
Examiner-Electrician	1,000

\*These salaries are fixed by local legislation on a calendar year basis; amounts shown represent calendar 2012.

Every four years City Council sets the annual salaries of the Mayor and Councilmembers and provides for a cost of living adjustment for each of the next three years with a 3% annual cap; the last base year set was for calendar 2011. The Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries. The Mayor's actual current salary is \$133,814.

\*\*These positions are not compensated if filled by a City or RG&E employee.

**PERSONNEL SUMMARY  
SALARY SCHEDULES**

CSEA Library Part Time  
Effective July 1, 2012

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	20.15	20.77	21.46	22.12	22.56	23.01
Bookmobile Operator	N095	16.41	16.91	17.46	18.00	18.36	18.74
Class 5 Truck Driver	N085	16.00	16.49	17.02	17.55	17.90	18.27
Cleaner Library	N015	13.63	14.06	14.51	14.98	15.26	15.55
Clerk II Library	N095	16.41	16.91	17.46	18.00	18.36	18.74
Clerk III with Typing Library	N075	15.62	16.10	16.60	17.13	17.48	17.82
Clerk Typist Library	N035	14.28	14.71	15.16	15.65	15.98	16.29
Graphic Assistant	N145	18.89	19.47	20.12	20.74	21.15	21.59
Librarian I	N185	20.89	21.53	22.20	22.90	23.61	24.33
Librarian II	N195	22.11	22.80	23.52	24.27	24.76	25.25
Library Assistant	N145	18.89	19.47	20.12	20.74	21.15	21.59
Maintenanace Worker	N575	15.27	15.74	16.23	16.75	17.26	17.61
Retrieval Room Aide	N304	8.42	8.68	8.96	9.26	9.43	9.63
Security Guard Library	N015	13.63	14.06	14.51	14.98	15.26	15.55
Shipping Aide	N402	8.27	8.52	8.76	8.95	9.13	9.31
Sr. Retrieval Room Aide	N305	13.62	14.05	14.46	14.94	15.23	15.52
Stock Clerk P/T Library	N065	15.22	15.69	16.18	16.73	17.04	17.38
Youth Services Assistant	N075	15.62	16.10	16.60	17.13	17.48	17.82
Youth Services Coordinator	N145	18.89	19.47	20.12	20.74	21.15	21.59

AFSCME PART TIME  
Effective July 1, 2011

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	21.21	21.86	22.54	23.26	23.97
Administrative Analyst	N720	23.37	24.09	24.83	25.63	26.42
Animal Care Tech	P702	12.50	12.89	13.29	13.71	14.14
Auto Aide	P758	14.61	15.06	15.51	16.03	16.54
Cemetery Service Rep	N711	17.65	18.20	18.76	19.35	19.95
Cemetery Worker	P757	14.31	14.75	15.21	15.74	16.18
Cleaner	P701	12.19	12.57	12.95	13.37	13.78
Clerk II	N709	16.76	17.28	17.82	18.38	18.94
Clerk III / Typing	N707	15.95	16.45	16.96	17.50	18.04
Clerk Typist	N703	14.58	15.02	15.49	15.98	16.47
Code Enforcement Inspector	P761	15.73	16.22	16.72	17.28	17.86
Code Enforcement Officer	P721	21.27	21.92	22.60	23.33	24.05
Code Enforcement Officer Trainee	P718	19.18	19.77	20.39	21.03	21.68
Communications Aide	N716	20.58	21.23	21.87	22.58	23.28
Counseling Specialist	N718	21.92	22.59	23.30	24.03	24.79
Dispatcher I/ OEC	N715	14.80	18.50	19.09	19.69	20.37
Ground Equipment Operator	P756	13.31	13.71	14.12	14.69	15.18
Interdepartmental Messenger	N706	15.56	16.03	16.53	17.07	17.58
Maintenance Mechanic	P760	15.23	15.70	16.18	16.70	17.21
Microfilm Equipment Operator	N706	15.56	16.03	16.53	17.07	17.58
Office Automation Specialist	N717	21.21	21.86	22.54	23.26	23.97
Parking Enforcement Officer	P710	15.03	15.49	15.97	16.48	16.99
Parking Equipment Mechanic	P710	15.03	15.49	15.97	16.48	16.99
Police Evidence Technician	P716	20.58	21.23	21.87	22.58	23.28
Principal Engineering Technician	N718	21.92	22.59	23.30	24.03	24.79
Project Assistant	N712	18.16	18.72	19.30	19.91	20.53
Property Conservation Inspector	P718	19.18	19.77	20.39	21.03	21.68
Receptionist Typist	N706	15.56	16.03	16.53	17.07	17.58
Secretary	N711	17.65	18.20	18.76	19.35	19.95
Security Guard	P752	13.00	13.41	13.83	14.28	14.71
Service Representative	N812	15.89	16.38	16.89	17.42	17.96
Service Representative Bilingual	N812	15.89	16.38	16.89	17.42	17.96
Senior Maintainance Mechanic	P762	16.10	16.58	17.10	17.59	18.19
Veterinary Technician	P710	15.03	15.49	15.97	16.48	16.99
Victim Assistance Counselor	N714	19.30	19.90	20.50	21.17	21.82
Water Quality Lab Technician	P720	20.45	21.08	21.74	22.43	23.12

PERSONNEL SUMMARY  
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel  
Effective July 1, 2012

Title	Bracket	Step A	Step B	Step C	Step D	Step E
Accountant	N170	21.41	22.08	22.77	23.48	24.20
Accountant Intern Seasonal	N308	12.86	14.38			
Administrative Analyst	N200	23.60	24.33	25.08	25.89	26.68
Administrative Assistant	N160	20.79	21.43	22.09	22.80	23.50
Administrative Secretary	N130	18.91	19.48	20.10	20.73	21.37
Architectural Intern Seasonal	N308	12.86	14.38			
Assistant Beach Manager	P840	13.72	14.16	14.53		
Assistant Exam Supervisor	P462	12.07				
Assistant GIS Technician	N030	14.72	15.18	15.64	16.15	16.64
Assistant Pool Manager	P840	13.72	14.16	14.53		
Assistant Summer Program Coordinator	P459	10.81				
Assistant Supervisor of Markets	P417	15.37	15.89	16.34		
Auto Aide	P588	14.76	15.21			
Beach Lifeguard	P826	10.01	10.37	10.81		
Beach Lifeguard Captain	P836	12.87	13.24	13.68		
Beach Lifeguard Lieutenant	P831	11.44	11.81	12.25		
Beach Manger	P850	16.93	17.45	17.99		
Bingo Inspector	N316	15.36				
Building Maintenance Helper	P528	13.14	13.55	13.97	14.42	14.86
Car Pool Coordinator	P365	16.05	16.54	17.09		
Cemetery Crew Leader	P455	11.36				
Cemetery Service Representative	N110	17.83	18.37	18.95	19.55	20.15
Cemetery Worker	P578	14.45	14.90	15.36	15.89	16.34
Cleaner	P018	12.31	12.70	13.09	13.51	13.93
Clerical Aide	P350	12.17				
Clerk II	N090	16.93	17.45	17.99	18.56	19.13
Clerk III	N070	16.11	16.61	17.13	17.68	18.22
Clerk IV	N030	14.72	15.18	15.64	16.15	16.64
Clerk Typist	N030	14.72	15.18	15.64	16.15	16.64
College Junior Intern	P452	12.86				
Coordinator Duplicating and Supply	N140	19.49	20.10	20.72	21.37	22.04
Crew Chief Seasonal	P360	15.44				
Day Camp Supervisor	P461	12.54				
Dispatcher	P648	17.12	17.65	18.19	18.80	19.32
Engineering Intern Seasonal	N308	12.86	14.38			
Exam Proctor	P358	9.05	9.66	10.26		

PERSONNEL SUMMARY  
SALARY SCHEDULES

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Exam Supervisor	P460	14.47					
Field Auditor	N140	19.49	20.10	20.72	21.37	22.04	
Fire Protection Gear Repairer	P298	32.31					
Firefighter Trainee	P354	8.15	8.74	18.36			
Forestry Worker	P618	15.89	16.38	16.89	17.45	18.04	
Ground Equipment Operator	P362	13.44					
Grounds Worker	P451	9.29					
Human Resource Consultant II	N210	24.54	25.30	26.09	26.92	27.75	
Interdepartmental Messenger	N060	15.71	16.19	16.70	17.23	17.77	
IT Intern	N308	12.86	14.38				
Laborer	P456	8.50					
Laborer Library	N456	8.51					
Lead Laborer	P455	11.36					
Legal Asst/CFB	N200	23.60	24.33	25.08	25.89	26.68	
Legislative Aide	N160	20.79	21.43	22.09	22.80	23.50	
Legislative Clerk	N070	16.11	16.61	17.13	17.68	18.22	
Library Page	N401	7.25	7.75				
Lifeguard	P825	9.69	10.05	10.48			
Lifeguard Captain	P835	12.54	12.92	13.35			
Lifeguard Lieutenant	P830	11.12	11.48	11.93			
Literacy Aide	N403	8.62	9.42	10.23			
Maintenance Mechanic	P608	15.38	15.86	16.34			
Operations Worker	P418	15.33	15.81	16.29	16.81	17.31	
Parks Operations Supervisor	P198	19.96	20.58	21.20	21.89	22.55	26.29
Parks Operations Worker	P418	15.33	15.81	16.29	16.81	17.31	
Photo Grade I	N210	24.54	25.30	26.09	26.92	27.75	32.58
Playground Supervisor	P449	10.05					
Pool Attendant	P457	10.67					
Pool Supervisor	P850	16.93	17.45	17.99			
Principal Engineering Technician	N180	22.14	22.82	23.52	24.28	25.04	
Project Assistant	P128	16.05	16.54				
Property Conservation Inspector	P178	18.75	19.32	19.92	20.56	21.19	24.29
Public Safety Aide	P445	18.31	18.85	19.39			
Public Safety Intern	P447	9.51					





- Budget Summary**
- Revenue and Expenditures Charts**
- Assumptions and Priorities**
- Revenue Summary and Analysis**
- Expenditure Summary and Analysis**
- Position Summary**
- Explanation of Changes to Budget**
- Multi-Year Projection**

# District-Wide Summary Budget

This page intentionally left blank.

**DISTRICT - WIDE SUMMARY BUDGET      2012 - 13 FINAL BUDGET**

**BUDGET SUMMARY**

**Revenue Summary**

	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>\$ Variance</b>
	<b>Actual</b>	<b>Amended</b>	<b>Proposed</b>	<b>Fav/(Unfav)</b>
<b>General Fund</b>				
Recurring New York State Aid	\$ 405,098,671	\$ 410,776,511	\$ 426,218,542	\$ 15,442,031
Building Aid	20,552,491	22,146,008	22,681,889	535,881
Other State Revenues	2,339,042	4,243,243	5,782,905	1,539,662
State Aid Adjustments	1,228,656	43,446	181,941	138,495
<b>Total New York State</b>	<b>429,218,860</b>	<b>437,209,208</b>	<b>454,865,277</b>	<b>17,656,069</b>
City	119,100,000	119,100,000	119,100,000	-
Federal Medicaid	906,390	1,200,000	1,500,000	300,000
Local - Other	8,823,265	7,714,158	6,922,578	(791,580)
Appropriated Fund Balance for General Fund	-	2,128,941	17,128,941	15,000,000
<b>Total General Fund</b>	<b>558,048,515</b>	<b>567,352,307</b>	<b>599,516,796</b>	<b>32,164,489</b>
<b>Grant &amp; Special Aid Fund</b>				
State Sources	26,473,000	27,846,783	27,421,875	(424,908)
Federal Sources	71,447,639	76,817,453	58,673,143	(18,144,310)
Local Sources	2,136,839	2,824,988	2,556,603	(268,385)
<b>Total Grant &amp; Special Aid Fund</b>	<b>100,057,478</b>	<b>107,489,224</b>	<b>88,651,621</b>	<b>(18,837,603)</b>
<b>School Food Service Fund</b>	<b>15,913,426</b>	<b>16,790,000</b>	<b>17,420,852</b>	<b>630,852</b>
<b>Grand Total Revenue - All Funds</b>	<b>\$ 674,019,419</b>	<b>\$ 691,631,531</b>	<b>\$ 705,589,269</b>	<b>\$ 13,957,738</b>

**Expenditure Summary**

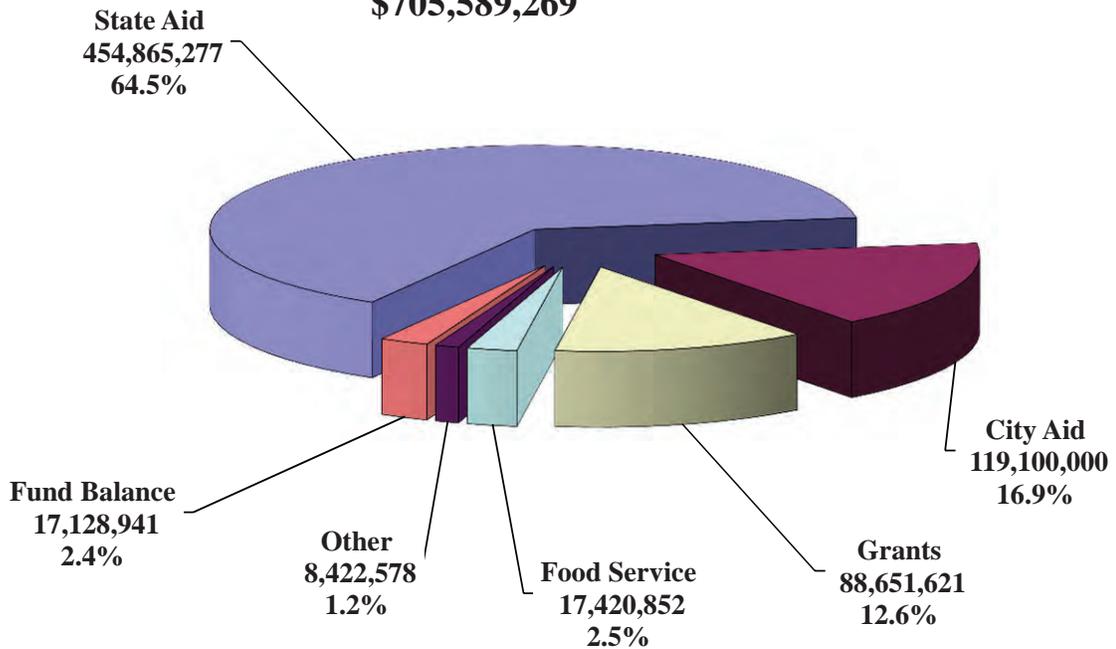
	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>\$ Variance</b>
	<b>Actual</b>	<b>Amended</b>	<b>Proposed</b>	<b>Fav/(Unfav)</b>
<b>Compensation and Benefits</b>				
Salary Compensation	\$ 310,394,495	\$ 291,495,065	\$ 301,396,344	\$ (9,901,279)
Other Compensation	17,177,356	15,857,824	14,189,702	1,668,122
Employee Benefits	136,736,079	146,374,385	155,595,387	(9,221,002)
<b>Total Compensation and Benefits</b>	<b>464,307,930</b>	<b>453,727,274</b>	<b>471,181,432</b>	<b>(17,454,158)</b>
<b>Non-Compensation</b>				
Fixed Obligations With Variability	88,492,630	98,025,623	106,158,545	(8,132,922)
Debt Service	28,158,629	28,896,198	27,460,129	1,436,069
Cash Capital Outlays	12,491,157	10,287,234	10,160,178	127,056
Facilities and Related	44,691,077	40,366,366	36,452,019	3,914,347
Technology	2,056,638	2,527,475	1,571,247	956,228
All Other Variable Expenses	49,657,148	55,774,599	49,860,437	5,914,162
<b>Total Non-Compensation</b>	<b>225,547,278</b>	<b>235,877,495</b>	<b>231,662,555</b>	<b>4,214,940</b>
<b>Contingency Fund</b>	<b>-</b>	<b>2,026,761</b>	<b>2,745,282</b>	<b>(718,521)</b>
<b>Grand Total Expenditures</b>	<b>\$ 689,855,208</b>	<b>\$ 691,631,531</b>	<b>\$ 705,589,269</b>	<b>\$ (13,957,738)</b>

THIS PAGE INTENTIONALLY LEFT BLANK

REVENUE AND EXPENDITURE CHARTS

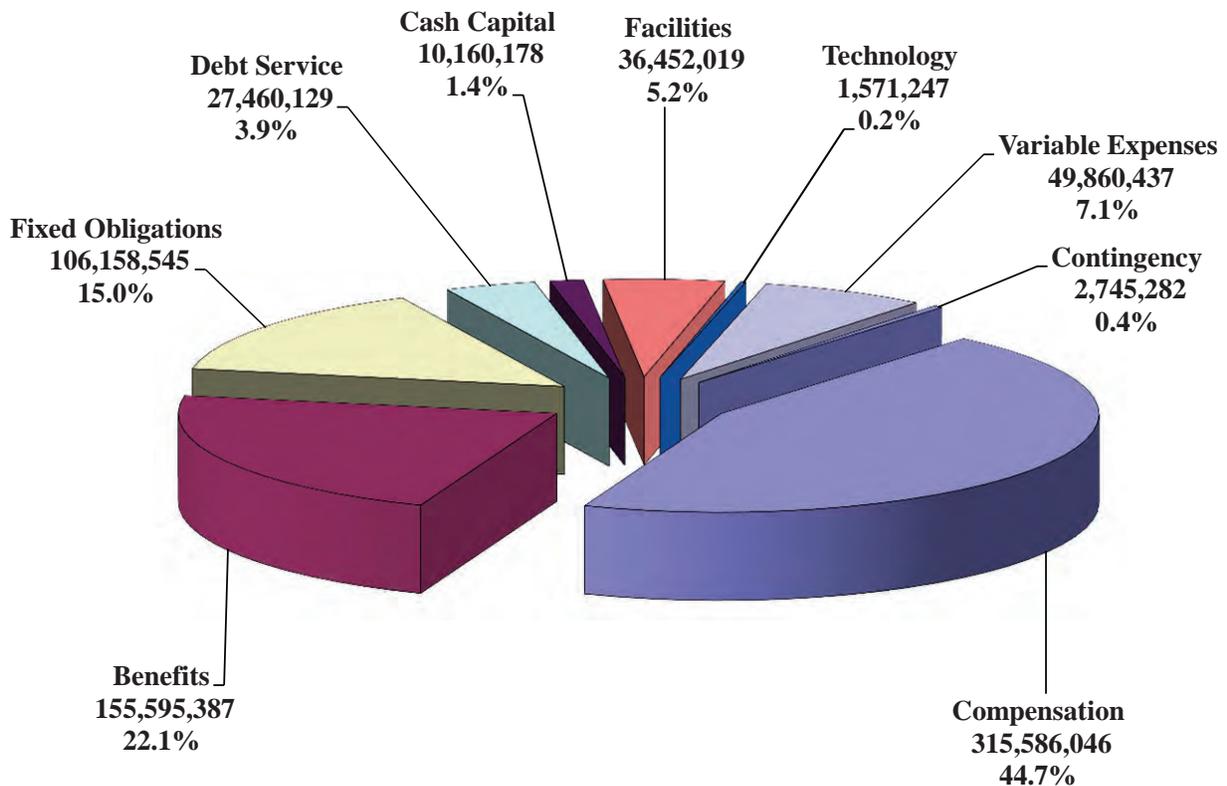
Revenue Summary - All Funds

\$705,589,269



Expenditure Summary - All Funds

\$705,589,269



THIS PAGE INTENTIONALLY LEFT BLANK

## **ASSUMPTIONS & PRIORITIES**

### **Introduction**

The District faced a number of challenges in the development of the 2012-13 Budget. Revenue growth was limited due to New York State's financial condition and decreased grant funding. We also face rising costs in contractual obligations, employee benefits, charter school tuition, transportation and other expenditures necessary to continue supporting our students. This has forced us to make staffing and program reductions in order to obtain a balanced budget.

Our budget process began early in October with the implementation of a Resource Allocation Team. The team integrated the annual resource allocation cycle budgeting, staffing, and student placement to guide the development of the 2012-13 Budget. The process continued through the end of March with the announcement of the adopted New York State Budget. This allowed us to determine short-term assumptions such as revenue for the year and longer term assumptions which include reducing our structural deficit. Key assumptions are provided below. Our objective continues to be the building of a conservative budget plan and not to rely on "soft" revenue or "possible" savings. As with any budget, planning assumptions are based on the best knowledge available at the time. Many assumptions will prove to be accurate while others will require modifications to the plan. As stated in our policy, budget amendments will be presented throughout the year as we continue to refine the budget and execute our plan.

### **Revenue**

The District will experience a net revenue increase of approximately \$14.0 million due to a combination of increases in State funding and the use of District Fund Balance, offset by reductions in grant funding.

### **State Funding**

Our increase in State funding was approximately \$17.6 million, which represented a 4% increase over the 2011-12 Budget. This was the first significant increase in State funding since 2008-09. The State also committed to a multi-year timetable to fully fund the Foundation Aid plan that was begun in 2007-08. This would result in additional State funding of \$100 million annually when fully implemented in future years.

### **Grant Funding**

Overall, grant funding will decrease by \$18.8 million in 2012-13. The largest decrease is related to the Educational Job Fund which ends in 2011-12. This resulted in the loss of \$8.2 million in grant funding. The District will experience an additional \$10.6 million reduction due to cuts in federal grants such as Title I, Race to the Top, and the School Improvement Grants.

**ASSUMPTIONS & PRIORITIES - continued****Use of Fund Balance**

In order to balance the 2013-13 Budget, the District chose to use \$17.1 million of our fund balance. Approximately \$2.1 million of this is needed to cover our Educational Preparation Education (EPE) audit liability. The remaining \$15 million was used to offset the deficit. This pushed some of the structural deficit off to 2013-14. However, we felt it necessary to use fund balance to minimize staffing and program reductions in the 2012-13 Budget given the significant cuts that took place in 2011-12. Using our undesignated fund balance is not the long-term answer to our structural deficit. Finding efficient and effective ways of completing our work and restructuring our efforts is the best way to address this issue.

**Expenditures**

The District will experience a net expenditure increase of approximately \$14.0 million due to a combination of salary, benefit and fixed obligation increases, offset by reductions in other expenditure categories.

**Salary Compensation**

Overall, salaries will increase by 8.2 million or 2.7%. Base salary compensation will increase by \$9.9 million or 3.4%. This is the net result of contractual salary increases averaging 3.5% and the reduction of 57 FTEs. Other compensation, including substitute teachers, overtime and teacher in-service costs will decrease by \$1.7 million or 10.5%. The largest reduction in this category is for teacher in-service which is projected to decline by \$1.6 million. This is due largely to significant reductions in grant funding, which supports many of the teacher in-service programs.

**Employee Benefits**

Employee Benefits are projected to increase by \$9.2 million or 6.3%. The primary factors for this cost increase are health insurance and the State retirement systems. Health Insurance is budgeted to increase by \$8.2M or 10%. However, the District is currently analyzing these costs to determine if a transition from an experience-rated model to a self-insured model can generate significant savings. Any change will not take place until January 2013 and potential savings are not yet reflected in the overall budget. District retirement system costs are projected to increase by \$5.0 million dollars as the contribution rates for the Teachers Retirement System and the Employees Retirement System rates are scheduled to increase by 6.4% and 14.7% respectively. All other benefit costs are projected to decrease by \$4.0 million due largely to a \$3.3M reduction in Unemployment Insurance, which spiked in 2011-12 due to a reduction of over 650 FTEs in that budget.

**Other Expenditures**

Fixed Obligations are the other major cause of expenditure increases. Fixed Obligations are projected to increase by \$8.1M or 8.3%. These costs are driven by Charter School tuition increases of \$5.7M and transportation increases of \$1.7M. The Charter School tuition increase is directly attributable to a projected enrollment growth of 433 students, while transportation increases are due to transporting

**ASSUMPTIONS & PRIORITIES - continued**

students to an increasing number of locations as the result of the opening of new charter schools and relocation of a number of schools under construction throughout the District.

Operating expenditure categories other than Fixed Obligations are decreasing by a total of \$11.6 million. This is due to a combination of grant funding reductions and program efficiencies. Expenditures for instructional supplies and professional and technical services will experience significant decreases related to declines in grant funding. Budgets for many other operating expenditure categories also decreased as the District identified program and operating efficiencies during the budget development process.

**Long Term Fiscal Issues**

The District will continue to focus on increasing revenues and controlling costs in the following ways:

- State Aid: Work with New York State to fully fund the Foundation Aid commitment that began in 2007-08.
- Grant Funding: Identify and apply for additional grants to support instructional programs.
- Student Enrollment: Trends project significant declines over the next several years. This will have a negative impact on State and grant funding.
- Staffing Costs: Continue working with our five bargaining units to develop contractual agreements that control costs and eliminate ineffective clauses in the agreements.
- Health Insurance: Analyze the insurance cost structure to determine most effective payment model and negotiate better rates with the insurance companies.
- Retirement Incentive: The District offered a retirement incentive to eligible employees in 2009-10. The cost is approximately \$3.6 million each year for a five-year period. The District will make the final incentive payment as part of the 2014-15 Budget.
- Contractual Services: Analyze all contractual agreements to determine impact on student achievement. Eliminate any contractual services that do not improve student achievement.
- Facilities Modernization Program: The District will have to fund the local share of construction projects that are not covered by State Building Aid beginning with the 2012-13 Budget.

**Summary**

By Law and as a matter of sound business practice we have prepared a balanced budget. This difficult task necessitated a reduced workforce and elimination of programs. We will continue to target the needs of our students, and support the goals of the District and the policies of the Board of Education. We continue to face many challenges, both at the State level and within the District itself. The investment and reinvestment of financial resources will move us toward the modernization of education with new academic initiatives and the development and implementation of the Rochester Curriculum. We need to continue to request academic program flexibility and changes in mandates from the State and Federal government. We will need to evaluate and address the rising costs of the collective bargaining structure as well as the benefit contribution from our employees. We will be challenged with tough fiscal realities but will resource critical education needs for all of our students. We have a clear strategic path that will guide our work this year and in the future.

**THIS PAGE INTENTIONALLY LEFT BLANK**

**DISTRICT - WIDE SUMMARY BUDGET      2012 - 13 FINAL BUDGET**

**REVENUE SUMMARY**

	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>\$ Variance</b>
	<b>Actual Revenues</b>	<b>Amended Budget</b>	<b>Proposed Budget</b>	<b>Fav/(Unfav)</b>
<b>GENERAL FUND</b>				
<b><u>State</u></b>				
Foundation Aid	319,198,260	327,334,786	336,413,201	9,078,415
NYS Stabilization Stimulus Funding	9,854,176	-	-	-
Special Services Aid	9,782,841	12,423,154	13,770,243	1,347,089
Special Education - Public High Cost Aid	4,461,784	5,854,985	5,954,265	99,280
Special Education - Private Excess Cost Aid	9,762,554	8,849,906	10,203,675	1,353,769
Transportation Aid	44,421,380	46,152,926	47,078,507	925,581
Computer Hardware Aid	765,161	756,134	746,518	(9,616)
Textbook Aid	2,127,680	1,881,824	2,104,222	222,398
Software Aid	375,498	534,307	525,678	(8,629)
Library Aid	209,108	222,925	219,325	(3,600)
Charter School Transitional Aid	4,140,229	6,765,564	9,202,908	2,437,344
<b>Total Recurring State Aid</b>	<b>405,098,671</b>	<b>410,776,511</b>	<b>426,218,542</b>	<b>15,442,031</b>
<b>Total Building Aid</b>	<b>20,552,491</b>	<b>22,146,008</b>	<b>22,681,889</b>	<b>535,881</b>
<b><u>Other State Revenues</u></b>				
Chapter 42 Tuition - Rochester Sch for the Deaf	-	1,893,243	1,987,905	94,662
NYS Legislative Appropriation	-	-	1,000,000	1,000,000
Incarcerated Youth Aid	2,339,042	2,350,000	2,795,000	445,000
<b>Total Other State Revenues</b>	<b>2,339,042</b>	<b>4,243,243</b>	<b>5,782,905</b>	<b>1,539,662</b>
<b><u>State Aid Adjustments</u></b>				
Prior Year Aid Advance - Bond Bank	1,362,000	1,362,000	1,362,000	-
Prior Year Aid - Chapter 47, 66 & 721 Tuition	839,915	236,505	375,000	138,495
Prior Year Aid - \$20M Spin Up Loan Payment	-	(667,000)	(667,000)	-
Local Share Deduction for Certain Students	(973,259)	(888,059)	(888,059)	-
<b>Total State Aid Adjustments</b>	<b>1,228,656</b>	<b>43,446</b>	<b>181,941</b>	<b>138,495</b>
<b>Total New York State Revenue</b>	<b>429,218,860</b>	<b>437,209,208</b>	<b>454,865,277</b>	<b>17,656,069</b>
<b>Total City of Rochester Aid</b>	<b>119,100,000</b>	<b>119,100,000</b>	<b>119,100,000</b>	<b>-</b>
<b>Total Federal Medicaid</b>	<b>906,390</b>	<b>1,200,000</b>	<b>1,500,000</b>	<b>300,000</b>
<b><u>Other Local Revenue</u></b>				
Indirect Costs	3,098,238	2,569,107	2,782,000	212,893
Nonresident Tuition	460,475	450,000	450,000	-
Health Services Revenue	650,538	650,000	675,000	25,000
Rental and Use of Buildings	103,551	50,000	50,000	-
Sale of Obsolete Equipment	31,209	25,000	25,000	-
Prior Years Refunds	875,223	875,000	875,000	-
E-Rate Revenue	1,521,275	1,118,119	1,150,000	31,881
Student and Other Fees	58,882	60,000	60,000	-
Earnings - Capital Fund Investments	1,191,404	1,300,000	300,000	(1,000,000)
Earnings - General Fund Investments	246,117	175,000	175,000	-
Miscellaneous Revenue	476,853	300,000	280,578	(19,422)
Curriculum Based Programs	109,500	141,932	100,000	(41,932)
<b>Total Other Local Revenue</b>	<b>8,823,265</b>	<b>7,714,158</b>	<b>6,922,578</b>	<b>(791,580)</b>
Appropriated Fund Balance for General Fund	-	2,128,941	17,128,941	15,000,000
<b>TOTAL GENERAL FUND</b>	<b>558,048,515</b>	<b>567,352,307</b>	<b>599,516,796</b>	<b>32,164,489</b>

**DISTRICT - WIDE SUMMARY BUDGET    2012 - 13 FINAL BUDGET**

**REVENUE SUMMARY – continued**

	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>\$ Variance</b>
	<b>Actual Revenues</b>	<b>Amended Budget</b>	<b>Proposed Budget</b>	<b>Fav/(Unfav)</b>
<b>GRANT &amp; SPECIAL AID FUNDS</b>				
<b><u>State Sources</u></b>				
Universal Pre-Kindergarten	10,810,891	10,816,516	10,816,516	-
Other State Source Grants	15,662,109	17,325,687	16,605,359	(720,328)
<b>Total State Sources</b>	<b>26,473,000</b>	<b>28,142,203</b>	<b>27,421,875</b>	<b>(720,328)</b>
<b><u>Federal Sources</u></b>				
Formula (Recurring)	40,921,988	43,718,303	41,375,110	(2,343,193)
Federal Stimulus	22,661,925	22,940,059	12,417,899	(10,522,160)
One-Time Grants (Competitive)	7,863,726	7,228,683	4,880,134	(2,348,549)
Roll-Over Grants	-	2,634,988	-	(2,634,988)
<b>Total Federal Sources</b>	<b>71,447,639</b>	<b>76,522,033</b>	<b>58,673,143</b>	<b>(17,848,890)</b>
<b>Total Local Sources</b>	<b>2,136,839</b>	<b>2,824,988</b>	<b>2,556,603</b>	<b>(268,385)</b>
<b>TOTAL GRANT &amp; SPECIAL AID FUND</b>	<b>100,057,478</b>	<b>107,489,224</b>	<b>88,651,621</b>	<b>(18,837,603)</b>
<b>SCHOOL FOOD SERVICE FUND</b>				
NYS Free & Reduced Price Reimbursement	491,855	514,000	574,972	60,972
Federal Free & Reduced Price Reimbursement	13,704,816	14,177,000	14,215,028	38,028
Federal Surplus Food Revenue	932,137	1,000,000	1,000,000	-
Summer Food Service Revenue	458,135	483,000	400,000	(83,000)
Other Cafeteria Sales	326,483	616,000	300,000	(316,000)
Appropriation from Fund Balance	-	-	930,852	930,852
<b>SCHOOL FOOD SERVICE FUND Revenue</b>	<b>15,913,426</b>	<b>16,790,000</b>	<b>17,420,852</b>	<b>630,852</b>
<b>TOTAL REVENUE (ALL FUNDS)</b>	<b>\$ 674,019,419</b>	<b>\$ 691,631,531</b>	<b>\$ 705,589,269</b>	<b>\$ 13,957,738</b>

**REVENUE SUMMARY ANALYSIS**

**STATE AID TO EDUCATION**

General Fund State Aid shown below is based on the aid projections included in the adopted 2012-13 New York State Budget.

**FOUNDATION AID** **\$336,413,201**

Foundation Aid is unrestricted aid to support the District's general operations such as salaries, benefits, utilities and other operating costs. Beginning in 2007-08, NYS combined a number of separate aid categories into Foundation Aid. These aid categories included: Public Excess Cost, Sound Basic Education, Extraordinary Needs, Limited English Proficiency and several categorical grants.

**SPECIAL SERVICES AID** **\$13,770,243**

This aid supports certain occupational, marketing and business programs in grades 10-12 and for approved data processing expenses pursuant to Regulations of the Commissioner.

**SPECIAL EDUCATION – PUBLIC HIGH COST AID** **\$5,954,265**

Public High Cost Aid is provided for students with disabilities placed in public settings in the Rochester City School District and at BOCES. This aid is based upon approved costs, attendance and level of service.

**SPECIAL EDUCATION – PRIVATE EXCESS COST AID** **\$10,203,675**

Excess Cost Aid is provided for students with disabilities placed in private special education settings such as St. Joseph's Villa and Crestwood Children's Center. This aid is based upon approved costs, attendance and level of service.

**TRANSPORTATION AID** **\$47,078,507**

This aid provides up to 90% of the District's approved transportation expenses. Non-allowable expenses include the transportation of non-handicapped pupils who live 1-1/2 miles or less from the school attended and transportation for extra activities such as field trips, athletic trips, etc.

**HARDWARE AND TECHNOLOGY AID** **\$746,518**

Computer Hardware and Technology Equipment Aid provides funding for the purchase and lease of micro and/or mini computer equipment; technology equipment; repair of equipment for instructional purposes; and training and staff development for instructional purposes.

**SOFTWARE, TEXTBOOK AID AND LIBRARY MATERIALS** **\$2,849,225**

This aid provides funding for the purchase of computer software, textbooks and library material. The amount of aid is based on a per-pupil dollar amount.

**CHARTER SCHOOL TRANSITIONAL AID** **\$9,202,908**

This aid partially offsets the cost of tuition that the District must provide for students attending charter schools.

## DISTRICT - WIDE SUMMARY BUDGET 2012 - 13 FINAL BUDGET

### REVENUE SUMMARY ANALYSIS – continued

**BUILDING AID** **\$22,681,889**

This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

**OTHER STATE REVENUES** **\$5,782,905**

This category represents state funding that the local delegation in Albany has secured for the District. This category also contains aid for certain resident student placements including incarcerated youth detention centers.

**STATE AID ADJUSTMENTS** **\$181,941**

This category represents adjustments for prior year aid monies owed to the District, contingency for prior year aid claims owed to the State, and revenue to offset the District's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State-supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

**GRAND TOTAL STATE** **\$454,865,277**

**REVENUES FROM CITY** **\$119,100,000**

The City of Rochester funding includes the State-funded STAR program.

**MEDICAID REVENUE** **\$1,500,000**

The District receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The District receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the District.

**OTHER LOCAL REVENUES**

**INDIRECT COSTS** **\$2,782,000**

Many grant-funded programs provide revenue to offset overhead costs, which the District incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc.

**NON-RESIDENT TUITION FROM OTHER DISTRICTS** **\$450,000**

The District provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.

**HEALTH SERVICES REVENUE** **\$675,000**

The District provides health services to non-resident students attending private/parochial schools located within the District boundaries per NYS regulations. The District bills these costs back to the student's home districts.

**DISTRICT - WIDE SUMMARY BUDGET      2012 - 13 FINAL BUDGET**

**REVENUE SUMMARY ANALYSIS – continued**

**RENTAL AND USE OF BUILDINGS** **\$50,000**

This represents the fees charged to various groups for the use of buildings in accordance with District policy.

**SALES OF OBSOLETE EQUIPMENT** **\$25,000**

This is revenue from sales of obsolete equipment and vehicles, in accordance with District policy.

**PRIOR YEARS REFUNDS** **\$2,025,000**

This revenue is derived from several sources including federal E-Rate monies, BOCES refunds and refunds of prior year expense from vendors.

**STUDENT AND OTHER FEES** **\$60,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments, and other miscellaneous fees.

**EARNINGS - CAPITAL FUND INVESTMENTS** **\$300,000**

This revenue is earned primarily through two sources: interest earned on authorized capital funds which have not yet been expended and any unused capital fund authorizations.

**EARNINGS - GENERAL FUND INVESTMENTS** **\$175,000**

This revenue from investments is earned by the District's cash management program.

**PREMIUM – RAN** **\$0**

This represents the premium associated with the issuance of a Revenue Anticipation Note (RAN).

**MISCELLANEOUS REVENUE** **\$280,578**

This represents revenues that do not fit in any other categories and are non-recurring.

**CURRICULUM BASED PROGRAMS** **\$100,000**

Revenue generated by student curriculum programs such as the Work Experience Program.

**TOTAL LOCAL REVENUES** **\$6,922,578**

**APPROPRIATIONS FROM FUND BALANCE** **\$17,128,941**

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

**GRAND TOTAL GENERAL FUND REVENUE** **\$599,516,796**

**DISTRICT - WIDE SUMMARY BUDGET    2012 - 13 FINAL BUDGET**

**GRANT REVENUE SUMMARY**

	<b>2011-12 Amended</b>	<b>2012-2013 Budget</b>	<b>\$ Change Fav/(Unfav)</b>
<b>FEDERAL</b>			
CN EQUIPMENT ASSISTANCE	30,284	-	(30,284)
EDUCATION JOB FUND	8,220,797	-	(8,220,797)
ELEMENTARY HISTORIANS	445,220	-	(445,220)
ESSC ELEMENTARY	354,559	357,667	3,108
FLAP GRANT #2	390,079	-	(390,079)
GCC PERKINS	38,000	-	(38,000)
IDEA PRESCHOOL SERVICES & SECT	556,606	494,110	(62,496)
IDEA SUPPORT SERVICES & SECTIO	9,779,581	9,700,000	(79,581)
IMPACT AID	18,175	15,000	(3,175)
NYSOTDA EDUCATIONAL RESOURCES	112,500	-	(112,500)
NYSOTDA FOOD STAMP EMPLOYMENT	300,000	300,000	-
PERKINS ADULT BASIC	-	50,000	50,000
PERKINS CORRECTIONAL	36,000	-	(36,000)
PERKINS SECONDARY	641,511	550,000	(91,511)
RACE TO THE TOP	3,545,021	2,317,899	(1,227,122)
RAISE	268,581	267,538	(1,043)
REFUGEE SCHOOL IMPACT GRANT	171,610	228,735	57,125
SAFE SCHOOLS/HEALTHY STUDENTS	2,325,808	515,860	(1,809,948)
SED HOMELESS CHILDREN AND YOUT	150,000	150,000	-
SETRC	484,314	498,843	14,529
SIG DISTRICT	12,334,938	10,100,000	(2,234,938)
TAH A HISTORICAL JOURNEY	382,241	336,049	(46,192)
TEACHER INCENTIVE FUND (will be Budgeted in July)	4,361	-	(4,361)
TEACHING AS HISTORIANS	399,078	250,761	(148,317)
TITLE I	27,617,199	26,000,000	(1,617,199)
TITLE II D ENHANCING EDUCATION THRU TECH	253,733	-	(253,733)
TITLE II MSP SCIENCE	474,835	474,835	-
TITLE IIA - TEACHER/PRINCIPAL TRAINING	4,705,408	4,000,000	(705,408)
TITLE IIB MATH/SCIENCE PARTNER	699,774	699,774	-
TITLE IID EETT PART 2	341,208	-	(341,208)
TITLE III BILINGUAL	574,560	500,000	(74,560)
TITLE VII-NATIVE AMERICAN RESO	65,980	66,000	20
WIA-ADULT LITERACY EDUCATION	125,072	125,072	-
WIA-ELL POST SECONDARY	100,000	100,000	-
WIA LITERACY ZONE	325,000	325,000	-
WORKFORCE INVESTMENT ACT-TITLE	250,000	250,000	-
<b>TOTAL FEDERAL GRANTS</b>	<b>76,522,033</b>	<b>58,673,143</b>	<b>(17,848,890)</b>

**DISTRICT - WIDE SUMMARY BUDGET      2012 - 13 FINAL BUDGET**

**GRANT REVENUE SUMMARY – continued**

	<b>2011-12 Amended</b>	<b>2012-2013 Budget</b>	<b>\$ Change Fav/(Unfav)</b>
<b>STATE</b>			
CFC CUBAN HAITIAN ENTRANTS	73,100	73,100	-
CHILD NUTRITION FRESH FRUITS/VEG	193,340	-	(193,340)
ECHS SMART SCHOLARS	111,875	111,875	-
EMPLOYMENT PREPARATION EDUCATION	3,333,841	3,267,164	(66,677)
EXTENDED DAY VIOLENCE PREVENTION	342,291	342,291	-
LEARNING TECHNOLOGY	49,618	-	(49,618)
LIBRARY AUTOMATION ROLLOVER	5,036	-	(5,036)
LIBRARY SYSTEMS ROLLOVER	4,819	-	(4,819)
LOCAL GOVERNMENT RECORDS MGMT	43,119	-	(43,119)
MATH SCIENCE HIGH SCHOOL AT EAST	-	460,666	460,666
MENTOR INTERN PROGRAM	65,000	65,000	-
NYSERDA CLEAR AIR SCHOOL BUS	98,260	-	(98,260)
RRC CAREER PATHWAYS	66,900	-	(66,900)
SCHOOL HEALTH SERVICES	6,292,705	6,292,705	-
SCHOOL LIBRARY SUPPLEMENTAL AID	70,472	70,000	(472)
SCHOOL LIBRARY SYSTEM - AUTOMATION	7,731	8,000	269
SCHOOL LIBRARY SYSTEM - OPERATING	77,312	80,000	2,688
SMART SCHOLARS EARLY COLLEGE	111,848	111,848	-
SUMMER PROGRAM SPECIAL ED.	5,183,000	5,075,000	(108,000)
TEACHER CENTER	295,420	147,710	(147,710)
TEACHERS OF TOMORROW	900,000	500,000	(400,000)
UNIVERSAL PRE-K	10,816,516	10,816,516	-
<b>TOTAL STATE GRANTS</b>	<b>28,142,203</b>	<b>27,421,875</b>	<b>(720,328)</b>
<b>LOCAL SOURCES</b>			
COMMUNITY PRE-SCHOOL RELATED S	486,811	500,000	13,189
EXPEDITIONARY LEARNING	33,000	-	(33,000)
GATES CHARTER COLLABORATION	100,000	-	(100,000)
GREATER ROCHESTER HEALTH FOUNDATION	282,288	138,812	(143,476)
LAURA BUSH LIBRARIES SCHOOL #8	5,000	-	(5,000)
MARCH OF DIMES YOUNG MOTHERS	46,015	-	(46,015)
NCFL TOYOTA FAMILY LITERACY	214,358	161,850	(52,508)
NEA FOUNDATION SCHOOL #54	755	-	(755)
PRE-SCHOOL ADMINISTRATION/COUNTY	420,504	470,941	50,437
PRE-SCHOOL INTEGRATED/HANDICAPPED	938,358	975,000	36,642
SPECIAL EDUCATION/ITINERANT TE	170,299	180,000	9,701
TARGET FIELD TRIPS	8,600	-	(8,600)
THE PRIMARY PROJECT	99,000	130,000	31,000
UNICON	20,000	-	(20,000)
<b>TOTAL LOCAL GRANTS</b>	<b>2,824,988</b>	<b>2,556,603</b>	<b>(268,385)</b>
<b>TOTAL GRANT REVENUES</b>	<b>107,489,224</b>	<b>88,651,621</b>	<b>(18,837,603)</b>



**FEDERAL GRANT DETAIL**

**TITLE I FEDERAL ESEA – NCLB GRANT \$26,000,000**  
**Improving the Academic Achievement of the Disadvantaged**

The purpose of Title 1, Part A is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging State academic achievement standards and State academic assessments." RCSD is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need.

- Funds are generated based on poverty criteria of free and reduced lunch eligibility. Use of funds is determined by need.
- All Title I expenditures must be supplemental and not supplant required services and materials.
- Schools are required to use 20% of their Title 1 funds to meet the District’s 10% of the total grant requirement for professional development for teachers.

**2012/2013 Title I Proposed Budget**

<b>Mandated Set-Asides and Pass-Throughs</b>	
Supplemental Education Services (20%)	\$5,200,000
PD for Highly Qualified Teachers (5%)	
Tuition	\$844,723
Remainder of 5% satisfied ELA/Math Coaches	(Note 1)
PD Requirement (10%)	(Note 1)
Parent Involvement (1%)	\$260,000
City Residents Attending Non Public Schools	\$377,668
Neglected & Delinquent Students	\$615,571
Homeless Students	\$104,273
Indirect Costs at 3.8%	\$951,830
<b>Subtotal Mandated Set-Asides and Pass-Throughs</b>	<b>\$8,354,065</b>
<b>District Initiatives</b>	
Half-Day Kindergarten Teachers (to create full-day Kindergarten)	\$4,757,871
School Innovation Initiatives	\$431,564
English Language Learners Initiatives	\$259,078
Office of Parent Engagement	\$665,504
ELA/Math Professional Development Leadership	\$130,477
Academic Intervention Services	\$579,922
Title I Administration	\$963,005
Technology/Instructional Support	\$599,538
Teaching & Learning Support/NER Benchmark Assessment/Curriculum Writing	\$552,853
Rochester International Academy	\$130,857
Accountability Support	\$859,667
ELA/Math Coaches	\$7,715,599
<b>Subtotal District Initiatives</b>	<b>\$17,645,935</b>
<b>Grand Total</b>	<b>\$26,000,000</b>

*Note 1: ELA and Math Coaches at the schools provide imbedded PD to satisfy the Title I PD requirements.*

**DISTRICT - WIDE SUMMARY BUDGET    2012 - 13 FINAL BUDGET**

**TITLE I SCHOOL IMPROVEMENT GRANT**

**\$10,100,000**

The School Improvement Grants under Section 1003(g) of the Elementary and Secondary Education Act of 1965, or SIG, provides financial assistance to the lowest achieving schools to significantly raise student achievement through the implementation of one of four recognized school intervention strategies (turnaround, restart, school closure, and transformation). Funding from the US Department of Education flows through the NYS Department of Education, who awards grants to individual school districts.

Continuing into 2012-2013, the school “turnaround” model will be implemented on the Edison and Franklin high school campuses. Franklin Global Media Arts High School is turning around into the Integrated Arts and Technology High School. Franklin Bioscience and Health Careers High School and Franklin International Finance and Economic Development High School are turning around into the Vanguard Collegiate High School. Edison Skilled Trades High School and Edison Business, Finance, and Entrepreneurship are turning around into the Robert Brown High School of Construction and Design, and Edison School of Engineering and Manufacturing and Edison School of Imaging and Information Technology are turning around into the Rochester STEM (Science, Technology, Engineering, and Math) High School. Through school turnaround, the Edison and Franklin schools will be phased out as the new schools are phased in. Similar to activities in the East High School transformation, effective teachers and administrators are participating in job-embedded professional learning and use student data to improve instruction.

**The 2012/2013 Proposed Budget**

Freddie Thomas/Montessori	\$1,469,000
Charlotte High School	\$1,631,000
East High School	\$1,358,000
Robert Brown High School of Construction & Design	\$1,505,000
Integrated Arts and Technology High School	\$1,246,000
Rochester Science, Technology & Math High School	\$1,596,000
Vanguard Collegiate High School	\$1,295,000
<b>Grand Total</b>	<b>\$10,100,000</b>

**TITLE IIA FEDERAL ESEA – NCLB Grant**

**\$4,000,000**

**Highly Qualified and Effective Teaching (ESEA/NCLB Title II A)**

The purpose of Title IIA is to meet NCLB highly qualified teaching requirements, by:

- Providing high quality professional development to ensure teachers become, and remain, highly effective in helping all students learn and achieve high performance standards;
- Meeting ‘highly qualified teacher’ requirements for core course teaching through effective teacher recruitment, retention and professional development practices; and
- Ensuring strong instructional leadership through effective principal recruitment, retention and professional development practices.

**The 2012/2013 Proposed Title IIA Budget**

<b>Mandated Set-Asides</b>	
City Residents Attending Non Public Schools	\$150,000
Indirect Costs at 3.8%	\$146,435
<b>Direct Initiatives</b>	
Accountability Support	\$130,256
Careers In Teaching	\$2,157,032
Human Capital Recruitment	\$206,274
Professional Development	\$968,975
Tuition	\$241,028
<b>Grand Total</b>	<b>\$4,000,000</b>



**IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT \$10,194,110**  
**Assistance to States for the Education of School-Aged (Section 611) and**  
**Pre-School Students (Section 619) with Disabilities**

The Individuals with Disabilities Education Act (IDEA) is a United States federal law that governs how states and public agencies provide early intervention, special education and related services to children with disabilities. The purpose of IDEA is to provide students with disabilities a Free Appropriate Public Education (FAPE) that prepares them for further education, employment and independent living. These grants provide funding to assist with the additional costs to the District.

2012/2013 IDEA Sections 611 and 619 Proposed Budget will fund:

- Mandated Set-Asides and Pass-Through
  - Pass-Through to ASEPs, Charter Schools and BOCES
  - Parentally-placed Tuition
  - Indirect Costs @ 3.8%
  
- Early Intervening Services
  - Funds used to develop and implement coordinated, early intervening services for students in kindergarten through grade 12 who are not currently identified as needing special education or related services, but do need additional academic and behavioral support to succeed in general education environment.

**SAFE SCHOOLS HEALTHY STUDENTS \$515,860**

Safe Schools/Healthy Students Initiative is a collaborative of the US Departments of Education, Health & Human Services, and Justice. RCSD SS/HS Award: \$6 million from July 1, 2008 – June 30, 2012, with potential for a fifth year no-cost extension with Monroe County Probation, Monroe County Office of Mental Health, the Rochester Police Department, and the City School District as the Lead Fiduciary Agency.

Evaluation measures will align with Government Performance and Results Accountability Act:

- Student Victimization/Perception of School Safety
- Student Substance Use and Abuse
- Mental Health Services Provided

Five (5) required elements to be addressed:

- Safe school environments and violence prevention
- Drug and & alcohol prevention
- Student behavioral, social and emotional supports
- Mental health services
- Early childhood social and emotional learning

Expectations of approach:

- Employ programs/approaches with evidence of effectiveness
- Enact policy/systems changes that improve infrastructure/services/supports and are sustainable
- Engage parents, communities, social service agencies to create a sustainable infrastructure
- Help students develop skills, positive mental health, engagement in pro-social activities
- Help schools with activities, supports, systemic changes to ensure safe, disciplined, drug-free schools

**RACE TO THE TOP GRANT** **\$2,317,899**

The purpose of Race to the Top grant is to increase the college and career readiness of all students. The goal will be achieved through the adoption of benchmarked standards and assessments, improved instructional data systems, effective teachers and principals, and turning around low-achieving schools.

2012/2013 Race to the Top Proposed Budget will fund:

- Network Teams
- Teacher and Principal Effectiveness
- Inquiry Team Support
- Re-design Schools Support

**TEACHER INCENTIVE FUND (TIF)** **\$0**

TIF awards additional compensation to teachers and administrators who earn: Differentiated Assignments, Group Awards, Career Ladder Movement and Professional Development Incentives. This grant will be budgeted in July after each school has voted on participation and all agreements and compensations are finalized.

**OTHERS FEDERAL GRANTS** **\$3,870,665**

**TOTAL FEDERAL GRANT REVENUE** **\$58,673,143**

**DISTRICT - WIDE SUMMARY BUDGET    2012 - 13 FINAL BUDGET**

**LOCAL GRANT DETAIL**

**LOCAL REVENUE** **\$2,125,941**  
**Pre-School Special Education - Section 4410**

Section 4410 provides a portion of the resources for mandated Pre-School Special Education programs and services.

- Pre-School Integrated/Handicapped classrooms
- Pre-School Related Services
- Special Education/Itinerant Teachers (S.E.I.T.) services
- CPSE Administration

**OTHER LOCAL GRANTS** **\$430,662**

**TOTAL LOCAL GRANT REVENUE** **\$2,556,603**

**GRAND TOTAL GRANT REVENUE** **\$88,651,621**

**DISTRICT - WIDE SUMMARY BUDGET      2012 - 13 FINAL BUDGET**

**Expenditure Summary (All Funds)**

	2010-2011	2011-2012	2012-2013	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
<b>EXPENDITURES BY ACCOUNT</b>				
<b>Salary Compensation</b>				
Teacher	\$ 192,748,442	\$ 183,966,896	\$ 192,692,090	\$ (8,725,194)
Civil Service	59,641,894	57,118,271	59,836,518	(2,718,247)
Administrator	29,080,217	27,974,226	27,518,420	455,806
Hourly Teachers	13,268,893	9,319,235	8,218,165	1,101,070
Teaching Assistants	4,702,039	2,842,174	5,112,362	(2,270,188)
Paraprofessional	10,953,010	10,274,263	8,018,788	2,255,474
<b>Sub Total Salary Compensation</b>	<b>310,394,495</b>	<b>291,495,065</b>	<b>301,396,344</b>	<b>(9,901,278)</b>
<b>Other Compensation</b>				
Substitute Teacher	11,310,234	9,188,982	9,532,016	(343,034)
Overtime Non-Instructional	3,267,260	2,920,350	2,516,029	404,321
Teachers In-Service	2,599,862	3,748,492	2,141,657	1,606,835
<b>Sub Total Other Compensation</b>	<b>17,177,356</b>	<b>15,857,824</b>	<b>14,189,702</b>	<b>1,668,122</b>
<b>Total Salary and Other Compensation</b>	<b>327,571,851</b>	<b>307,352,890</b>	<b>315,586,046</b>	<b>(8,233,156)</b>
<b>Employee Benefits</b>	<b>136,736,079</b>	<b>146,374,385</b>	<b>155,595,387</b>	<b>(9,221,002)</b>
<b>Total Sal., Other Comp., and Empl. Benefits</b>	<b>464,307,930</b>	<b>453,727,274</b>	<b>471,181,432</b>	<b>(17,454,158)</b>
<b>Fixed Obligations With Variability</b>				
Special Education Tuition	19,341,077	20,943,394	21,634,501	(691,107)
Contract Transportation	46,264,657	48,363,771	50,058,705	(1,694,934)
Charter School Tuition	21,489,572	27,350,149	33,003,259	(5,653,110)
Health Service Other Districts	646,188	600,455	652,080	(51,625)
Insurance Non-Employee	751,136	767,854	810,000	(42,146)
<b>Sub Total Fixed Obligations</b>	<b>88,492,630</b>	<b>98,025,623</b>	<b>106,158,545</b>	<b>(8,132,922)</b>
<b>Debt Service</b>	<b>28,158,629</b>	<b>28,896,198</b>	<b>27,460,129</b>	<b>1,436,069</b>
<b>Cash Capital Outlays</b>				
Cash Capital Expense	7,615,000	6,472,750	6,500,000	(27,250)
Textbooks	2,271,888	1,983,927	2,185,189	(201,262)
Equipment Other than Buses	993,938	506,263	297,425	208,838
Equipment Buses	-	300,000	225,000	75,000
Computer Hardware - Instructional	980,854	697,766	639,505	58,261
Computer Hardware - Non-Instructional	378,388	164,769	86,021	78,748
Library Books	251,089	161,759	227,038	(65,279)
<b>Sub Total Cash Capital Outlays</b>	<b>12,491,157</b>	<b>10,287,234</b>	<b>10,160,178</b>	<b>127,056</b>

**DISTRICT - WIDE SUMMARY BUDGET    2012 - 13 FINAL BUDGET**

**Expenditure Summary (All Funds)**

	2010-2011	2011-2012	2012-2013	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
<b>Facilities and Related</b>				
Utilities	11,375,700	11,586,478	11,047,683	538,795
Instructional Supplies	6,615,662	5,907,290	4,734,663	1,172,627
Equip Service Contr & Repair	3,764,041	2,982,790	2,935,576	47,214
Facilities Service Contracts	1,468,169	1,332,262	1,253,040	79,222
Rentals	4,051,972	4,100,889	4,063,442	37,447
Maintenance Repair Supplies	1,192,141	893,627	877,436	16,191
Postage and Print/Advertising	1,393,086	1,682,305	983,826	698,479
Auto Supplies	784,701	775,740	1,043,050	(267,310)
Supplies and Materials	12,821,972	10,088,525	8,635,457	1,453,068
Custodial Supplies	590,380	560,003	496,212	63,791
Office Supplies	633,250	456,457	381,634	74,823
<b>Sub Total Facilities and Related</b>	<b>44,691,077</b>	<b>40,366,366</b>	<b>36,452,019</b>	<b>3,914,347</b>
<b>Technology</b>				
Computer Software - Instructional	1,506,691	938,585	709,743	228,842
Computer Software - Non-Instructional	549,946	1,588,890	861,504	727,386
<b>Subtotal Technology</b>	<b>2,056,638</b>	<b>2,527,475</b>	<b>1,571,247</b>	<b>956,228</b>
<b>All Other Variable Expenses</b>				
Miscellaneous Services	1,912,586	1,843,769	1,497,181	346,588
Professional Technical Service	23,134,983	22,501,702	19,264,004	3,237,698
Agency Clerical	2,648,981	4,303,321	3,407,317	896,004
Judgments and Claims	1,629,810	3,116,941	2,628,941	488,000
Grant Disallowances	(554,174)	1,101,979	880,000	221,979
Departmental Credits	(2,460,468)	(1,550,307)	(1,565,631)	15,324
Indirect Costs Grants	3,098,180	2,881,955	2,556,015	325,940
BOCES Services	18,145,574	19,712,039	19,595,834	116,205
Professional Development	2,101,674	1,863,200	1,596,776	266,424
<b>Subtotal of All Other Variable Expenses</b>	<b>49,657,148</b>	<b>55,774,599</b>	<b>49,860,437</b>	<b>5,914,162</b>
<b>Total Non Compensation</b>	<b>225,547,278</b>	<b>235,877,495</b>	<b>231,662,555</b>	<b>4,214,940</b>
<b>Contingency Fund</b>	-	2,026,761	2,745,282	(718,521)
<b>Grand Total</b>	<b>\$ 689,855,208</b>	<b>\$ 691,631,531</b>	<b>\$ 705,589,269</b>	<b>\$ (13,957,738)</b>

**Position Summary**

	<b>2010 - 2011</b>	<b>2011 - 2012</b>	<b>2012 - 2013</b>	<b>Variance</b>
	<b>Actual</b>	<b>Amended</b>	<b>Proposed</b>	<b>Fav/(Unfav)</b>
<b>POSITIONS BY ACCOUNT</b>				
<b>Compensation</b>				
Teacher	3,493.03	3,178.60	3,202.36	(23.76)
Civil Service	1,542.44	1,384.88	1,367.09	17.79
Administrator	301.70	281.61	263.50	18.11
Teaching Assistants	196.00	109.70	168.50	(58.80)
Paraprofessional	533.75	503.70	403.45	100.25
Hourly Teachers	0.00	0.00	0.00	0.00
Building Substitute Teachers	25.00	26.00	25.00	1.00
Overtime Non-Instructional	0.00	0.00	0.00	0.00
Teachers In-Service	0.00	0.00	0.00	0.00
Catastrophic Illness-C.S.	10.00	5.50	5.50	0.00
Catastrophic Illness-Tch.	6.00	5.00	4.00	1.00
Paid Illness Leave-T.P.	0.00	0.00	0.00	0.00
<b>Grand Total</b>	<b>6,107.92</b>	<b>5,496.49</b>	<b>5,439.40</b>	<b>57.09</b>

**Explanation of Changes to the Budget**

The proposed 2012-13 Rochester City School District Budget increases to \$705.5M from the 2011-2012 February Amended Budget of \$691.6M. This represents an increase of \$13.9M or 2.0%. The overall budget increase was funded by a \$15.0M increase in Appropriated Fund Balance, as a \$17.7M New York State Aid increase was offset by a reduction of \$18.8M in grant funding.

The District projects Salary and Other Compensation costs to increase to \$315.6M in 2012-13 from \$307.4M in 2011-12. This represents an increase of \$8.2M or 2.7%. Contractual salary increases were offset by a reduction of 57 FTEs and savings from district-wide Teacher In-Service and Overtime cost reductions.

Costs for Employee Benefits continue to soar. Overall, benefit costs increase to \$155.6M in 2012-13 from \$146.4M in 2011-12. This represents an increase of \$9.2M or 6.3%. Retirement System costs are expected to increase by \$5.0M due to rate increases in both the New York State Retirement System and the Teachers Retirement System. Health and Dental Insurance is also projected to increase by \$8.2M due to rising insurance rates. These cost increases are offset by a \$3.3M reduction in Unemployment costs, which spiked in 2011-12 due to the reduction of over 650 FTEs in that budget. The remaining items in this category show a net decrease of \$0.7M.

Fixed Obligations with Variability will increase by \$8.1M to \$106.2M in 2012-13. Charter School Tuition costs will increase by \$5.7M to \$33.0M. This increase is attributable to projected enrollment growth of 453 students. The enrollment growth is due to grade level additions in three existing schools and the opening of two new schools in the fall. Contract Transportation costs are projected to increase by \$1.7M due to increased needs related to school redesigns and the Facilities Modernization Project. The remaining budgets in this category show an increase of \$0.7M.

The Debt Service budget will decrease by \$1.4M to \$27.5M to reflect changes in the District's long-term debt schedule.

The District anticipates Cash Capital Outlays will remain relatively flat at \$10.2M in 2012-13.

Facilities and Related expenses will decrease by \$3.9M to \$36.5M. The largest categories with reductions are Instructional Supplies, Postage/Printing & Advertising and Supplies & Materials, which are decreasing by a total of \$3.4M due largely to grant funding reductions. The remaining categories show a net decrease of \$0.5M.

Technology expenses will decrease by \$0.9M to \$1.6M. The District will be purchasing less Computer Software due to grant funding and other budget reductions.

All Other Variable Expenses will decrease by \$5.9M to \$49.9M due largely to a \$3.2M reduction in Professional & Technical Services. This reduction reflects a combination of both grant funding and other budget cuts. The remaining items in this category show a net decrease of \$2.7M due to district-wide budget reduction efforts.

The 2012-13 Budget includes a \$2.7M Contingency Fund. This budget is reserved to support emergency needs that may arise in the coming budget year.

**MULTI-YEAR PROJECTION**

**OVERVIEW**

The multi-year projection represents a forecast of the District’s revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

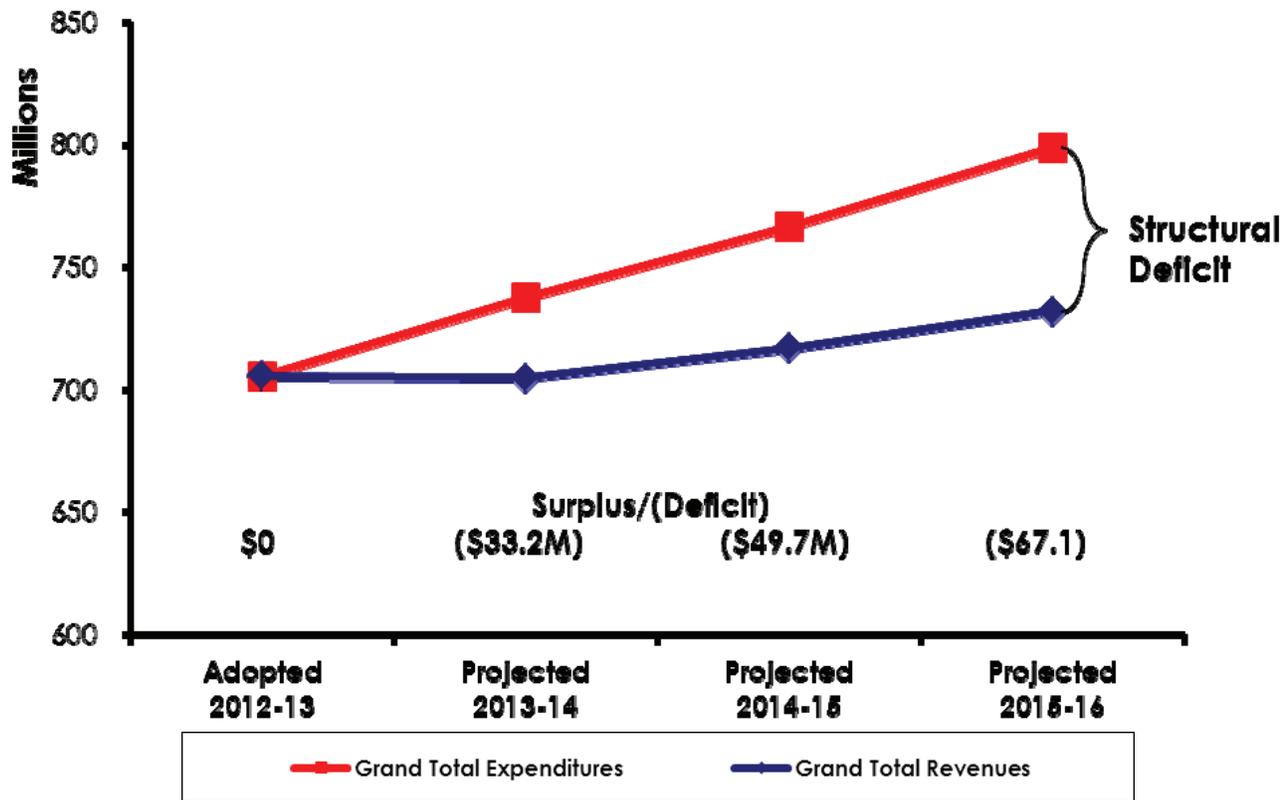
New York State educational funding, which accounts for 64.5% of revenue, is the primary factor determining revenue growth. The 2012-13 Budget includes the first significant NYS Aid increase since 2008-09. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. It is also important to note that while the 2012-13 Budget includes \$17.1 million of Appropriated Fund Balance, the District will not be able to appropriate a significant amount of Fund Balance in future years.

**ASSUMPTIONS**

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase to develop the projections:

<b>Assumptions</b>	<b>Projected 2013-2014</b>	<b>Projected 2014-2015</b>	<b>Projected 2015-2016</b>
<b>Revenues</b>			
State Aid Revenue - Foundation Aid Increase	3.00%	3.00%	3.00%
State Aid Revenue - Formula Aid Increase	4.00%	4.00%	4.00%
City of Rochester Revenue Increase	0.00%	0.00%	0.00%
All Other General Fund Revenue Increase	0.00%	0.00%	0.00%
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	2.00%	2.00%	2.00%
<b>Expenditures</b>			
Teacher Salary Increase	3.53%	3.53%	3.53%
Civil Service Salary Increase	3.00%	3.00%	3.00%
Administrative Salary Increase	3.00%	3.00%	3.00%
Teacher Assistant/Paraprofessionals Salary Increase	3.00%	3.00%	3.00%
Health Insurance Increase	9.00%	9.00%	9.00%
Employee Retirement System % of Payroll	18.70%	18.70%	18.70%
Teachers Retirement System % of Payroll	11.84%	11.84%	11.84%
Charter Schools Tuition Increase	2.00%	2.00%	2.00%
Transportation Contracts incl. impact of Charters	3.00%	3.00%	3.00%
Utilities	4.00%	4.00%	4.00%
BOCES Services (Special Ed and Nursing Services)	4.00%	4.00%	4.00%
CPI	2.00%	2.00%	2.00%

MULTI-YEAR PROJECTION - continued



**Closing the Deficit**

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year are incremental rather than cumulative. For example, when the District balances the 2013-14 Budget as required, the resulting projected deficit for 2014-15 would drop to \$16.5 million (\$49.7M less \$33.2M).

**Revenue**

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The District can impact revenue in the following ways:

- Lobbying state government officials to fully fund proposed Foundation Aid increases
- Lobbying state officials to increase other supports for education
- Lobbying local government officials to continue their support of the District’s needs
- Searching for and securing additional grant funding

**Expenses**

The District continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives.

- Working with our union partners to develop innovative cost-savings labor agreements
- Leveraging the Facilities Modernization Program to develop cost-efficient school structures
- Negotiating agreements to minimize health insurance and other contractual services costs

**DISTRICT - WIDE SUMMARY BUDGET      2012 - 13 FINAL BUDGET**

**MULTI-YEAR PROJECTION - continued**

	<b>Proposed 2012-13</b>	<b>Projected 2013-2014</b>	<b>Projected 2014-2015</b>	<b>Projected 2015-2016</b>
<b>Revenue</b>				
New York State Foundation Aid	\$ 336,413,201	\$ 346,505,597	\$ 356,900,765	\$ 367,607,788
New York State Aid - Formula	89,795,341	93,387,155	97,122,641	101,007,546
New York State Building Aid	22,681,889	22,681,889	22,681,889	22,681,889
New York State Aid - Other	5,782,905	5,782,905	5,782,905	5,782,905
New York State Aid - Adjustments	191,941	191,941	191,941	191,941
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal - Medicaid	1,500,000	1,500,000	1,500,000	1,500,000
Other Local	6,922,578	6,922,578	6,922,578	6,922,578
Appropriated Fund Balance	17,128,941	2,128,941	-	-
Grant and Special Aid Fund	88,651,621	88,651,621	88,651,621	88,651,621
Food Services	17,420,852	17,769,269	18,124,654	18,487,148
<b>Total Revenue</b>	<b>705,589,269</b>	<b>704,621,896</b>	<b>716,978,994</b>	<b>731,933,416</b>
<b>Expenditures</b>				
Compensation	315,586,046	326,016,648	336,796,323	347,936,860
Employee Benefits	155,595,387	166,161,372	176,059,705	186,698,825
<b>Total Compensation and Benefits</b>	<b>471,181,433</b>	<b>492,178,020</b>	<b>512,856,027</b>	<b>534,635,685</b>
Fixed Obligations with Variability	106,158,545	114,861,975	122,791,660	131,007,347
Debt Service	27,460,129	27,460,129	27,460,129	27,460,129
Cash Capital Outlays	10,160,178	10,468,410	10,489,278	10,510,564
Facilities and Related	36,452,019	37,402,013	38,379,845	39,386,425
Technology	1,571,247	1,602,672	1,634,725	1,667,420
Other Variable Expenses	49,860,437	51,129,632	50,310,947	51,663,712
<b>Total Non Compensation</b>	<b>231,662,555</b>	<b>242,924,830</b>	<b>251,066,585</b>	<b>261,695,596</b>
Fund Balance Reserve	2,745,282	2,745,282	2,745,282	2,745,282
<b>Total Expenditures</b>	<b>705,589,269</b>	<b>737,848,132</b>	<b>766,667,894</b>	<b>799,076,564</b>
<b>Total Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ (33,226,236)</b>	<b>\$ (49,688,900)</b>	<b>\$ (67,143,148)</b>

THIS PAGE INTENTIONALLY LEFT BLANK

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Admin.	- Administration
Council/Clerk	- City Council and Clerk
DES	- Environmental Services
ECD	- Emergency Communications Department
DRYS	- Recreation & Youth Services
IT	- Information Technology
NBD	- Neighborhood & Business Development

Accounting	(NBD), 6-5
(Finance), 5-8	Commissioner's Office
Administration	(DES), 7-7
(Police), 9-25	(DRYS), 12-5
Affirmative Action	Communications
3-1, 3-13, 3-15	(Admin.), 3-18
Application of Revenue	Community
1-35	(Library), 11-10
Architecture & Engineering	Contingency
(DES), 7-12	(Contingency), 14-1
Assessment	Debt Service
(Finance), 5-17	15-13
Budget Amendments, 2011-12	Debt Service
1-43	(Capital Expense), 15-12
Business & Housing Development,	Director's Office
(NBD), 6-9	(Finance), 5-5
Cash Capital	Emergency Communications
(Capital Expense), 15-4	(ECD), 8-1
Central	Employment Benefits-Current
(Library), 11-5	(Undistributed), 13-3
Chargebacks	Employment Benefits-Non-Current
Duplicating, 5-28	(Undistributed), 13-8
Motor Equipment, 7-36	Employment Opportunities
Postage, 5-14	(DRYS), 12-15
Printer, 4-6	Fire Personnel Summary
Telephone, 4-5	10-4
Workers Compensation, 13-5	Fund Summary
Chief's Office	1-49
(Fire), 10-7	General Risk Management
(Police), 9-6	(Undistributed), 13-10
City Council & Clerk	Glossary
(Council/Clerk), 2-1	vii
Commissioner's Office	

---

Human Resource Management (Admin.), 3-13	Property Tax (computation) 1-22
Information Technology (IT), 4-1	Purchasing (Finance), 5-26
Inspection & Compliance (NBD), 6-29	Reader's Guide vi
Law Department (Admin.), 4-23	Recreation (DRYS), 12-8
Local Government Exemption Impact Report 1-32	Revenue Changes - Summary 1-2
Management & Budget (Admin.), 3-9	Salary Schedules 16-9
Mayor's Office (Admin.), 3-4	Sales Tax 1-6
Multi-Year Projection 1-51	School Tax Relief Program (STAR) 1-27
Neighborhood Preservation (NBD), 6-23	State Aid 1-10
Operations (Police), 9-10	Support (Fire), 10-17
Operations (Fire), 10-10	Treasury (Finance), 5-12
Operations & Parks-Building Services (DES), 7-32	Water - Engineering (DES), 7-45
Operations & Parks-Director's Office (DES), 7-22	Water -Director's Office (DES), 7-42
Operations & Parks-Equipment Services (DES), 7-35	Water-Upland Operations Division (DES), 7-48
Operations & Parks-Solid Waste Collection (DES), 7-25	Water-Water Distribution (DES), 7-51
Operations & Parks-Special Services (DES), 7-28	Water-Water Fixed Charges (DES), 7-54
Operations-Investigations (Police), 9-20	Youth Services (DRYS), 12-21
Operations-Patrol (Police), 9-13	
Other (Undistributed), 13-12	
Parking & Municipal Violations (Finance), 5-21	
Planning & Zoning (NBD), 6-18	
Police Personnel Summary 9-3	
Position Summary 16-4	
Property Tax 1-4	