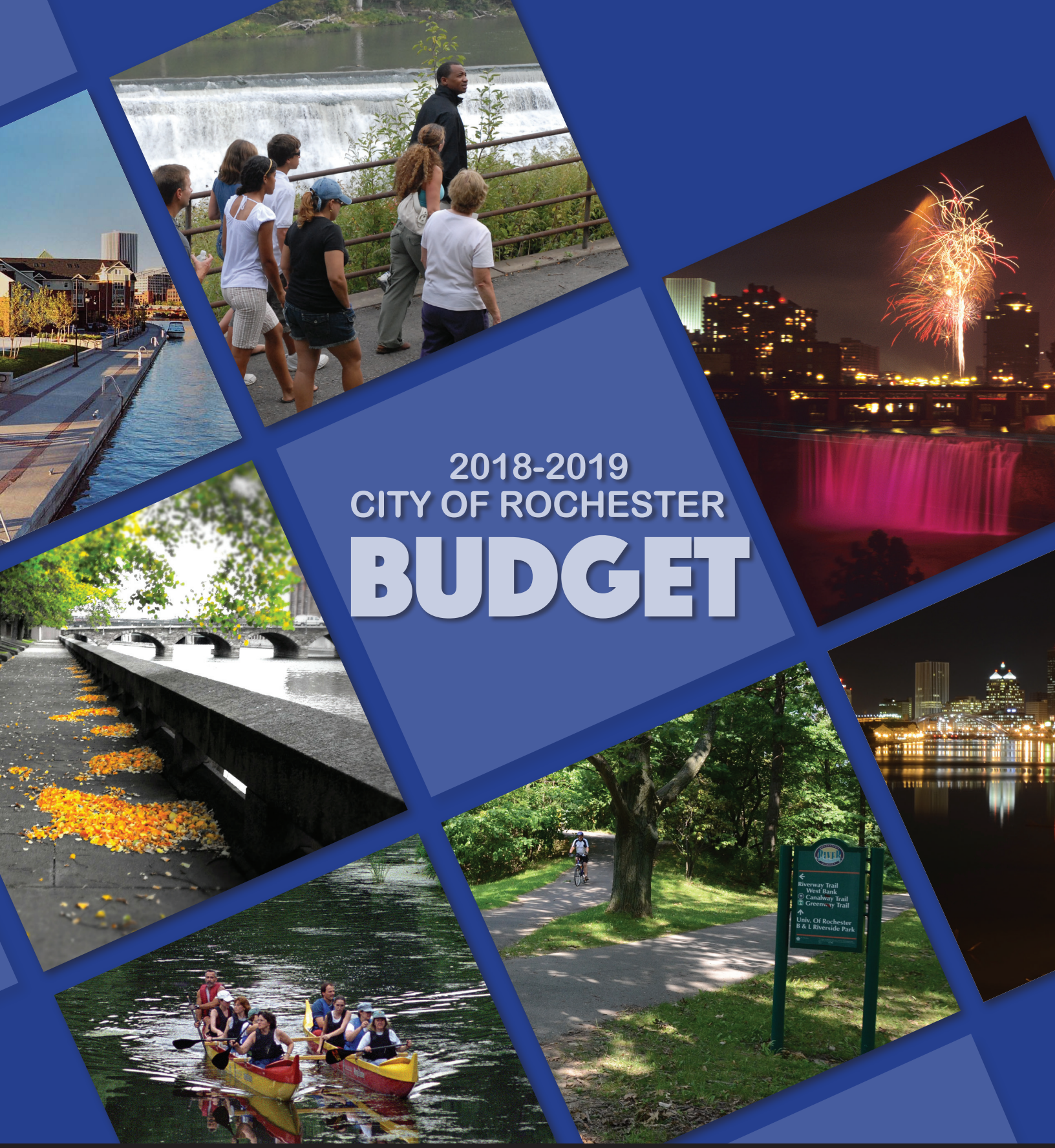


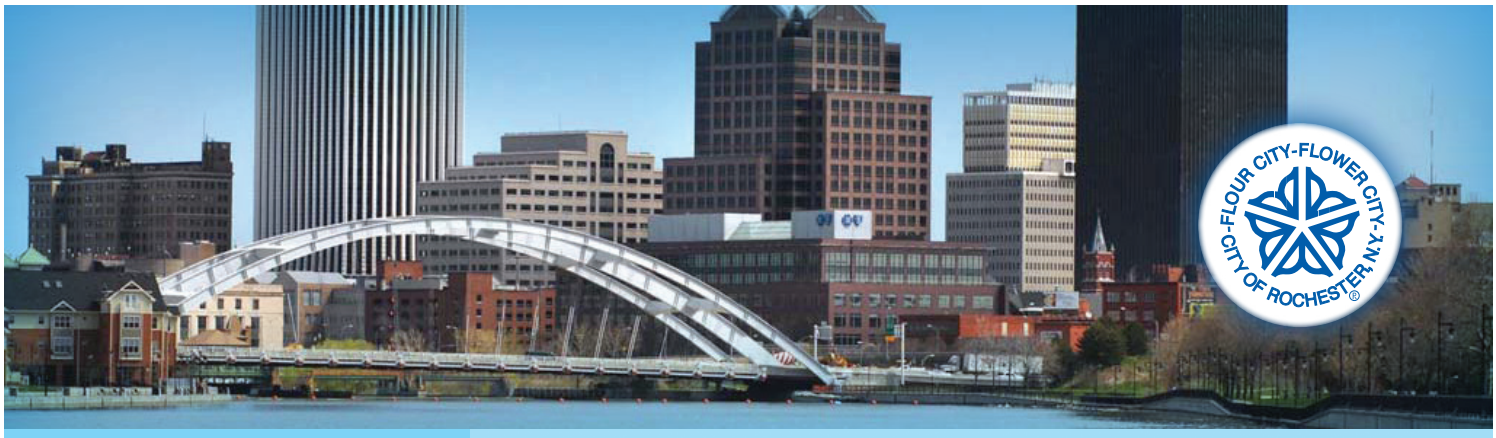
2018-2019 CITY OF ROCHESTER BUDGET

MORE JOBS • SAFER, MORE VIBRANT NEIGHBORHOODS • BETTER EDUCATIONAL OPPORTUNITIES

200 Years of Douglass
1818 2018
CITY OF ROCHESTER, N.Y.

B●lieve.

Lovely A. Warren, Mayor
Rochester City Council



Vision

Rochester, NY will be 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.

Values and Guiding Principles

Our motivated employees take personal responsibility for serving our customers: residents, taxpayers, visitors and investors. We are guided by the following principles:

PERSONAL INTEGRITY: We conduct our professional duties with the utmost standards of ethics, transparency, professionalism and respect for our customers. Every action/decision is justifiable to our citizens. We always conduct ourselves "as if the world were watching."

ACCOUNTABILITY: We set aggressive goals for customer satisfaction and continuously measure and report publicly on our progress in promptly meeting or exceeding expectations.

CUSTOMER FOCUS: We deliver the highest quality, cost-efficient and most responsive services possible to our customers. We judge our success on one basis: the extent to which we are the location of choice in our region to live, visit and conduct business.

COLLABORATION: We embrace our diverse internal teams and promote external partnerships with governmental, educational, business, nonprofit, neighborhood and faith-based community partners to the benefit of our customers.

DIVERSITY: We believe people of diverse backgrounds and experiences enrich our City and work environment. We are committed to creating an inclusive workplace and providing services that are free from discrimination and harassment, promote fairness and equity, and value the contributions of all its employees and citizens.

"CAN DO" ATTITUDE: We approach every work day with a sense of urgency and a desire to find innovative solutions to our City's challenges. Our motto is, "Oh yes, we can!"

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President
Adam C. McFadden (South District)
Vice President

Molly Clifford (Northwest District)
Malik D. Evans (At-Large)
Mitchell D. Gruber (At-Large)
Willie J. Lightfoot (At-Large)
Jacklyn Ortiz (At-Large)
Michael A. Patterson (Northeast District)
Elaine M. Spaull (East District)

Mayor
Lovely A. Warren

Deputy Mayor
Dr. Cedric L. Alexander

Office of Management & Budget
Christopher M. Wagner
Budget Director

Budget Staff
Sarah Boyce
Matthew T. Cahill
Sharla D. Davenport
John Fornof
Joe Mustico
Sarah E. Ruekberg
Josephus Tisdale
Suzanne P. Warren

BUDGET AT A GLANCE

	Amended Budget 2017-18	Proposed Budget 2018-19	Dollar Change
BUDGET	$527,018,400	$539,646,900	$12,628,500
PROPERTY TAX LEVY (Before STAR)	$174,449,400	$178,637,400	$4,188,000
TYPICAL HOMESTEAD BURDEN*			
Property Tax	$1,330.76	$1,369.96	$39.20
Service Charges	$1,007.98	$1,012.15	$4.17
Subtotal	$2,338.74	$2,382.11	$43.37
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	$11,251.14	$11,735.98	$484.84
Local Works Charge	$869.38	$869.38	$0.00
Total	$12,120.52	$12,605.36	$484.84
PROPERTY TAX RATES (PER $1,000)			
Homestead	$18.33	$18.87	$0.54
Non-Homestead	$39.45	$41.15	$1.70
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	$385.15	$389.32	$4.17
Refuse	$391.00	$391.00	$0.00
Local Works	$231.83	$231.83	$0.00
	$1,007.98	$1,012.15	$4.17

*Based on a typical house assessed at $72,600 with 40' front footage and using 80,000 gallons of water annually.
**Based on a business assessed at $285,200 with 150' front footage.

TABLE OF CONTENTS

Tab		Page
	READER'S GUIDE	vii
	GLOSSARY	ix
	ORGANIZATION CHART	xii
	MAYOR'S MESSAGE	
	CITY COUNCIL REPORT	
1	SUMMARY	
	Highlights	1−1
	Summary of Revenue Changes	1−2
	Revenue Descriptions & Changes	1−4
	Revenue Estimates	1−18
	Property Tax Computation & Analysis	1−22
	Local Government Exemption Impact Report RP-495	1−32
	Summary of Expenditure Changes	1−36
	Summary by Major Object of Expense	1−40
	Summary of 2017-18 Budget Amendments	1−43
	Application of Related Expenditures & Revenues	1−48
	Fund Summary	1−49
	Multi-Year Projection	1−51
2	CITY COUNCIL & CLERK	2−1
3	ADMINISTRATION	
	Department Summary	3−1
	Mayor's Office	3−4
	Office of Management & Budget	3−11
	Department of Human Resource Management	3−15
	Bureau of Communications	3−20
	Law Department	3−25
4	INFORMATION TECHNOLOGY	4−1

Table of Contents
Reader's Guide
Glossary
Management Chart

Tab Page

5 DEPARTMENT OF FINANCE
Department Summary ..... 5−1
Director's Office ..... 5−6
Bureau of Accounting ..... 5−9
Bureau of Treasury ..... 5−13
Bureau of Assessment ..... 5−18
Bureau of Parking & Municipal Violations ..... 5−22
Bureau of Purchasing ..... 5−27
Traffic Violations Agency 5-33

6 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
Department Summary ..... 6−1
Office of the Commissioner ..... 6−5
Business & Housing Development ..... 6−10
Neighborhood Preservation ..... 6−16
Buildings & Zoning ..... 6−22

7 DEPARTMENT OF ENVIRONMENTAL SERVICES
Department Summary ..... 7−1
Office of the Commissioner ..... 7−10
Bureau of Architecture & Engineering ..... 7−16
Bureau of Operations
Summary ..... 7−21
Director's Office ..... 7−25
Solid Waste Collections ..... 7−28
Special Services ..... 7−31
Bureau of Buildings and Parks ..... 7−35
Bureau of Equipment Services ..... 7−42
Bureau of Water
Summary ..... 7−47
Director's Office ..... 7−49
Water Engineering ..... 7−52
Upland Operations ..... 7−55
Water Distribution ..... 7−58
Fixed Charges ..... 7−61

Table of Contents
Reader's Guide
Glossary
Management Chart

Tab		Page
8	EMERGENCY COMMUNICATIONS DEPARTMENT	8−1
9	POLICE DEPARTMENT	
	Department Summary	9−1
	Office of the Chief	9−9
	Operations	
	Summary	9−14
	Patrol Division	9−18
	Special Operations Division	9−24
	Administration	9−30
	Community Affairs	9-36
10	FIRE DEPARTMENT	
	Department Summary	10−1
	Office of the Chief	10−6
	Operations	10−10
	Support	10−16
11	LIBRARY	
	Department Summary	11−1
	Central Library	11−6
	Community Library	11−11
12	DEPARTMENT OF RECREATION & YOUTH SERVICES	
	Department Summary	12−1
	Office of the Commissioner	12−6
	Bureau of Recreation	12−12
	Bureau of Employment Skills Training	12−19
13	UNDISTRIBUTED EXPENSE	
	Summary	13−1
	Employee Benefits – Current	13−3
	Employee Benefits – Non-Current	13−8
	General Risk Management	13−11
	Other	13−13
14	CONTINGENCY	14−1
15	CAPITAL EXPENSE SUMMARY	
	Summary	15−1
	Cash Capital	15−5
	Debt Service	15−16
	CIP Document Notes	15−19
	[Capital Improvement Program	Insert]

Tab		Page
16	PERSONNEL SUMMARY	
	Introduction	16−1
	Personnel Resources	16−2
	Employee Benefits	16−6
	Bargaining Units	16−7
	Compensation	16−9
17	CITY SCHOOL DISTRICT SUMMARY	17−1
18	INDEX	

Budget Process

This budget is for the City's 2018-19 fiscal year, which begins on July 1, 2018 and closes on June 30, 2019. 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, she must inform the City Council of the items rejected with her 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 Job Development Fund, which is restricted to job creation and training for disadvantaged workers. 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. Mission Statement of the organization is provided. 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. Department Highlights describe changes planned for the department in the new year. 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, and workers' compensation.

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.

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.

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.

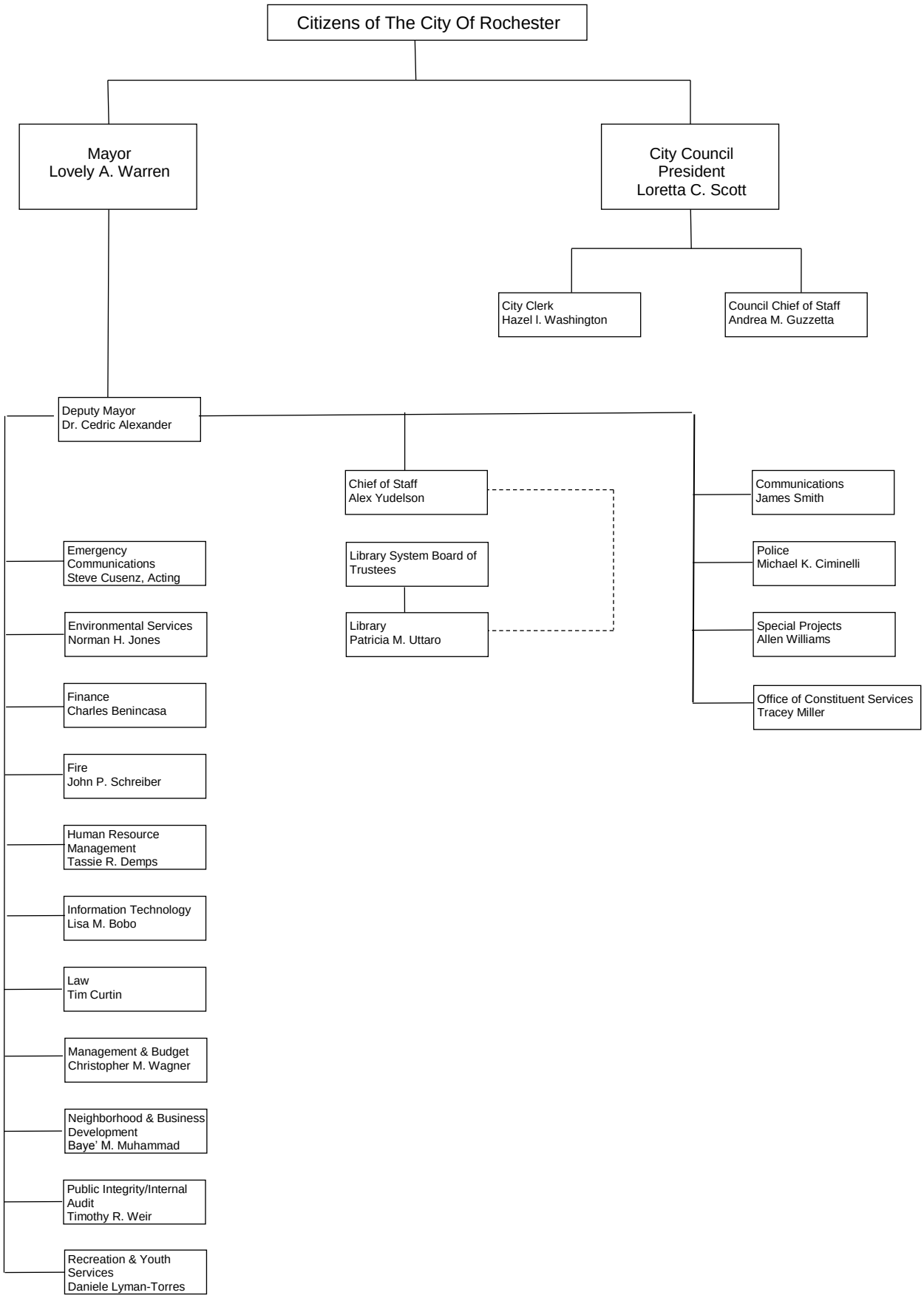
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

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.


Citizens of The City Of Rochester
Mayor
Lovely A. Warren
City Council
President
Loretta C. Scott
City Clerk
Hazel l. Washington
Council Chief of Staff
Andrea M. Guzzetta
Deputy Mayor
Dr. Cedric Alexander
Chief of Staff
Alex Yudelson
Communications
James Smith
Emergency
Communications
Steve Cusenz, Acting
Library System Board of
Trustees
Police
Michael K. Ciminelli
Environmental Services
Norman H. Jones
Library
Patricia M. Uttaro
Special Projects
Allen Williams
Finance
Charles Benincasa
Office of Constituent Services
Tracey Miller
Fire
John P. Schreiber
Human Resource
Management
Tassie R. Demps
Information Technology
Lisa M. Bobo
Law
Tim Curtin
Management & Budget
Christopher M. Wagner
Neighborhood & Business
Development
Baye' M. Muhammad
Public Integrity/Internal
Audit
Timothy R. Weir
Recreation & Youth
Services
Daniele Lyman-Torres

City of Rochester
City Hall Room 308A, 30 Church Street
Rochester, New York 14614-1290
www.cityofrochester.gov

Lovely A. Warren
Mayor

May 18, 2018

TO THE COUNCIL:

RE: The 2018-19 Budget

Ladies and Gentlemen:

In accordance with the City Charter, I submit to you the City of Rochester's annual budget estimate for the 2018-19 Fiscal Year. My 2018-19 Proposed Budget is $539,646,900 which is 2.4% percent higher than the 2017-18 Amended Budget of $527,018,400. This increase includes an additional $4 million in cash capital over the current year budget and is in line with inflation.

I continue to believe in the high quality services and programs that our City provides to our citizens, and this budget continues to fund those and also invests in my priorities of more jobs, safer and more vibrant neighborhoods, and better schools and educational opportunities.

In summary, this budget:

- Includes a City capital Investment of over $59 million, including acquisition and design funding for police section offices
- Creates a new Community Affairs Bureau in the Police Department
- Includes a property tax increase of just under $4.2 million, which complies with the state's tax cap
- Holds rates steady for Refuse and Local Works, and makes a modest adjustment to Water meter charges
- Results in an increase to the overall homeowner burden of $43.37
- Increases overall staffing by 9 full time positions, attributable to the new Traffic Violations Agency
- Uses $16.8 million of fund balance in the General Fund to balance the budget, within the guidelines of our recently enacted fund balance policy
- Uses a portion of Enterprise Fund Balances to support capital needs in those funds
- Funds recruit classes for Police and Fire

I solicited community input through facilitated meetings at City Hall, a telephone town hall meeting, and an online survey. A report on that input as well as a separate summary of Children and Family Funding follow this letter.

Investments in more jobs, safer and more vibrant neighborhoods, better schools and educational opportunities, and in innovation and efficiency initiatives are highlighted below.

More Jobs:

- Advance Inner Loop East Development
- Current and future support for ROC the Riverway
- New software and services for enhanced tracking to meet increased MWBE goals for contracts
- Focus on access to credit for small businesses through the Office of Community Wealth Building
- Support for anti-poverty initiatives such as Kiva, RMAPI, and OWN Rochester (Market Driven Community Co-op) through the Offices of Innovation and Strategic Initiatives and Community Wealth Building
- Continued support for the Rochester Environmental Job Training (REJob) Program
- Increased support for the Young Adult Manufacturing and Training Employment Program (YAMTEP)
- Greater focus on vocational training and hands-on work experience through partnerships with local employers
- Continued funding for the Summer of Opportunity Program and the City's Urban Fellows program

Safer and More Vibrant Neighborhoods:

- Creation of new Community Affairs Bureau in the Police Department to focus on strengthening community relations
- Acquisition and design of Police Section offices
- Completion of Campbell R-Center improvements including new play apparatus and spray park
- Increased capital support for the Library, including the North Terrace Project
- Update and implementation of the Nuisance Abatement Law
- Additional funding to support enhanced security at special events
- Quality of Life teams in Neighborhood Service Centers focused on Commercial Corridor Improvement
- Funding for a Continuity of Operations Plan for Police and Fire Departments
- Funding for Police and Fire Department recruit classes
- Continued funding for assistance programs such as the Roofing and Emergency Assistance Repair Programs

- Continued funding for vacant and abandoned structure demolition program

Better Schools and Educational Opportunities:

- Increase full time staffing in Arnett and Douglass branch libraries to provide more children's services and expanded service hours
- State-of-the-art Nutrition Center and Demonstration Kitchen at the Public Market
- A new sports magnet program at Campbell R-Center including free sports training and fitness conditioning
- Continued funding for financial literacy and early childhood programs
- Continued partnership with RCSD for Literacy Aides in Libraries and R-Centers
- Support for a variety of literacy programs, including Raising a Reader and Safe to be Smart
- Continued collaboration with RCSD to provide school-based violence prevention services through Pathways to Peace
- Partnership with RCSD for the Pathways to Public Safety Program
- Continued funding for developmental screening for 3-year-olds

Innovation and Efficiency:

- Funding for the first full year of operation for the Traffic Violations Agency
- Baker Tilly study to look at organizational design of City government and potential efficiencies
- A Telecommunications Manager to improve management of telecommunications infrastructure in the Right-of-Way
- Next phase of implementation of personnel/payroll system
- Continued replacement of street lights with energy-efficient LED fixtures
- Working with RGRTA to design alternative modes of transportation such as bikeshare, carshare, and vanpool
- Expanded hours on Sundays for 311 operation

Closing the Budget Gap
As I indicated above, planning for this budget began with a $47.6 million all-funds gap. We closed this gap through:

- Expenses
    - Adjustments to planned capital spending - $12.2 million
    - Lower than expected pension and retiree medical - $1.9 million
    - Department reductions and efficiencies - $1.3 million

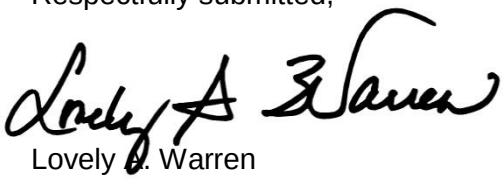
- Adjustment to Debt Service - $.75 million

- Revenues
  - Additional use of fund balance in the General Fund - $10.2 million
  - Property Tax Increase - $4.0 million
  - Additional Use of Enterprise Fund Balances for Capital - $3.5 million
  - Increased Sales Tax – $2.4 million
  - Additional use of Premium and Interest to pay Debt Service - $2.3 million
  - Revenue from the Sale of Real Property - $2.0 million
  - Additional PILOT Revenue - $1.5 million
  - Use of surplus from Health Care Rate Stabilization Fund - $1.5 million
  - Increased net revenue from Traffic Violations Agency - $0.8 million
  - Additional revenue totaling $3.25 million from the following sources: fee increases, reimbursement for School Resource Officers, advertising, mortgage and delinquent taxes, land bank reimbursement, demolition collections, rental of real property, street opening permits, and cancellation of prior year encumbrances

It is worth noting that increases to both homeowners and business are impacted by reductions in taxable value for homestead and non-homestead classes. Reductions in taxable value for the homestead class are driven by increased exemptions for veterans and disabled property owners. Reductions in taxable value for the non-homestead class are driven by reductions to the Special Franchise roll (primarily RG&E) and properties shifting to COMIDA.

I believe this budget strikes the necessary balance between investment in our community and fiscal prudence, and I look forward to working with Council through the review process.

Respectfully submitted,



Lovely A. Warren
Mayor

MORE JOBS

SAFER, MORE VIBRANT NEIGHBORHOODS

BETTER EDUCATIONAL OPPORTUNITIES

CITY OF ROCHESTER 2018-2019

BUDGET

Your OPINION *Matters*

COMMUNITY

2018-19 Citizen Budget Input

FINAL REPORT • May 2018

Believe.

200 Years of Douglass 1818 2018 CITY OF ROCHESTER, N.Y.

Lovely A. Warren, Mayor
Rochester City Council

Introduction 4
Telephone Town Hall 4
Community Input Forum at City Hall 4
Online Budget Survey 4
Mayor's Priority Area: Safer and More Vibrant Neighborhoods 5
Fire Department Services 5
911 Emergency Communications and 311 Call Center Services 5
Development Priorities 7
City Events 8
Community Input Session Comments on "Safer and More Vibrant Neighborhoods" 8
Mayor's Priority Area: More Jobs 9
Use of Library Computers 9
City of Rochester Hiring and Recruitment 9
Community Input Session Comments on "More Jobs" 10
Mayor's Priority Area: Better Schools and Educational Opportunities 11
Recreation Services and Programs 11
Community Input Session Comments on "Better Schools and Educational Opportunities" 12
Mayor's Priority Area: Innovation and Efficiency 13
City of Rochester Website: Self-Service Options 13
Community Input Session Comments on "Innovation and Efficiency" 14

INTRODUCTION

Mayor Warren faced an estimated $47.6 million gap as she began to plan for the 2018-19 City of Rochester budget. As decisions were made on how to close that substantial gap, the Mayor asked to hear more about the community's priorities for City programs and services. This summary report highlights themes in community opinions gathered through a telephone town hall, a public community input forum held at City Hall and an online survey held in March 2018.

Date	Event
March 13	Telephone Town Hall
March 19	Community Input Forum at City Hall
March 13 to 31	Online Budget Survey

Telephone Town Hall Meeting: A total of 16,239 households in the city of Rochester were directly dialed and invited to participate in the Telephone Town Hall on March 13 and 4,127 individuals took part in the call. Mayor Warren, Budget Director Chris Wagner, Police Chief Michael Ciminelli, Department of Environmental Services Commissioner Norman Jones and Director of Buildings and Zoning Gary Kirkmire provided information about current and proposed City programs and services. Eleven callers were put on air to ask questions and six poll questions were asked over the course of the hour-long Telephone Town Hall Meeting.

Community Input Forum at City Hall: Mayor Warren welcomed participants at a March 19 Community Input Forum and Budget Director Christopher Wagner delivered a presentation on the current state of the budget. Participants joined breakout groups to discuss the City's three major priority areas, plus innovation and efficiency:

1. Safer and More Vibrant Neighborhoods
2. More Jobs
3. Better Schools and Educational Opportunities
4. Innovation and Efficiency

At the conclusion of the discussion period, the group came back together to report out on their main themes.

Online Budget Survey: The online survey asked about issues ranging from public safety to hours of operation at R-Centers to public interest in special events. Responses were received from 292 individuals. Just under one-quarter of the respondents were young adults ages 18 to 34 (23%), while 45% were ages 35 to 54, and 32% were 55 or older.

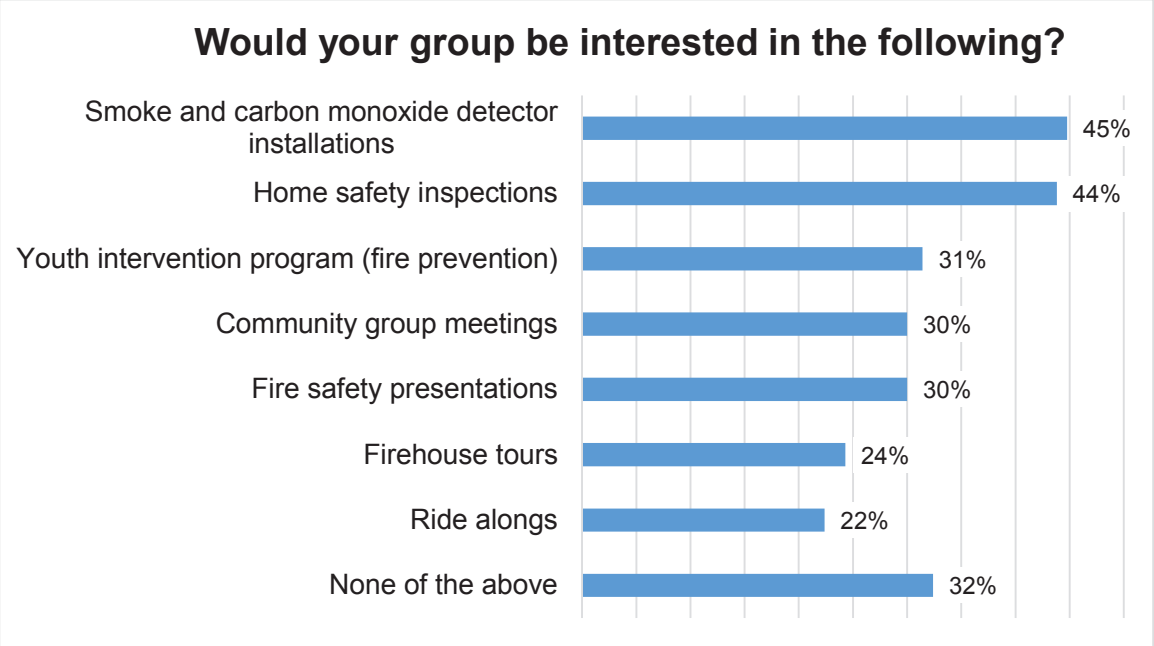
Most respondents (87%) live in the city, while 75% of respondents work in the city, and 91% attend events, church or other activities in the city of Rochester.

Thirty-six percent of respondents indicated they live in the Southeast quadrant of the city (Browncroft, Culver/Winton, Strong/Mt. Hope, Monroe/Park/East), 19% live in the Northwest (Charlotte, Maplewood, Lyell, JOSANA), 11% live in the Southwest (19th Ward, Genesee-Jefferson, Plymouth-Exchange, SWAN), 11% are from Center City (Downtown, Corn Hill, High Falls), and 10% live in the Northeast (14621, Upper Falls). In addition, 15 percent of respondents were from Monroe County suburbs. The input presented here is organized by the Mayor's priority areas.

MAYOR'S PRIORITY AREA: SAFER AND MORE VIBRANT NEIGHBORHOODS

Fire Department Services

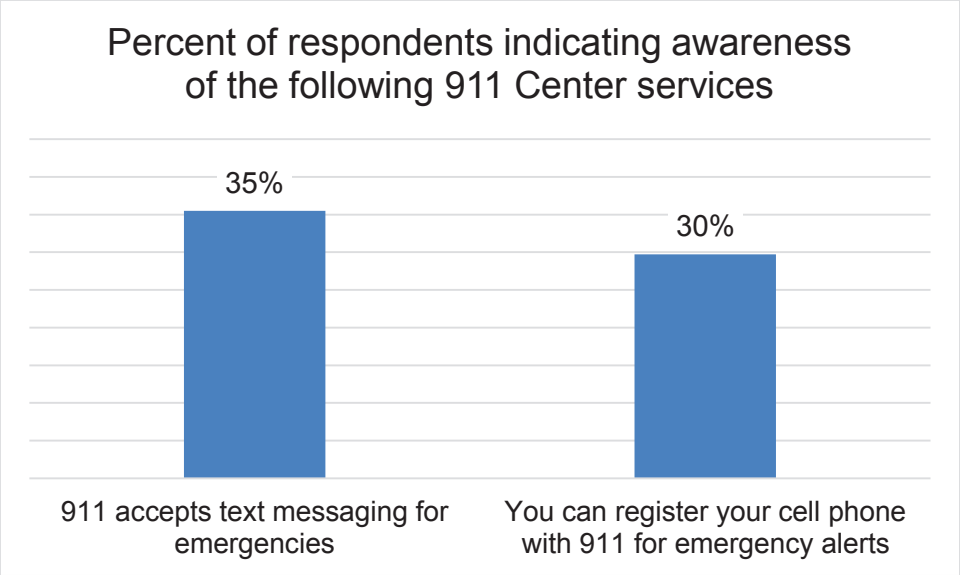
The Rochester Fire Department teaches Community Emergency Response Team (CERT) programs. CERT educates people about disaster preparedness skills such as fire safety, search and rescue, team organization and disaster medical operations. The survey asked whether individuals would be interested in participating in such a program, and the response was split, with 43% interested, 31% not sure and 26% not interested.



The Fire Department also provides a number of Community Risk Reduction programs, and the survey asked whether the respondent's neighborhood association, block club or civic group would be interested. The most popular risk reduction programs were smoke and carbon monoxide installations (45%) and home safety inspections (44%).

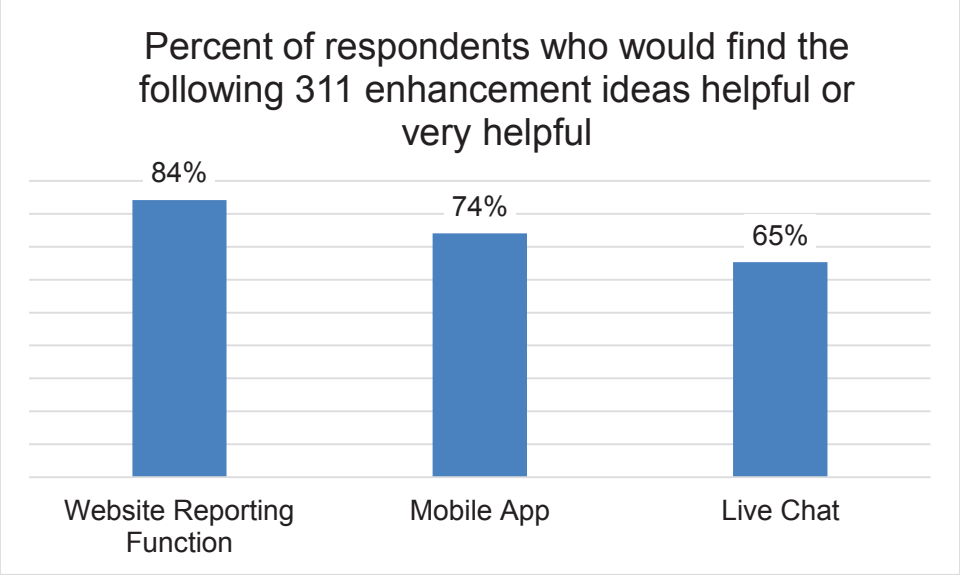
911 Emergency Communications and 311 Call Center Services

The 911 Emergency Communications Center is able to accept text messaging for emergencies, and has the ability to register a cell phone number for emergency alerts. Based on survey responses, about one-third of the public is aware of these services.



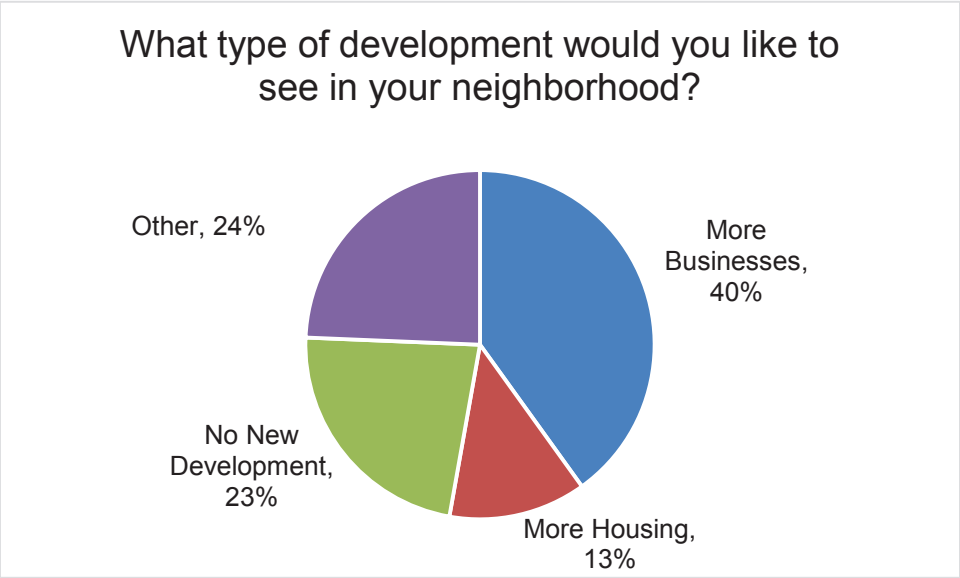
The 311 Call Center is considering enhancements to its current services, including a mobile app, a "live chat" interface, and a reporting function on the City website. Respondents were very supportive of all three possible enhancements. Most respondents (84%) indicated the website reporting function would be helpful or very helpful. Nearly three-quarters (74%) indicated the mobile app would be helpful or very helpful and 65% support a live chat enhancement.

The 311 One Call to City Hall service continues to review its hours of operation. Most respondents (88%) indicated the current schedule meets their needs. Slightly more than one in three respondents (36%) said that reduced weekend hours would be okay with 36% saying closure on Sundays would be okay, but only 15% of respondents approved of Saturday closure.

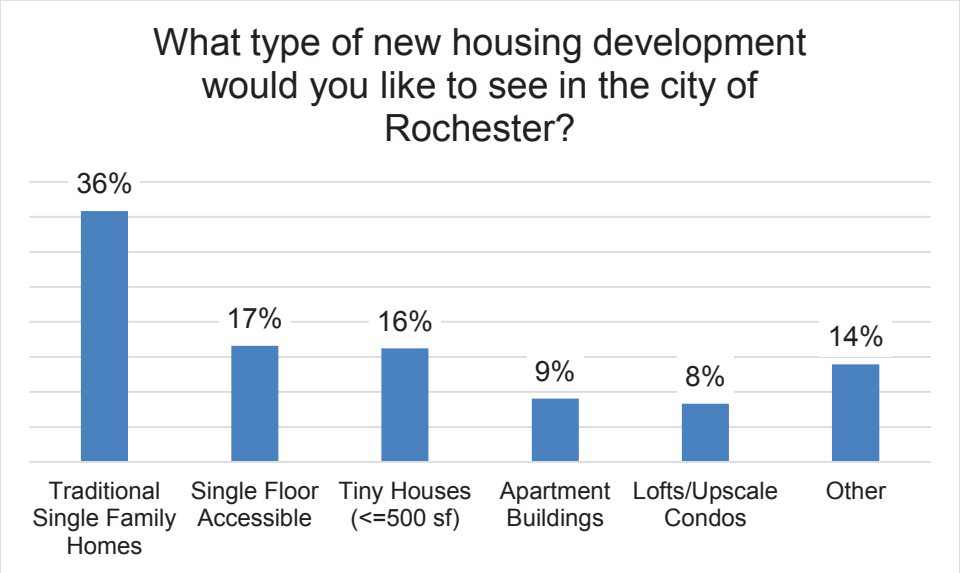


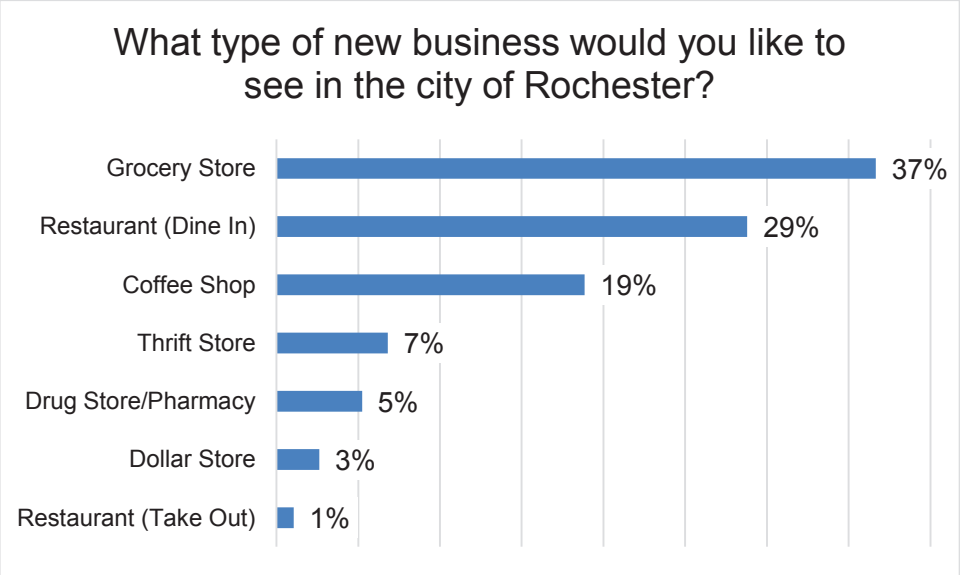
Development Priorities

When asked what type of new developments they would like to see in their neighborhoods, 4 in 10 people would like to see more businesses (40%), 13% would like housing, 23% said they do not want to see further development and the remaining 24% would like some other type of development.



When asked what type of new housing development they would like to see in the city, 36% want to see single family homes, 17% want single floor accessible homes, 16% would like to see "tiny" homes and others would prefer apartment buildings or lofts/upscale condos.





Respondents told the City that they would like to see more grocery stores (37%), dine-in restaurants (29%) and coffee shops (19%). Fewer respondents are looking for thrift stores, drugs stores or other types of businesses.

City Events

About four in ten respondents would attend a holiday village in December if it featured Santa, shopping and other activities. About the same number would attend an event where children could interact with trucks, buses and police cars.

Slightly less popular are a women's festival or a free lunchtime concert at the former Midtown site.

If the following events were available, would you attend…	
A holiday village that featured Santa, shopping, vendors, and ice skating in December?	42%
A free event that allows children to interact with trucks, buses, police cars?	39%
A women's festival featuring female performers, vendors, and exhibitors?	34%
A weekday, free lunchtime concert this summer at Midtown?	28%

Community Input Session Comments on "Safer and More Vibrant Neighborhoods"

The table of participants at the Community Input Session discussing Safer and More Vibrant Neighborhoods had a lot of ideas on funding, the use of Neighborhood Service Centers (NSCs), and Planning and Zoning issues.

- Allocate some CDBG funding on behalf of neighborhood associations
- Incentivize neighbors and neighborhood associations to identify "problem houses" and "problem residents"
- Add more streetlights – LED or bright light – especially in dark neighborhoods

- Buy the strip of land between Broadway and 490 from the State
- Put more staff at NSCs with much more outreach
- Provide funding for the NSCs to assist neighborhood associations and block clubs to engage residents in the neighborhood to assist with small/mini projects
- Get behind a housing court
- Hold landlords accountable
- Provide funding/resources to fight prostitution
- Maintain or increase funding for the Department of Recreation and Youth Services and the Library
- Fully restore funding for the Rochester Public Library and its ten City-funded neighborhood branches; they provide critical services to impoverished residents, including the homeless or those at risk of homelessness
- Limit the height on buildings in the C-1 districts, especially close to housing, enforce code, allow fewer variances
- Keep the new Planning Bureau
- Create an anonymous/whistle blower system/program where residents can report a crime or illegal activity

MAYOR'S PRIORITY AREA: MORE JOBS

Use of Library Computers

City libraries provide computer use and Internet access to individuals who may not have steady access elsewhere. About one in six respondents have used the library's computers or Internet for an employment or career purpose in the last 12 months, with 5.7% using them to look for work, 4.9% using them to do work for their current job, and others using them to prepare job application materials or some other employment purpose.

In addition, nearly one in five respondents have used the Library's computers or Internet connection in the last year for some education purpose such as to do homework (4%), to take a class or apply to school (2%) or for some other educational purposes (13%).

City of Rochester Hiring and Recruitment

The City is always looking for ways to expand recruitment initiatives to reach minority and female candidates, as well as youth in our public safety departments (Police, Fire and 911). Responses from survey takers included the following themes:

Recruitment at schools - K-12 and college: Educating children at all levels is recommended, from showing young children the path to good jobs that serve the community, to middle school interactions such as explorer programs, to high school connections that provide mentoring and more direct recruitment opportunities. Recruiting at community colleges was also mentioned.

Community outreach and events: Outreach at city gyms was recommended, along with booths at festivals,

churches, settlement houses, R-Centers, women's organizations such as the YWCA and women's sporting events. In addition, the City could hold quarterly open recruitment presentations at City Hall or other locations and invite prospective employees to shadow public safety employees.

Community engagement: This theme was prevalent when it comes to recruiting youth. Have positive interaction programs with city youth; engage in positive activities with youth at basketball tournaments at R-Centers; show success stories of current public safety professionals who grew up in the City, including those who experienced poverty or other adversity. Be deliberate about building community relations and trust; hold tours and open houses in public safety facilities.

More advertising: Respondents suggested the City continue or expand advertising on WDKX, Facebook, Instagram and Twitter. Billboards were suggested, as well as the newspaper, with more focus on settings where women and minority individuals are likely to spend time.

Youth training options: Provide cadet programs, internships and shadowing opportunities. Work with schools to educate youth on various public safety positions available. Provide vocational programs for students who graduate from intern programs.

Other: Ideas included better trust between the community and public safety departments, hiring outside the City, providing more incentives such as housing and child care assistance, reaching out to youth in foster care and increasing salaries.

The City also used the survey to ask how it can better inform the community, including veterans and persons with disabilities, about the City employment process including job opportunities and Civil Service examinations. Over 100 responses on the issue included suggestions for traditional advertising to more contemporary approaches.

More advertising: This could include television and radio ads, print media such as the D&C, and other advertising that directs people to check the City's website. Other suggestions were to post flyers in the community at laundromats, churches, temp placement agencies and on community bulletin boards. Social media advertising was also popular, with references to Facebook and Instagram, as well as job search sites such as Indeed and LinkedIn. A handful of respondents also pointed out that some individuals will read mailers and that hard copy mail can be the best method of outreach in some cases.

Targeted community outreach: Targeting outreach and advertising efforts at VA groups, rehab facilities, Center for Disability Rights, and other locations that provide services to veterans and persons with disabilities was often suggested. This could include not only advertising but holding sessions to explain the Civil Service process, and describing a Civil Service exam to make the process more accessible.

Other: A few respondents said the City does a good job now of getting the word out via the website and other current advertising. Waiving the application fee was mentioned, along with lifting the city residency restriction.

Community Input Session Comments on "More Jobs"

Participants discussing More Jobs commented on the need for full-time jobs, entry level jobs, and training among other topics.

- We need to see a lot more diversity in the workplace
- More job training including installation and maintenance of clean electric grid, heavy equipment operation, historic building maintenance

- Need more large companies and other employers providing full-time jobs, not just temporary or contract positions
- Offer quality of life incentives; need benefits
- Need job mentoring
- More entry-level management opportunities; could redistribute CDBG funding for this
- Don't give tax credits/breaks/subsidies to companies with a high ratio of profit to employees
- Redistribute funding from higher paying positions to more entry-level skill jobs
- Provide additional funding to Rochester City School District OACES program

MAYOR'S PRIORITY AREA: BETTER SCHOOLS AND EDUCATIONAL OPPORTUNITIES

Recreation Services and Programs

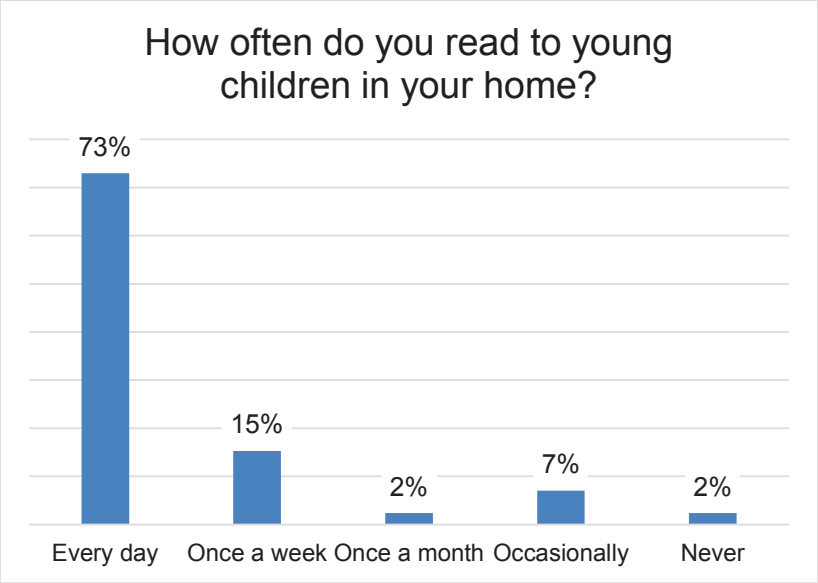
Of all the programs and services provided by the Department of Recreation and Youth Services, survey respondents believe the most important are education and literacy programs, followed by environmental education and Science, Technology, Engineering and Math (STEM) and structured activities such as arts and horticultural programs.

Please choose the three most important Recreation and Youth Services activities or programs	
	% selecting Item as top 1, 2, or 3 choice
Educational and literacy programs	54%
Environmental education and STEM program	45%
Structured activities such as arts and crafts, horticulture, gardening	43%
Organized sports	40%
Open play	36%
Arts and cultural programs	26%
Durand Eastman Beach	14%
Fitness centers	12%
Spray parks	13%
Swimming pools	9%

Fewer respondents indicated that Durand Eastman Beach, fitness centers, spray parks or swimming pools were among their most important choices.

As far as hours of operation, maintaining summer (67%) and after-school hours (65%) are most important, followed by school breaks (54%) and Saturdays (46%). The least important hours of operation among respondents are evenings, from 6 to 9 p.m. (39%) and Sundays (22%).

Most of the survey respondents do not have young children in their homes, but among the 85 who do, and who answered this question, nearly three in four read to their child(ren) every day.



Community Input Session Comments on "Better Schools and Educational Opportunities"

- Have a comprehensive education plan with a single focus on what is needed to ensure a competitive education for life application. Ensure that the students have a voice in the process
- A need for an independent study on efficacy of mayoral control of schools – raising the quality of education by looking at other schools in the greater Monroe County area school district and examine their curriculums for application
- Have teachers, special education administrators and counselors explore different ways of teaching students other than the traditional methods that are becoming ineffective and archaic
- Have a model that can be replicated at other schools such as School #17
- It appears that teachers are forcing students to learn the way the teacher wants to teach but not necessarily the way the student can learn
- We need to be more auditory, visual or use other approaches and innovative methods to improve teacher's ability and capabilities of teaching students
- Ask students for ideas on how to teach them better. Ask what they think would be the best methods or approach that could help them learn
- Parents need to be respected regardless of what school their child(ren) attend
- Implement neighborhood schools within a mile of a student's home address
- Add community supports at schools including health & dental clinics, recreation centers, and social workers and psychologists
- Put more resources into hiring teachers of color who are interested in teaching in an urban setting. Have an outside firm vet potential candidates to be sure they have not displayed racist, sexist or otherwise inappropriate material online

- Partner youth/teens and their parents with the police department to understand how to work together with others despite social and political differences
- Advocate for more State funding to be on par with Syracuse and Buffalo
- Fund the libraries at a higher level
- Assist parents in understanding and navigating the education and health system

MAYOR'S PRIORITY AREA: INNOVATION AND EFFICIENCY

The City of Rochester continuously searches for opportunities to make its services more efficient and to be innovative in our provision of existing programs or development of new initiatives.

City of Rochester Website: Self-Service Options

Survey respondents were asked "If you were able to renew a Real Property Tax Exemption online via a secure website and had the ability to upload the necessary documents such as a 1099 Form, income tax returns etc., would you use it?" Among those who answered the question, 61% said they would, 27% were unsure and 11% said no.

The survey then asked "Have you ever used the City of Rochester's Property Information website page to research your taxes, assessment, or to determine which property tax exemptions might be available to you?" More than half (55%) responded that they have, 40% said no, and 5% said they were unaware of the service.

When asked what other online self-service options they might like to see on the City's website, survey-takers provided a litany of ideas:

- Permit applications, construction permits
- Requests for garbage pick-up; garbage collection schedule
- Ability to pay bills online with no additional fee
- Useful search function
- List of available food cupboards and soup kitchens
- Ability to provide community feedback on proposed development projects
- Dog license renewals
- Complete explanation of Civil Service exams; which ones are for openings and which ones are just to go on the list
- Community calendar that is easy to find
- List of agencies that will hire individuals with felony records
- Ability to report cars parked over the 24 hour limit or on the wrong side of the street
- Submit code enforcement complaints, landlord complaints
- Handicap tags
- Traffic report map

Finally, survey takers were asked "What additional open data or records do you want to see on-line, and how would you use the information?"

- Financial information such as costs of large scale City events, employee salaries, how funding is distributed by neighborhood
- Crime and arrest data
- All records should be online and easily searchable
- Location of parking monitors
- Tax bill and tax assessment data
- Downloadable maps
- Opportunities to volunteer
- Up-to-date hours of operation for libraries and R-Centers

Community Input Session Comments on "Innovation and Efficiency"

- The increase in management-level staffing is a burden on the budget –should be returned to 2012 levels
- Make an effort to look into overlapping functions of departments and programs to find efficiencies
- Is there underutilization of City facilities like R-Centers and libraries?
- Explore possibilities for shared services between the City, County, and RCSD particularly in the areas of purchasing, IT, HR, parks and recreation
- Add blue recycle totes with holes at various City employee locations. Build on this by starting a City of Rochester recycling center. Could be modeled on redemption centers in the suburbs that generate revenue and provide new jobs
- Perform a strategic sourcing study to look into City procurement
- Follow the RFP process more closely with few to no exceptions
- Make all City data available to the public, focus on performance metrics for programs and initiatives, City checkbook, spending data
- Decrease turnaround time for FOIA requests
- Support the City Roots Community Land Trust; Develop partnership between Land Bank and Land Trust
- Provide citywide free internet
- Make the city more transit/bike/pedestrian friendly
- Go completely renewable; urge RTS to use only electric buses
- Make answers to the Comprehensive Plan survey available to the public
- Look into the use of community benefit agreements
- Make it easier to obtain a garden permit for vacant land
- Support non-profit neighborhood grocery stores with fresh produce
- Incentives for passive house construction

Thank you to the following City employees who volunteered their time to assist in the Community Input Forum, the Online Survey and/or the Telephone Town Hall: Sarah Boyce • Matt Cahill • Ted Capuano Sharla Davenport • Luticha Doucette • Patrick Flanigan • John Fornof • John Hawk • Gloria Matos Matthew McCarthy • Tom Miller • Mia Roan • Sarah Ruekberg • Johanna Santiago • Bill Schwappacher Sandra Simon • Suzanne Warren • Brad Willows

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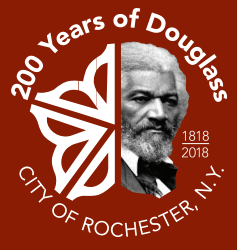
SAFER
COMMUNITY



2018 marks the 200th anniversary of the birth of famed abolitionist and Rochester's favorite son Frederick Douglass.

This year-long celebration is a unique opportunity *to foster pride as a city of freedom fighters, both past and present. Douglass would be proud to see his adopted home town today as we have made great strides in creating jobs, bringing vibrancy to our neighborhoods and creating better educational opportunities for* ***all*** *of our residents.*

While we know that our work is not done, *we look forward to Rochester's future with optimism, inspired by the legacy of Frederick Douglass at the forefront of our minds and hearts.*

Mayor Lovely A. Warren
City of Rochester

For more information call 311.
Outside the city call (585) 428-5990.
Or contact Lovely A. Warren,
Mayor of Rochester
585-428-7045

www.cityofrochester.gov

/City of Rochester NY

Produced by the City of Rochester Communications Bureau, 2018.

2018-19 CHILDREN AND FAMILIES FUNDING

The City of Rochester provides many services to children and families via our Libraries, R-Centers, youth services programs, public safety services and others. Programs and services designed for children and families are listed below.

The Children and Families funding page is aligned with ROC The Future, a community-wide initiative to focus community resources to improve the academic achievement of children in the City of Rochester.

Read more at www.rocthefuture.org.

ROC the Future Topic: Every Child is School Ready

The first three years of a child's life are an opportunity for enormous social, emotional, physical, and intellectual growth. The pace of this growth depends on whether the child's eagerness to learn is stimulated by his/her environment. For children to grow into successful adults they need a supportive and healthy early environment.

City Program	Description	2018-19 Allocation	Why This is Important
Developmental Screening of Three-Year Olds	Supports the screening of 3-year-olds with the aim of identifying developmental delays and intervening where appropriate.	$50,000	In 2016, 37% of Rochester pre-K children were determined to be delayed or below expected performance levels. (Source: ACT Rochester, Brigance Early Childhood Screen II)
Lead Hazard Control	The City of Rochester Lead Hazard Control Program provides financial assistance to privately-held 1-4 unit residential structures to control lead based paint hazards.	$800,000	Exposure to even small amounts of lead significantly raises a child's risk of developing long-term cognitive, physiological, and behavioral complications. 0.7% of children in Monroe County had elevated blood lead levels in 2015, a decline of 78% since 2000. (Source: ACT Rochester, NYS Department of Health)
Lead Paint Initiative Grant	A NYS grant provides funding to assist with lead paint testing and reduction activities.	$310,000	
Lincoln Toy Library	The Toy Library offers a wide variety of toys and equipment to support the cognitive, creative, social-emotional, perceptual, and physical developmental needs of children.	$76,573	Developing satisfactory social, physical, and academic skills in pre-K and kindergarten sets a crucial foundation for future success. In spring 2016, 63% of Rochester pre-K students scored at typical or advanced development level. (Source: ACT Rochester, Children's Institute)
Raising a Reader	Works to foster healthy development, relationships, literacy, and a passion for reading by involving parents or guardians and their children in a book sharing routine.	$75,007	

ROC the Future Topic: Every Child is Supported

City of Rochester students make similar academic progress during the school year compared to their suburban peers. However without summer and other extended learning opportunities, they lose ground over the years. City of Rochester students also face high levels of stress, violence, and trauma due in part to high levels and concentrations of poverty in their neighborhoods.

City Program	Description	18-19 Allocation	Why This is Important
Community Libraries and Other City Tax Support	Total City funds for community libraries, exclusive of specific programs listed elsewhere.	$7,018,172	Public libraries supply communities with vital resources including books, access to technology, and special programming to support their specific patrons. In addition, libraries function as a "Safe Place" for youth.

City Program	Description	2018-19 Allocation	Why This is Important
Comprehensive Adolescent Pregnancy Prevention	A collaboration of community service agencies working together to reduce teen pregnancies and reduce STD/HIV rates among youth within the City of Rochester.	$616,816	Adolescent pregnancy can be detrimental to both mother and child. Pregnancy can prevent young women from further education and self-sufficiency, and puts the child at a greater risk of low birth rate or infant mortality. In 2015, the City of Rochester's teen pregnancy rate was 6%, down from a peak of 16% in 2008. (Source: ACT Rochester, NYS Department of Health)
Do the Right Thing Program	Recognizes youth for their positive behavior, accomplishments, and good deeds by distinguishing school-age children who strive to make good choices.	In Kind	Do the Right Thing helps foster positive relationships between the Rochester Police Department, as well as other local police agencies, and the youth of Monroe County.
R-Centers, Athletics/ Aquatics/Durand Beach, Summer Camps, Youth Programming	R-Centers offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships.	$8,616,510	Afterschool programs can provide opportunities for social, academic, and physical development. In 2016, Rochester's overall School Age Program Quality Assessment (SAPQA) score was 4 out of 5 for grades K through 6, and the Youth Program Quality Assessment (YPQA) score was 3.5 out of 5 for grades 4 to 12." (Source: ACT Rochester, Children's Institute)
Rehabilitation and Security Enhancements at Recreation facilities	R-Centers offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships.	$2,918,000	
Safe to be Smart	The Safe to be Smart program provides programming opportunities for children and adolescents in a consistent manner at five branch libraries as well as Central Library.	$296,268	
After School in the Park (ASIP)	Located in Cobb's Hill Park, ASIP provides homework help, fitness and arts activities, healthy snacks and dinners, and field trips.	$139,664	
Quad A for Kids	This after school program provided in three elementary schools provides academics linked to youth development activities.	$50,000	
Youth Bureau Funded Programming	OCFS funding passed through Monroe County to the City for youth development.	$54,300	
Youth Voice/ One Vision	Youth Voice, One Vision (YVOV) is an active council of young people working together to make Rochester a better place to live.	$151,700	
Summer Food Program Grant	Provides breakfast and lunch to children at sites including schools, R-Centers, and various day camps free of charge to any child 18 and under who lives in the city.	$288,200	Ensures that low-income children receive consistent access to nutritious meals, even when school is not in session. A healthy meal is crucial to a child's development and ability to play and grow during the summer months.

City Program	Description	2018-19 Allocation	Why This is Important
Youth Literacy Program with RCSD	Program employs RCSD students as Literacy Aides to provide literacy support to younger students at R-Centers.	$172,700	3rd grade reading scores are an important predictor of future academic success. In 2017, only 10% of RCSD 3rd graders passed the state English Language Arts exam compared to 37% in the region (scored a 3 or 4 out of 4). 56% of children attending charter schools in the city passed the exam. (Source: ACT Rochester; NYS Education Department)
ROC The Future	Promotes alignment and focuses community resources to improve the academic achievement of children in the City of Rochester.	$15,000	ROC the Future is committed to improving academic achievement in Rochester.

ROC the Future Topic: Every Child is Successful

High quality teaching and involved parents and caregivers are critical factors in determining academic outcomes. Teacher training and professional development, plus support for students and families, must align with high expectations for every student.

City Program	Description	18-19 Allocation	Why This is Important
RCSD Maintenance of Effort	A state-required annual payment from the City to the RCSD.	$119,100,000	A solid academic foundation is vital to a child's success in school and life. Meeting key milestones throughout their academic career is a good indicator that children are on the right track to academic success and post-secondary achievement.
Teen Empowerment	Empowers youth and adults as agents of individual, institutional, and social change	$25,000	This program inspires young people and the adults who work with them to think deeply about the most difficult social problems in their communities, and gives them tools to work with others in creating positive change.
Champion Academy	Mentoring program to help middle and high school youth become more positive and productive citizens.	$25,000	The Champion Academy takes pride in having the courage to do and say what is necessary to get underachieving middle and high school students to become high academic performers, leaders, and productive citizens.

ROC the Future Topic: Every Child is College/Career Ready

Financial self-sufficiency in the 21st Century global economy demands education beyond high school, whether it is a 2-year or 4-year college degree or a technical certification.

City Program	Description	2018-19 Allocation	Why This is Important
Biz Kid$	Biz Kid$ provides interactive, applied business and entrepreneurial education to city youth ages 10-18.	$90,400	Entrepreneurial education supplies students with real-world skills and inspires the next generation of business leaders and empowered consumers.
Jr. Rec Leaders	Leadership training and job readiness skill building for youth.	$12,200	Youth development provides support and opportunities to help bridge a successful transition into a productive adulthood.
Operation Transformation Rochester	Offers comprehensive programs geared toward education, vocation, and employment.	$766,342	

City Program	Description	2018-19 Allocation	Why This is Important
Pathways to Public Safety	A partnership between the RCSD and the City of Rochester to increase minority representation in its uniformed divisions, while increasing the awareness of career opportunities within the Public Safety departments.	$35,600 (Emergency Comm.), $237,600 (RFD), $99,300 (RPD)	Offers preparatory training that impacts school retention and graduation rates, influences a student to attend a post-secondary institution to further their education and/or initiates desire to serve the community.
City of Rochester's Urban Fellows Program	This program provides graduate and undergraduate students an introduction to the governance, operations, and administration of City government.	$328,800	Fellowships or internships are valuable educational experiences that open doors, spark ideas and enrich the knowledge and skills of students who take part.
Summer of Opportunity Program	The Summer of Opportunity Program is an employment and training program for youth ages 14-20 and who are still in high school.	$999,300	Provides training and employment opportunities to youth while making a direct connection to success in school.

Additional Items in Support of Mayor's Priorities

This section includes programs that do not fall directly in the four ROC the Future categories, but align with the Mayor's priorities: Safer and More Vibrant Neighborhoods, More Jobs, Better Schools and Educational Opportunities, and Innovation and Efficiency.

City Program	Description	2018-19 Allocation	Why This is Important
Community Outreach Program	Expanding fire safety education in schools and increasing the amount of outreach events.	$140,900	Fire safety allows children to interact with firefighters, become familiar with their equipment, and learn both proactive and reactive safety techniques in case of an emergency situation.
Fire Related Youth Program	Program addresses the juvenile fire setters issue through education, intervention, and community/citizen involvement.	$74,900	In 2014, U.S. fire departments responded to an estimated 5,100 home structure fires started by someone, usually a child, playing with fire. These fires caused 60 civilian deaths, 430 injuries and $115 million in property damage. (Source: NFPA "Home Fires Started by Playing - 2014", August 2016)
Demolition Funding	Allows for the removal of vacant and blighted privately-held and City-owned structures.	$2,350,000	Demolition helps make cities safer and more livable by removing decrepit structures and increasing green space.
Emergency Solutions Grant	Strengthens and expands current range of services and programs for individuals and families who are homeless or at risk of homelessness in the greater Rochester community.	$674,005	In 2016, Monroe County funded 2,424 placements for homeless families and 5,391 placements for individuals, up from the previous year. (Source: ACT Rochester; Monroe County Department of Human Services)

City Program	Description	2018-19 Allocation	Why This is Important
Parks Operations	Our park amenities include picnic areas, lodges, playgrounds, ball fields and tennis courts. Some include beaches, ice-skating rinks and pools. Employees of this bureau work to ensure that streets and neighborhoods are clean, safe, and attractive for residents and visitors.	$2,805,871	Parks bestow benefits not only on their users, but also on the environment and economy. They are a safe place for supervised play with children and can also help decrease violence and crime.
Pathways to Peace	Pathways to Peace offers prevention, intervention and direct monitoring of youth receiving the services needed to support their positive progress.	$670,681	Helps keep youth safe and prevents them from engaging in criminal activities as adults, helping to reduce the social and economic consequences of crime to society.
Play Apparatus	The City's playgrounds provide safe, healthy, and fun outdoor recreational opportunities to youth, with structures to meet the needs of toddlers, older youth, and every child in between.	$400,000	Play is important in keeping children active and helping them build teamwork and social skills.
Recreation on the Move	The Recreation on the Move mobile recreation centers bring the offerings and benefits of City R-Centers right to city neighborhoods.	$290,300	
Police Activities League	Connects police officers with volunteer and engagement opportunities in the city.	In Kind	Aims to strengthen the relationship between inner-city youth and the Rochester Police Department by engaging them in a positive way.
Public Market Public Market Funding (capital)	Rochester's Public Market offers fresh produce, ethnic delicacies, specialty items, general merchandise, and more 52 weeks per year.	$913,676 $48,000	The Public Market serves as a community anchor, not only bringing diverse members of the community together, but also making fresh, healthy foods more affordable for residents of all income levels.
Owner Occupied Roofing Program	The City is provides financial assistance for roof replacement of owner-occupied single-family homes in the city covering the cost of roof replacement and other related repairs up to $12,000 per household.	$1,000,000	Eases the financial burden of new roofs, a key component of safe housing, for income eligible Rochester residents.
School Crossing Guards	Helps children safely cross intersections and helps to control the traffic flow.	$604,600	Crossing guards keep children safe while going to and from school, and can also assist in reporting dangerous or inappropriate incidents to the appropriate authority.
Vacant Lot Maintenance	Between May and September, vacant lots are cleaned by cutting tall grass and removing debris. Adjacent sidewalks and curb lanes are swept clean.	$633,800	Caring for vacant lots has proven to be the starting point for homeowners to increase the value and security of their collective neighborhoods, to improve the safety of their residents, and to encourage growth and opportunities in their area.

City Program	Description	2018-19 Allocation	Why This is Important
Youth Services Unit: School Resource Officers and Other Youth-Related Initiatives	Responsible for the development and implementation of programs designed to prevent and control juvenile delinquency including School Resource Officers (SROs).	$1,711,094	SROs work to prevent juvenile delinquency by supporting positive relations between youth and law enforcement.
	TOTAL	**156,055,879**	

This section will be provided in the Approved Budget.

Increases

Revenue:

- ❑ Sales tax increases $4,948,500
- ❑ An increase of $4,188,000 in the tax levy is proposed to balance the budget
- ❑ Appropriation of fund balance assigned for capital projects
- ❑ Moving violation revenue increases with full year operation for Rochester Traffic Violations Agency
- ❑ A water rate increase is proposed to balance the budget
- ❑ Fee and fine increases

Expense:

- ❑ Cash capital expense
- ❑ Payments for debt service
- ❑ Program enhancements
- ❑ Personnel and related expense for Rochester Traffic Violations Agency
- ❑ Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- ❑ Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care

Decreases

Revenue:

- ❑ Appropriation of fund balance in Refuse Fund does not recur
- ❑ Appropriation of fund balance committed for tax relief
- ❑ Transfer from refunds and overpayments

Expense:

- ❑ Departmental reductions and efficiencies
- ❑ Utility expense including heat, light, power
- ❑ Fuel costs

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

General Fund 2018-19 revenue estimates are $403,553,300, 2.9% more than the 2017-18 Budget. Growth in sales tax is expected to generate an additional $4,948,500 in revenue. A 2.4% increase in the property tax levy results in an additional $1,926,300, with corresponding increases to certain tax-supported Special and Enterprise Funds. An appropriation of $3.5 million of capital projects is budgeted to offset increases to capital expenditures. Appropriation of tax relief fund balance decreases $2 million. In lieu of tax payments increase $1,513,300 due to additional COMIDA properties and property tax rate increase. Full year of Traffic Violation Agency operation results in additional $1,375,600 moving violation revenue. Charges for service increase $713,700 resulting from higher reimbursement for School Resource Officers and Land Bank activity. Transfers from the Health Care Reserve Fund decrease $650,500 based on limitation imposed by memorandum of agreement with labor unions.

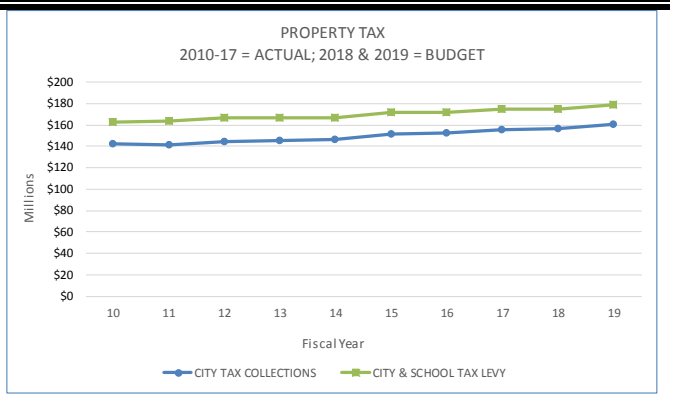
Special Fund 2018-19 revenue estimates are $19,437,000, 1.2% more than the 2017-18 Budget. Property tax support to Library increases $688,600 to offset capital expenditures and decreases to Animal Control by $227,800 to reflect a lower capital allocation in 2018-19. One time appropriation of $150,000 of fund balance for a Library capital project does not recur.

Enterprise Fund 2018-19 revenue estimates are $116,656,600 or 1.0% more than the 2017-18 Budget. An appropriation of fund balance of $2,986,900 from the Refuse Fund balance to offset planned capital expenditures in 2017-18 does not recur. The appropriation of fund balance for the Parking Fund and Water Fund increase $1,518,400 and $923,400 respectively as planned capital expenditures increase. Property tax support to the Cemetery Fund increases $1,225,200 to offset planned capital expenditures. Property tax support to the Public Market increases $433,500 to offset increased debt service costs as planned. Rate increases are budgeted for the Parking and Water Funds.

SUMMARY OF REVENUE CHANGES

	Amended 2017-18	Proposed 2018-19	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	145,671,900	147,598,200	1,926,300	1.3%
Delinquent & Supplemental Taxes	6,082,000	6,255,900	173,900	2.9%
In-Lieu-of-Tax Payments	13,399,100	14,912,400	1,513,300	11.3%
Interest & Penalties	2,358,000	2,358,000	0	0.0%
Sales Tax	147,245,200	152,193,700	4,948,500	3.4%
Utilities Gross Receipts Tax	5,200,000	5,200,000	0	0.0%
Mortgage Tax	1,500,000	1,700,000	200,000	13.3%
Taxes Total	321,456,200	330,218,200	8,762,000	2.7%
Departmental Income	8,553,000	9,560,400	1,007,400	11.8%
Use of Money & Property	412,000	707,300	295,300	71.7%
Fines & Forfeitures	3,642,200	4,915,700	1,273,500	35.0%
Licenses & Permits	3,246,100	3,101,200	-144,900	-4.5%
Sale of Property & Compensation for Loss	2,516,000	2,913,200	397,200	15.8%
Miscellaneous	18,338,400	20,096,100	1,757,700	9.6%
Intergovernmental – New York State	105,465,500	104,659,300	-806,200	-0.8%
Intergovernmental – Federal	5,571,500	5,190,100	-381,400	-6.8%
Intergovernmental – Other	20,016,800	20,373,500	356,700	1.8%
Interfund Revenue & Transfers	-96,897,900	-98,181,700	-1,283,800	1.3%
General Total	392,319,800	403,553,300	11,233,500	2.9%
Animal	2,390,500	2,111,100	-279,400	-11.7%
Library	16,819,200	17,325,900	506,700	3.0%
Water	42,782,900	43,162,600	379,700	0.9%
War Memorial	2,750,100	2,840,900	90,800	3.3%
Parking	13,470,900	14,799,000	1,328,100	9.9%
Cemetery	2,883,400	4,056,100	1,172,700	40.7%
Public Market	1,041,700	1,573,600	531,900	51.1%
Refuse	30,809,200	28,188,100	-2,621,100	-8.5%
Local Works	21,750,700	22,036,300	285,600	1.3%
Grand Total	527,018,400	539,646,900	12,628,500	2.4%

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 the annual increase in STAR is capped at 2%. In 2016-17, the credit for STAR exemptions for properties purchased after February 1, 2015 is no longer issued on the property tax bill but instead is issued by check directly from New York State in accordance with the Governor's STAR program. 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 decreases by $55,478,581 or 0.86% from the 2017-18 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 2017-18 budget:

	2017-18	2018-19	Change
Expenses	527,018,400	539,646,900	12,628,500
Non-Property Tax Revenue	370,642,700	378,798,800	8,156,100
Property Tax Required (City & School)	156,375,700	160,848,100	4,472,400

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 94.0 percent of the tax levy will be collected during 2018-19. In addition, anticipated collections for the first sixty days following the current year are accrued as 2017-18 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.5 percent. A Tax Reserve of 4.5 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2018-19 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 $86,000 or less. Approximately 4,500 property owners will benefit from this program in 2018-19. All owner-occupied property owners with incomes less than $500,000 are eligible for the "Basic" STAR program. Approximately 17,900 property owners will take

advantage of the “Basic” program in 2018-19. Owner-occupied properties purchased since February 1, 2015 are subject to the new STAR program implemented with New York State’s 2016-17 fiscal year. These property owners no longer receive a credit on their property tax bill but instead are required to register with the state to receive a credit directly from NYS. A provision enacted in 2017-18 requires NYS to pay interest on the STAR rebate if homeowners do not receive their checks on time. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Major Change
A 2.4% increase or $4,188,000 increase to the tax levy is proposed to balance the budget. The additional increase relates to a decrease in STAR revenues from NYS of $472,900 due to the shift in STAR program to credits issued directly by NYS which is then further adjusted by the homestead tax rate increase. This results in a higher collection of current property taxes.

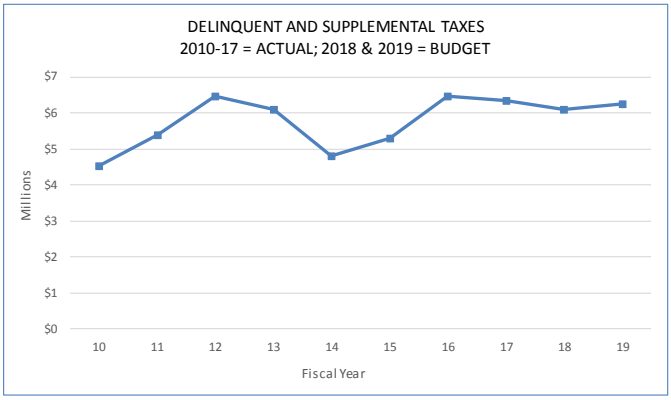
Year-to-Year Comparison
All Funds

2017-18	2018-19	Change
156,375,700	160,848,100	4,472,400

General Fund

2017-18	2018-19	Change
145,671,900	147,598,200	1,926,300

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 may hold a bulk sale of delinquent tax liens to a third party or selected properties may be sold at foreclosure sale; 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.

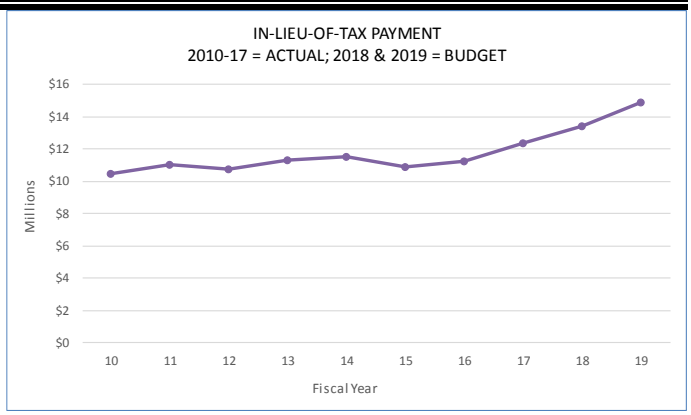
When an assessment is inadvertently left off the tax roll, property owners are later notified and billed the following year as an omitted tax.

Major Change
Supplemental taxes increase $293,900 due to properties being transferred to taxable status during 2017-18. Delinquent taxes collected decrease $120,000 as a collection rate of 45% for delinquent taxes is assumed based on potential new lien purchaser.

Year-to-Year Comparison

2017-18	2018-19	Change
6,082,000	6,255,900	173,900

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.
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.

There will be one-hundred twenty-nine COMIDA projects that make payments in lieu of taxes in 2018-19. Seventy-two housing projects will make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

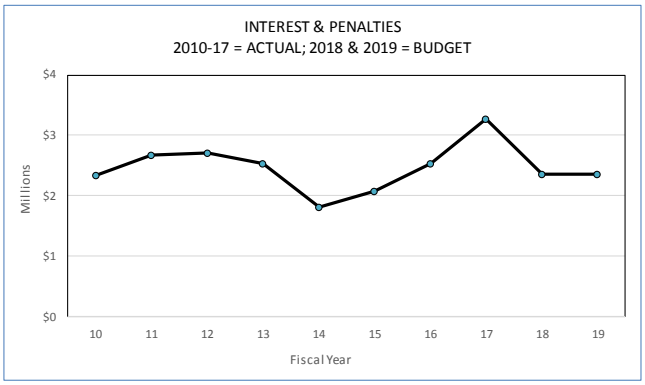
Major Change

Revenue increases due to new COMIDA projects in addition to declining exemption values and an increased non-homestead tax rate. One new housing project begins making payments in 2018-19.

Year-to-Year Comparison

2017-18	2018-19	Change
13,399,100	14,912,400	1,513,300

Interest & Penalties



The interest rate on delinquent taxes and other charges listed on the tax bill was reduced in 2012-13 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

Foreclosure activity and lien sale continue.

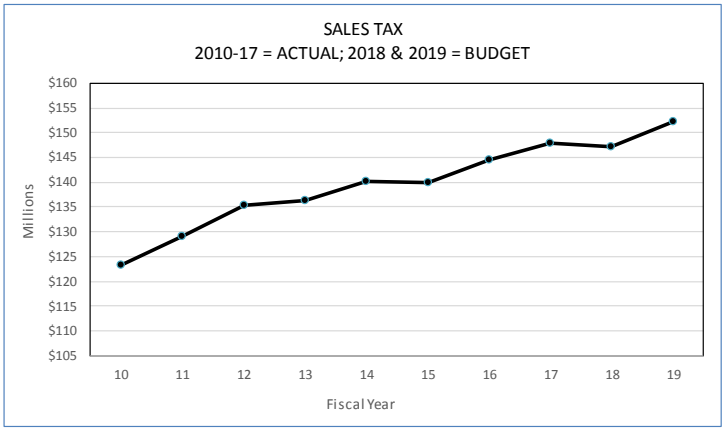
Year-to-Year Comparison

2017-18	2018-19	Change
2,358,000	2,358,000	0

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. 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 then subsequently dropped to 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 3.4% on a higher than expected base.

Year-to-Year Comparison

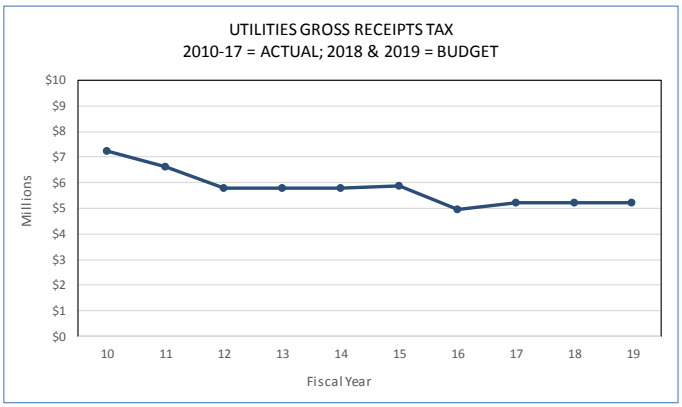
2017-18	2018-19	Change
147,245,200	152,193,700	4,948,500

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 85% of these taxes.

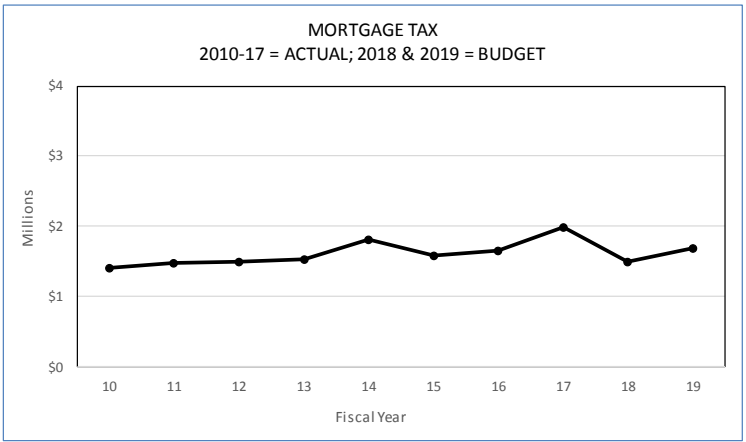
Year-to-Year Comparison

2017-18	2018-19	Change
5,200,000	5,200,000	0



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.



Major Change

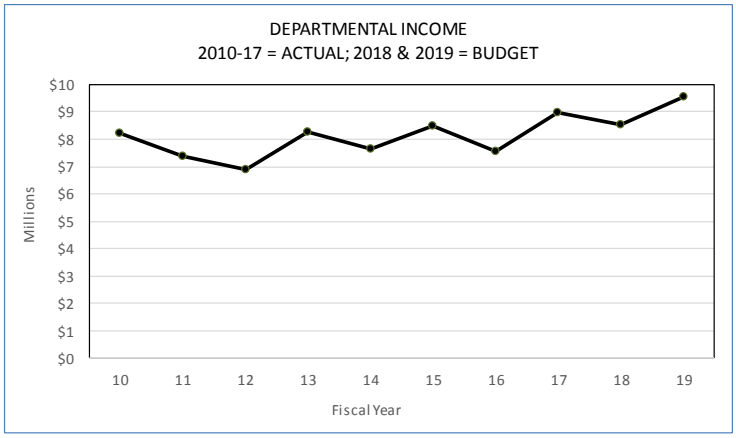
Rising interest rates have prompted more mortgage refinancing.

Year-to-Year Comparison

2017-18	2018-19	Change
1,500,000	1,700,000	200,000

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.



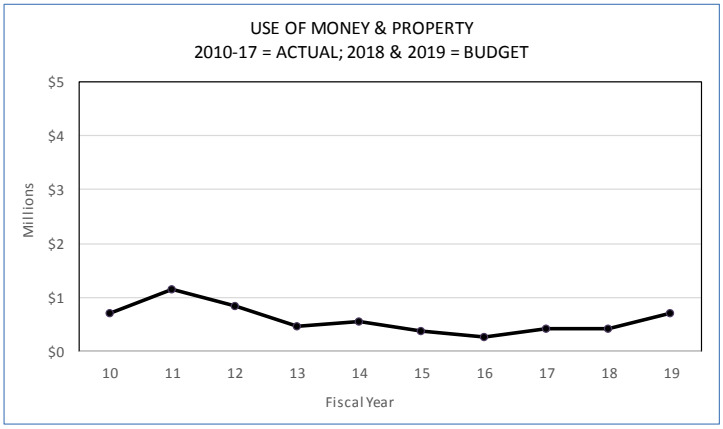
Major Change

Increased reimbursement of $332,900 from RCSD for School Resource Officers. One time transfer of $269,200 from forfeited bid specification deposits does not recur. Land Bank reimbursement of $255,000 for city staff time is budgeted. Collection of demolition charges incurred by the city expected to increase $250,000. Advertising revenue of $225,000 expected from Communication Bureau's new Out of Home Advertising Program. Publication and abstract fees decrease $100,000 based on expected foreclosure activity. Revenue from West Brighton for fire service increases $92,000 in accordance with agreement. Recreation fees increase net of $72,100 based on proposed fee schedule increase and activity. Fire prevention permits increase $65,000 based on proposed fee schedule increase. Reimbursement from MCC for fire training increases $29,500 as training activity increases, resulting in additional revenue to the PSTF to offset the cost of operations. Civil service exam fees increase $19,200 to reflect historic actuals. Revenue from marriage ceremonies increases $11,500 based on proposed fee increase. Fire alarm permits increase $9,500 with proposed fee increase. Police fees increase net of $5,300 with proposed increase to fee for criminal record and background checks. Expected revenue of $5,000 from licensing of city logo. Net of other changes is an increase of $4,600.

Year-to-Year Comparison

2017-18	2018-19	Change
8,553,000	9,560,400	1,007,400

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.

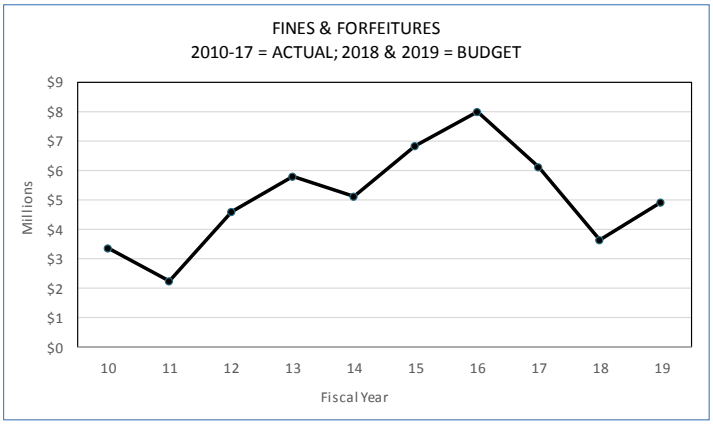
Major Change

Rental income from telecommunications providers increases $245,000 due to addition of dedicated position in Environmental Services. New marina revenue of $49,000 due to increased activity. Soccer stadium rental revenue increases $23,300 based on terms of lease. Port facility rental income decreases $22,000 based on tenant activity.

Year-to-Year Comparison

2017-18	2018-19	Change
412,000	707,300	295,300

Fines & Forfeitures



The revenue in this category consists of fines and penalties levied by the Criminal Branch of City Court, municipal code fines collected by the Parking & Municipal Violations Bureau, and fines collected by the Rochester Traffic Violations Agency for traffic infractions committed within the city.

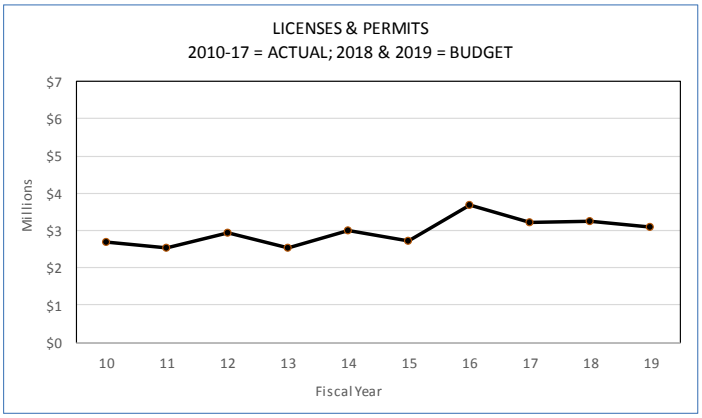
Major Change

Revenue from moving violations increases $1,375,600 with first full year activity of the Rochester Traffic Violations Agency. Fines assessed against ambulance contractor are expected to decrease $100,000 due to improved response performance. Net of other changes is a decrease of $2,100.

Year-to-Year Comparison

2017-18	2018-19	Change
3,642,200	4,915,700	1,273,500

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

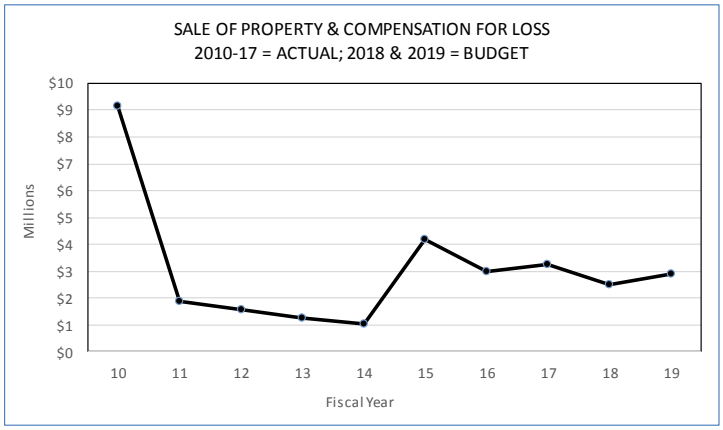
Professional licenses decrease $284,300 due to off-year of biannual renewal. Street opening permits increase $100,000 due to increased construction activity and proposed increase in daily rate for street obstruction permits. Building permits increase $70,900 due to proposed increases in elevator certification fees, electrical inspection permits, and plumbing inspection permits partially offset by lower elevator permit activity. Net reduction of $56,100 results from lowering hack plate fee which is partially offset by increased tax driver license fee. Additional $10,600 results from proposed increases to marriage and domestic partner license fees. Net of other changes in activity for business and occupational licenses is an increase of $9,000. Proposed increase to animal and poultry license fees results in additional $3,500. Passport application activity increases $2,100. Corn Hill parking permits decline $1,400. Net of other changes is a decrease of $800.

Year-to-Year Comparison

2017-18	2018-19	Change
3,246,100	3,101,200	-144,900

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

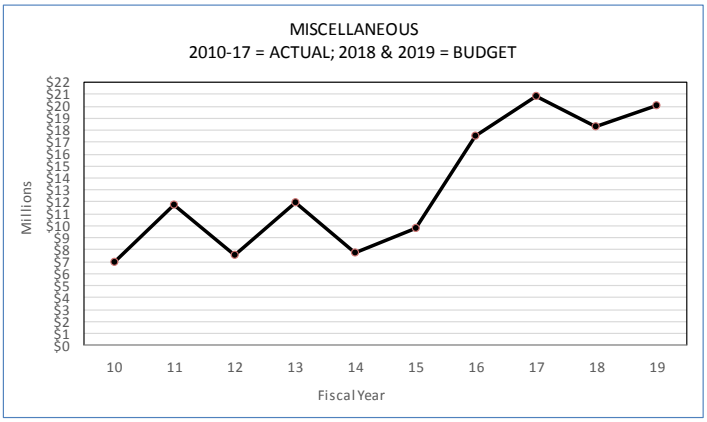
Sale of city properties increases $384,000. Reimbursement for damage to street lighting increases $20,000 based on historic actuals. Compensation for damages to police vehicles declines $6,500 based on historical activity. Net of other changes is a decrease of $300.

Year-to-Year Comparison

2017-18	2018-19	Change
2,516,000	2,913,200	397,200

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.



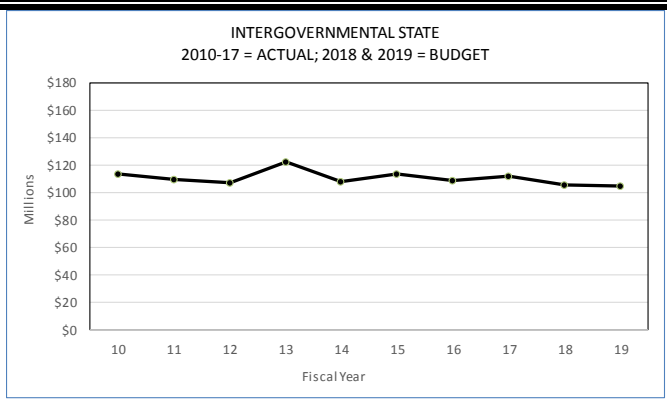
Major Change

An appropriation of fund balance assigned for capital projects is budgeted $3,500,000. Use of fund balance committed for property tax relief decreases by $2,000,000. Cancellations of prior year encumbrances increase $250,000 to reflect historical actuals. First responder franchise fee increases with inflation $8,700. Net of other changes is a decrease of $1,000.

Year-to-Year Comparison

2017-18	2018-19	Change
18,338,400	20,096,100	1,757,700

Intergovernmental – New York State



Revenues received from New York State constitute this category. There are four types of aid: general purpose, categorical, 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. This only applies to STAR exemptions applied prior to February 1, 2015.

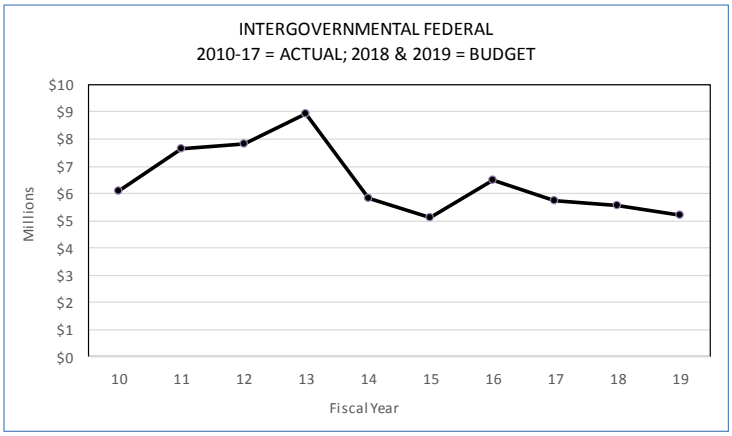
Major Change

STAR revenue is reduced $472,900 as revised program provides direct credit from NYS rather than credit on tax bill. One time NYS Archives grant does not recur $200,000. Net reduction of $46,100 in Motor Vehicle Theft & Insurance Fraud grant pending new award in 2019. One time Empire State After-School Program grant does not recur $31,800. One time facility grant does not recur $25,000. Consolidated Local Street and Highway Improvement Program funds decrease $24,000. Support for environmental quality projects increases $18,000. Community Policing grants decrease $14,500. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) decreases $8,500. GIVE grant funding for RPD increases $7,800. Clarissa Street Reunion grant does not recur $5,000. Net of other changes is a decrease of $4,200.

Year-to-Year Comparison

2017-18	2018-19	Change
105,465,500	104,659,300	-806,200

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

Net reduction of $215,800 in AmeriCorps as grant ends December 31, 2018. Net reduction occurs in State Homeland Security Program (SHSP) federal pass-through grant for the Fire Department $115,400. Net reduction in Federal Pregnancy Prevention grant funds $103,200. New grant revenue of $80,000 for Program to Prepare Communities for Complex Coordinated Terrorist Attacks Program. Reimbursement for pavement management increases $50,000. Net reduction in Lead Hazard Control Program revenue $34,200. Summer lunch program declines by $13,000 corresponding with planned

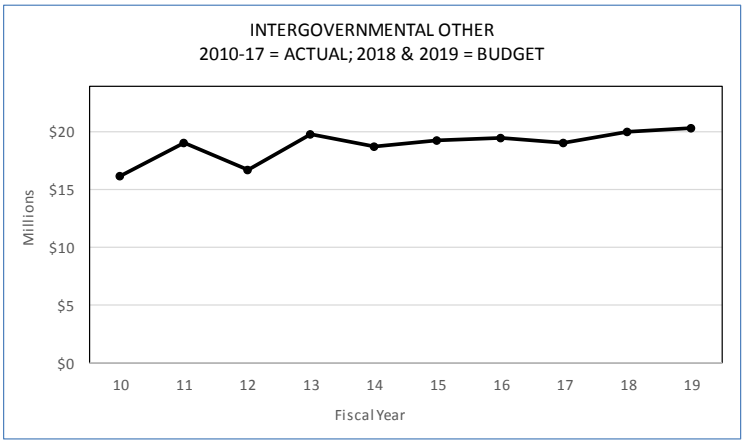
expense. Interest subsidy related to Qualified Energy Conservation Bonds decreases in accordance with debt repayment schedules $18,600. Net reduction in Community Development Block Grant (CDBG) funding $10,200. Net of other changes is a decrease of $1,000.

Year-to-Year Comparison

2017-18	2018-19	Change
5,571,500	5,190,100	-381,400

Intergovernmental – Other

Revenues received from governmental agencies other than the Federal and New York State levels constitute this category. Reimbursements 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

County reimbursement for Emergency Communications increases $425,800 to correspond with approved 2018 County budget. STOP-DWI grant funding decreases $52,900 pending new grant awards in calendar year 2019. Election inspector reimbursement decreases $20,000. Net increase in Underage Tobacco Enforcement grants funds of $10,800. Monroe County traffic shares decrease $7,000 due to street project scheduling.

Year-to-Year Comparison

2017-18	2018-19	Change
20,016,800	20,373,500	356,700

Interfund Revenues & Transfers

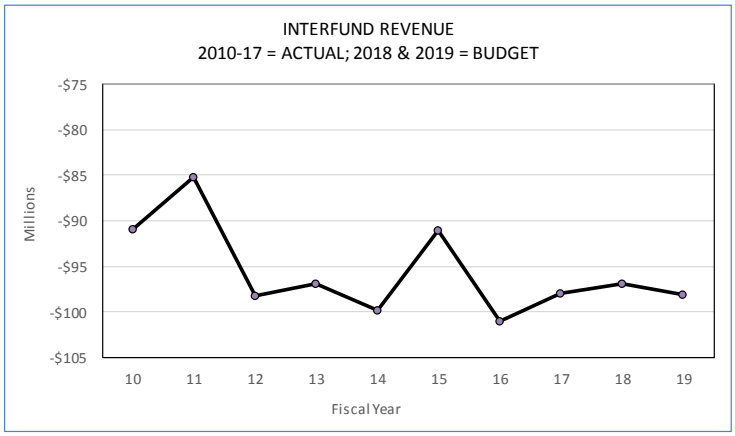
Interfund transfers consist of three categories:

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 non-governmental Enterprise Funds.

2. Reimbursements to the General Fund from funds 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 are made in accordance with the City Charter.

Major Change

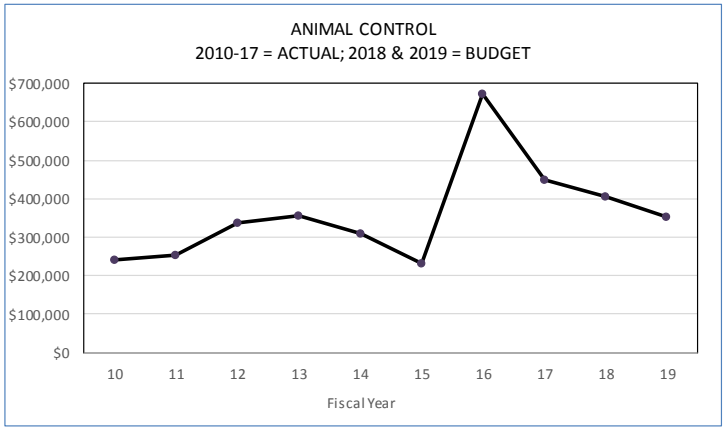


The transfer from the rate stabilization allocation of the internal service fund reserved for health care expense decreases $650,500 due to limitation of memorandum of agreement with labor unions and sharing of proceeds with certain Enterprise Funds. A $400,000 transfer from the Refunds & Overpayments fund does not recur. Annual allocation for GRANET expires $200,000. Net reduction in forfeiture funds for community-based programs and overtime for special details is $71,400. Downtown Enhancement District transfer increases $45,700. Transfer for street lighting decreases $13,400. Transfer from Foreign Insurance Fund increases $5,800 in accordance with the preliminary spending plan.

Year-to-Year Comparison

2017-18	2018-19	Change
-96,897,900	-98,181,700	-1,283,800

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

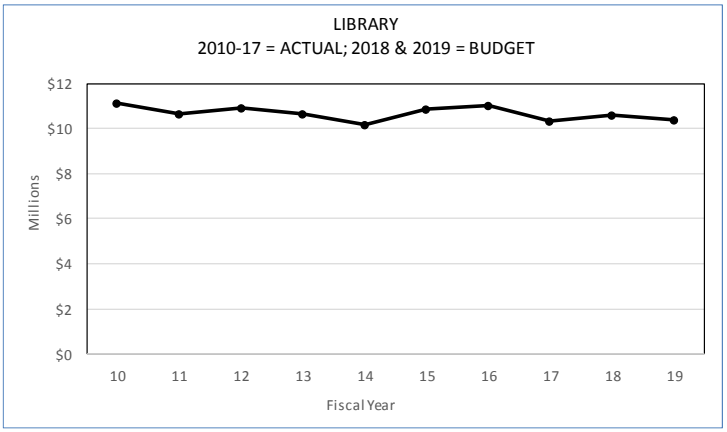
PetSmart grants expire $83,900. Miscellaneous revenue increases primarily due to charitable support for volunteer coordinator position $36,300. One time American Society for Prevention of Cruelty to Animals (ASPCA) grant does not recur $25,000. Dog licensing fees increase $16,200 with proposed fee increase. Net reduction in PETCO grant of $14,000. Charges for spaying and neutering increase $10,000 based on activity. Redemption fees increase $2,000. Increase in rabies shots administered $4,000. Proposed increase in unlicensed dog fines increases revenue $2,000. Net of other changes is an increase of $800. Property tax support needed to balance the budget declines $227,800.

Year-to-Year Comparison

	2017-18	2018-19	Change
Operating Revenue	405,600	354,000	-51,600
Property Tax	1,984,900	1,757,100	-227,800
Total	2,390,500	2,111,100	-279,400

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

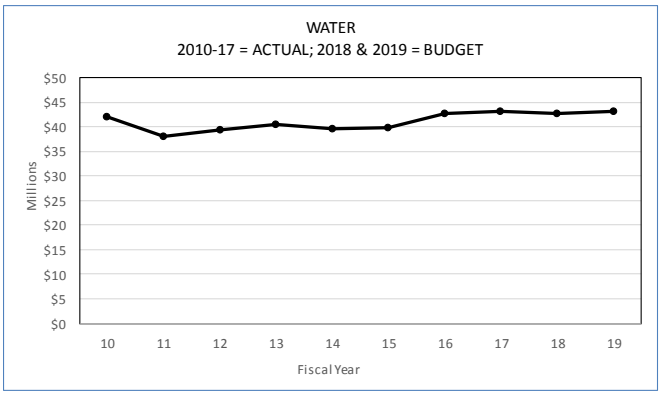
One-time appropriation of $150,000 fund balance for matching funds related to capital improvements does not recur. One-time bullet aid from NYS does not recur $51,000. Monroe County Library System cost shares increase based on increased expense $49,700. Rental of café space is uncertain reducing revenue $21,000. Miscellaneous grants decrease $10,700. NYS Aid to Libraries increases $5,300. Transfer from Premium & Interest to offset interest expense on debt service decreases $4,700. Net of other changes is an increase of $2,600. Support from City School District for Literacy Aide program decreases $2,100. Property tax support needed to balance the budget increases $688,600.

Year-to-Year Comparison

	2017-18	2018-19	Change
Operating Revenue	10,599,500	10,417,600	-181,900
Property Tax	6,219,700	6,908,300	688,600
Total	16,819,200	17,325,900	506,700

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

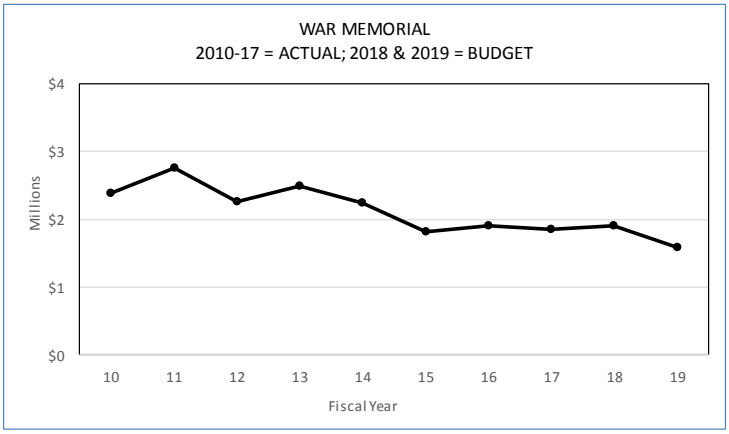
Reduction in consumption of approximately 1.8% is partially offset by a proposed base rate increase resulting in $666,000 less in metered sales. Appropriation of fund balance increases $923,400 to correspond with increased capital expenditures. Delinquent collections increase $175,000 to reflect expected collections. Interest and penalties decrease $135,500 based on expected collections. Sales to other municipalities increase $100,000. The transfer from the rate stabilization allocation of the internal service fund reserved for health care expense decreases by $35,600 based on the limit imposed by the memorandum of agreement with labor unions. Miscellaneous income increases net of $30,400 reflecting reimbursement for maintenance services at Hemlock and reimbursement for workers' compensation claims. Service charges decrease $11,600 to reflect historical activity. Net of other changes is a decrease of $400.

Year-to-Year Comparison

2017-18	2018-19	Change
42,782,900	43,162,600	379,700

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, suite revenues, 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

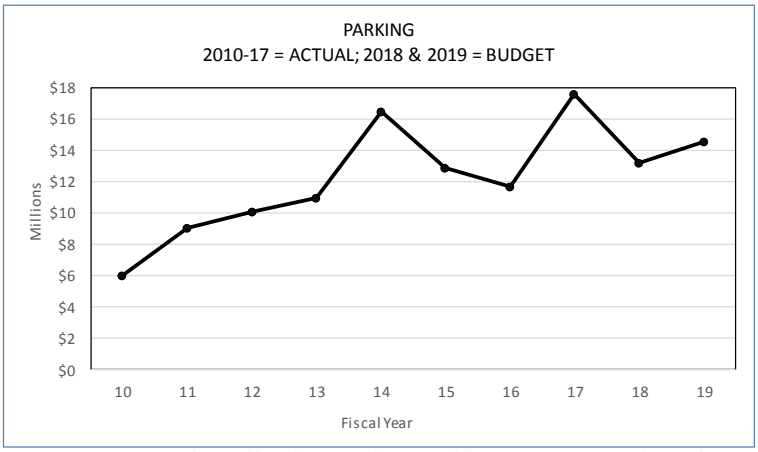
Ticket surcharge and suite revenues are decreased $244,500 to reflect actual expected activity. Reimbursement for utilities decreases $87,000 to reflect actual expense. Transfer from Premium & Interest to offset interest expense on debt service decreases $4,300. Property tax support needed to balance the budget increases $426,600.

Year-to-Year Comparison

	2017-18	2018-19	Change
Operating Revenue	1,912,400	1,576,600	-335,800
Property Tax	837,700	1,264,300	426,600
Total	2,750,100	2,840,900	90,800

Parking Fund

Revenues in this fund are generated from eight downtown parking garages, six City owned surface lots, and on-street parking meters. These revenues are not sufficient to cover Parking Fund costs; therefore, a portion of the property tax is allocated to this fund.



Major Change

Appropriation of fund balance increases $1,518,400 to offset planned capital expenditures. Proposed increase in parking garage rates results in $371,900 additional revenue. Revenue decreases in Washington Square Garage primarily due to loss of large group of parkers $342,300. Required on-street metered payment hours are extended from 6pm to 8pm resulting in additional revenue $214,100. Revenue decreases in the following garages to reflect actual experience: Sister Cities $81,600, Court Street $77,800, East End $62,500, High Falls $26,900, Mortimer $24,000, South Avenue $12,800, and Crossroads $1,700. Parking ticket collection revenue decreases to reflect actual experience $75,400. Transfer from Premium & Interest to offset interest expense on debt service decreases $66,200. The transfer from the rate stabilization allocation of the internal service fund reserved for health care expense decreases $10,400. Interest on receivables decreases $26,700 as payments are made on the Midtown and Sagamore loans. Charge for lost garage time-stamped ticket increases from $10 to $20 increasing garage revenue $24,500. Expected revenue from the Cumberland Lot sublease increases $20,400 to align with the expected increase in monthly lease payment to NYS Department of

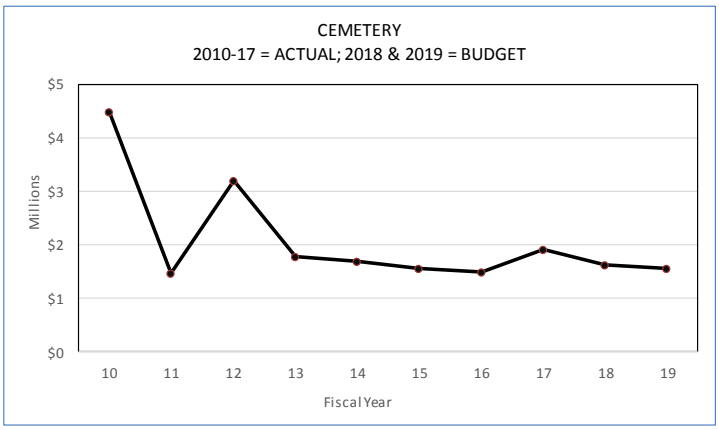
Transportation. Net of other changes is a decrease of $12,900. Property tax support needed to balance the budget remains the same as the prior year.

Year-to-Year Comparison

	2017-18	2018-19	Change
Operating Revenue	13,172,300	14,500,400	1,328,100
Property Tax	298,600	298,600	0
Total	13,470,900	14,799,000	1,328,100

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

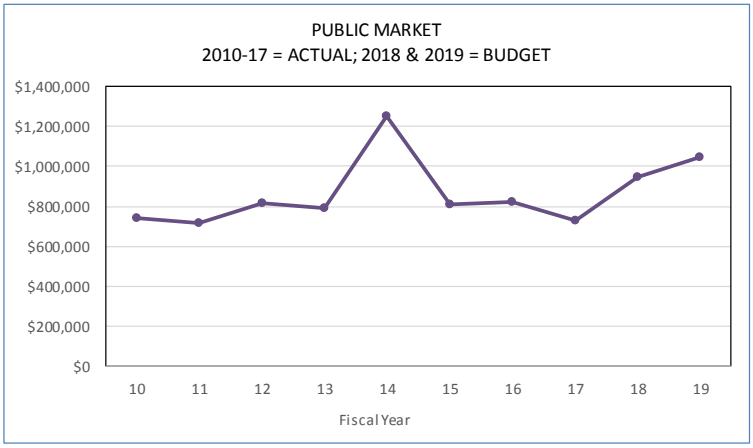
Interment space and related products and service fees decrease $30,000 to reflect lower sales. Memorial product sales expected to be lower $15,000. Cremation activity decreases $10,000. Transfer from Premium & Interest to offset interest expense on debt service increases $1,700. Interest earnings on perpetual care investments increases $800. Property tax support needed to balance the budget increases $1,225,200.

Year-to-Year Comparison

	2017-18	2018-19	Change
Operating Revenue	1,616,700	1,564,200	-52,500
Property Tax	1,266,700	2,491,900	1,225,200
Total	2,883,400	4,056,100	1,172,700

Public Market Fund

A farmers' market, consisting of three 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

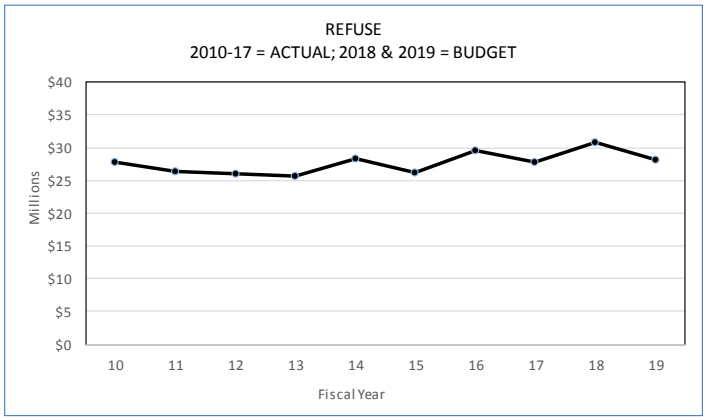
Market fees increase $95,000 due to increased activity and events in addition to revised fee schedule. Transfer from Premium & Interest to offset interest expense on debt service increases $2,600. Snow plowing and security charges increase $800. Property tax support needed to balance the budget increases $433,500.

Year-to-Year Comparison

	2017-18	2018-19	Change
Operating Revenue	945,500	1,043,900	98,400
Property Tax	96,200	529,700	433,500
Total	1,041,700	1,573,600	531,900

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

An appropriation of fund balance of $2,986,900 for capital expenditures in 2017-18 does not recur. Delinquent collections increase $206,600 to reflect increased collections, particularly from tax lien sale proceeds. Commercial collections activity increases $90,000. Recycling revenue increases $60,000. Sale of scrap increases $36,000 as fleet replacement occurs. The transfer from the rate stabilization allocation of the internal service fund reserved for health care expense decreases $31,700. Current collections decrease $15,600. Miscellaneous income increases $15,000. Interest on investments increases $5,500.

Year-to-Year Comparison

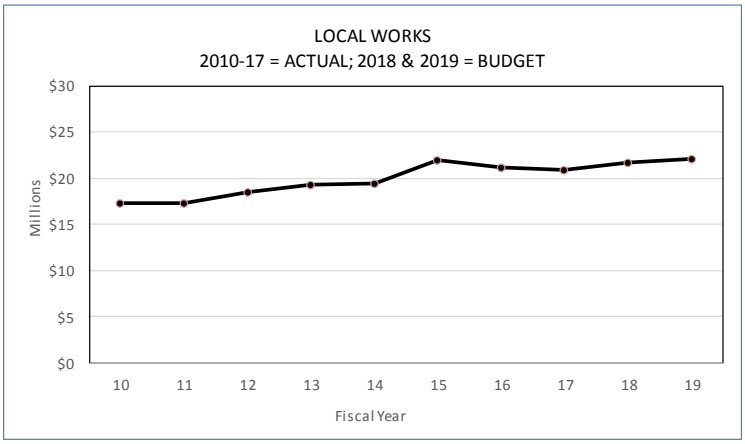
2017-18	2018-19	Change
30,809,200	28,188,100	-2,621,100

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 $245,000 as planned capital expenditures increase. Delinquent collections increase $59,500 to reflect actual activity. The transfer from the rate stabilization allocation of the internal service fund reserved for health care expense decreases $21,900. Reimbursement from NYS for plowing increases $8,300. Transfer from Premium & Interest to offset interest expense on debt service decreases $5,300.



Year-to-Year Comparison

2017-18	2018-19	Change
21,750,700	22,036,300	285,600

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
General				
Taxes				
Property Tax (City & School)	144,434,027	146,382,600	145,671,900	147,598,200
Delinquent & Supplemental Taxes	6,334,843	6,213,800	6,082,000	6,255,900
In-Lieu-of-Tax Payments	12,366,606	13,377,200	13,399,100	14,912,400
Interest & Penalties	3,268,161	2,350,000	2,358,000	2,358,000
Sales Tax	147,977,568	151,000,000	147,245,200	152,193,700
Utilities Gross Receipts Tax	5,229,751	5,200,000	5,200,000	5,200,000
Mortgage Tax	1,991,402	1,800,000	1,500,000	1,700,000
Taxes Total	321,602,358	326,323,600	321,456,200	330,218,200
Departmental Income				
Police Fees	1,403,022	1,274,800	1,271,100	1,276,400
Fire Fees	660,469	681,300	692,000	779,500
Finance Fees	321,784	301,300	406,000	306,000
Repairs & Clean-up Fees	531,753	600,000	350,000	600,000
Recreation Fees	749,127	792,300	820,600	892,700
Zoning Fees	108,309	105,000	102,000	105,000
Charges for Service	3,684,822	3,226,900	3,242,800	3,956,500
Other Dept. Income	1,495,949	1,635,300	1,668,500	1,644,300
Departmental Income Total	8,955,235	8,616,900	8,553,000	9,560,400
Use of Money & Property				
Interest Earnings	105,723	140,000	140,000	140,000
Rental of Real Property	317,218	341,000	272,000	567,300
Use of Money & Property Total	422,941	481,000	412,000	707,300
Fines & Forfeitures				
City Court Fines	23,736	20,000	23,100	20,000
Moving Violations	678,330	1,060,800	819,100	2,194,700
Parking Violations	883,574	900,000	900,000	900,000
Municipal Code Fines	2,055,008	1,593,100	1,500,000	1,500,000
Miscellaneous	495,640	750,300	400,000	301,000
Red Light Camera Violations	1,988,946	78,800	0	0
Fines & Forfeitures Total	6,125,234	4,403,000	3,642,200	4,915,700
Licenses & Permits				
Business & Occupational Licenses	326,895	296,600	300,800	257,200
Bingo Licenses	9,261	9,000	9,500	10,000
Professional Licenses	36,535	312,300	323,300	39,000
Other Licenses	75,353	71,000	68,500	80,100
Building Permits	2,067,031	2,099,000	2,169,000	2,239,900
Street Opening Permits	701,321	415,000	375,000	475,000
Licenses & Permits Total	3,216,396	3,202,900	3,246,100	3,101,200
Sale of Property & Compensation for Loss				
Sale of Scrap	273,682	250,000	250,000	250,000
Sale of Real Property	2,367,420	1,860,000	1,860,000	2,244,000
Sale of Unclaimed Property	294,730	257,400	258,500	258,200
Other Compensation for Loss	328,506	128,000	147,500	161,000
Sale of Property & Compensation for Loss Total	3,264,338	2,495,400	2,516,000	2,913,200

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Miscellaneous				
General Fund Surplus	5,030,000	5,671,000	5,671,000	5,670,000
Appr. Of Fund Balance Capital Projects	1,000,000	0	0	3,500,000
Appr. Of Fund Balance Retirement Costs	4,500,000	4,600,000	4,600,000	4,600,000
Appr. Of Fund Balance Tax Relief	5,138,800	5,000,000	5,000,000	3,000,000
Cable TV Franchise Revenue	1,802,895	1,855,000	1,869,500	1,869,500
Miscellaneous	3,046,198	997,000	850,000	1,100,000
First Responder Franchise Fee	339,422	347,900	347,900	356,600
Miscellaneous Total	20,857,315	18,470,900	18,338,400	20,096,100
Intergovernmental – New York State				
Aid & Incentives to Municipalities	88,234,464	88,234,400	88,234,400	88,234,400
STAR	11,213,105	10,138,100	10,223,500	9,750,600
Youth Aid	55,267	54,300	55,300	54,300
Consolidated Highway Improvements	4,488,303	5,025,200	5,025,200	5,001,200
Miscellaneous	1,505,133	2,050,800	1,927,100	1,618,800
Unrestricted Aid	6,000,000	0	0	0
Intergovernmental – New York State Total	111,496,272	105,502,800	105,465,500	104,659,300
Intergovernmental – Federal				
Community Development Block Grant	3,650,210	3,582,600	3,643,700	3,633,500
Transportation Grants	35,118	213,000	25,000	75,000
Federal Nutrition	280,784	265,800	301,200	288,200
Lead Programs	114,166	97,500	97,500	63,300
Miscellaneous	1,659,456	1,271,000	1,504,100	1,130,100
Intergovernmental – Federal Total	5,739,734	5,429,900	5,571,500	5,190,100
Intergovernmental – Other				
Off Track Betting	190,227	215,000	200,000	200,000
Emergency Communications	17,268,505	18,029,400	18,165,600	18,591,400
Police Services-Firearms Instruction	55,675	55,700	55,700	55,700
Election Inspectors	232,877	216,200	220,000	200,000
Traffic Shares	49,369	32,000	110,000	103,000
STOP-DWI	121,238	130,300	130,300	77,400
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Miscellaneous	344,156	340,200	340,200	351,000
Intergovernmental – Other Total	19,057,047	19,813,800	20,016,800	20,373,500

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Interfund Revenue & Transfers				
City School District	-119,100,000	-119,100,000	-119,100,000	-119,100,000
Water Fund	5,373,600	5,373,600	5,373,600	5,373,600
Special & Enterprise Funds	6,639,100	6,639,100	6,639,100	6,639,100
Street Lighting Districts	27,003	25,900	23,500	10,100
Premium & Interest Fund	4,800,000	5,800,000	5,800,000	5,800,000
Foreign Insurance Fund	160,406	166,200	160,400	166,200
Downtown Enhancement District	706,486	705,000	662,300	708,000
Seized Property Fund	608,495	400,200	400,200	128,800
Capital Funds	350,000	350,000	350,000	350,000
Trans. Refunds & Overpayment	0	400,000	400,000	0
Health Care Reserve Fund	2,000,000	1,300,900	1,951,400	1,300,900
Special Events Trust Fund	399,401	441,600	441,600	441,600
Interfund Revenue & Transfers Total	-98,035,509	-97,497,500	-96,897,900	-98,181,700
General Total	402,701,361	397,242,700	392,319,800	403,553,300
Animal				
Animal Control Center Fees	195,607	221,300	219,900	272,800
Dog Licenses	40,760	37,400	39,000	56,200
Animal Fines	14,173	20,000	20,000	22,000
Miscellaneous	55,065	125,900	126,700	3,000
Appropriation of Fund Balance	144,000	0	0	0
Property Tax	1,924,700	1,984,900	1,984,900	1,757,100
Animal Total	2,374,305	2,389,500	2,390,500	2,111,100
Library				
Library Charges	2,528,144	2,592,100	2,656,100	2,684,100
County Reimbursement	6,770,000	6,770,000	6,770,000	6,770,000
State Aid	902,257	930,800	969,900	916,800
Miscellaneous	125,162	31,100	39,600	37,500
Trans. Premium & Interest	16,800	13,900	13,900	9,200
Appropriation of Fund Balance	0	150,000	150,000	0
Property Tax	5,987,800	6,219,700	6,219,700	6,908,300
Library Total	16,330,163	16,707,600	16,819,200	17,325,900

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Water				
Metered Water Sales	34,767,989	34,150,000	35,056,900	34,390,900
Upland Sales/MCWA	2,175,550	2,159,300	2,135,300	2,135,300
Other Municipalities	489,804	400,000	300,000	400,000
Delinquent Collections	1,149,640	1,049,000	750,000	925,000
Service Charges	180,897	150,000	161,600	150,000
Interest & Penalties	912,311	1,015,400	1,040,500	905,000
State Aid	52,402	0	0	0
Miscellaneous	258,071	311,500	245,000	275,400
Interest Earnings	1,748	1,000	1,000	1,000
Intergovernmental – Federal	3,416	3,400	3,400	3,000
Trans. Premium & Interest	1,000,000	1,000,000	1,000,000	1,000,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Trans. Health Care Reserve	0	71,100	106,700	71,100
Appropriation of Fund Balance	1,854,400	1,739,500	1,739,500	2,662,900
Water Total	43,089,228	42,293,200	42,782,900	43,162,600
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	932,211	195,000	996,500	665,000
Interest Earnings	90	0	0	0
Trans. Premium & Interest	15,100	10,900	10,900	6,600
Property Tax	1,494,900	837,700	837,700	1,264,300
War Memorial Total	3,347,301	1,948,600	2,750,100	2,840,900
Parking				
Parking Ramps	7,571,194	6,883,000	7,300,500	7,067,300
Parking Lots	254,146	209,000	189,000	229,400
Meters	1,113,175	1,100,000	1,121,700	1,335,800
Parking Fines	2,823,140	2,700,000	2,725,400	2,650,000
Miscellaneous	5,271,780	81,600	97,800	66,600
Intergovernmental – Federal	1,737	1,700	1,700	1,000
Trans. Premium & Interest	189,100	194,300	194,300	128,100
Trans. Health Care Reserve	0	20,900	31,300	20,900
Appropriation of Fund Balance	280,500	1,317,700	1,317,700	2,836,100
Use of Money & Property	55,563	192,300	192,900	165,200
Property Tax	290,000	298,600	298,600	298,600
Parking Total	17,850,335	12,999,100	13,470,900	14,799,000

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Cemetery				
Sales	528,621	535,000	550,000	530,000
Service Charges	568,349	580,000	610,000	600,000
Miscellaneous	165,366	135,000	150,000	135,000
Interest Earnings	5,849	700	700	1,500
Trans. Premium & Interest	17,700	16,000	16,000	17,700
Appropriation of Fund Balance	352,400	0	0	0
Cremation Service fees	268,054	275,000	290,000	280,000
Property Tax	1,490,200	1,266,700	1,266,700	2,491,900
Cemetery Total	3,396,539	2,808,400	2,883,400	4,056,100
Public Market				
Market Fees	680,138	850,000	850,000	945,000
Embellishment Fees	43,817	48,000	48,000	48,800
Interest Earnings	86	100	1,000	1,000
Trans. Premium & Interest	3,900	46,500	46,500	49,100
Property Tax	91,300	96,200	96,200	529,700
Public Market Total	819,241	1,040,800	1,041,700	1,573,600
Refuse				
Current Collections	21,163,293	21,872,500	21,774,700	21,759,100
Commercial Charges	3,552,093	3,632,000	3,510,000	3,600,000
Delinquent Collections	2,733,790	2,494,200	2,108,100	2,314,700
Miscellaneous	358,319	365,000	315,000	390,000
Interest Earnings	1,100	28,000	4,500	10,000
Intergovernmental – New York State	25,140	0	0	0
Sale of Scrap	10,691	15,000	15,000	51,000
Trans. Health Care Reserve	0	63,300	95,000	63,300
Appropriation of Fund Balance	0	2,986,900	2,986,900	0
Refuse Total	27,844,426	31,456,900	30,809,200	28,188,100
Local Works				
Current Collections	18,069,518	18,488,600	18,442,600	18,442,600
Delinquent Collections	1,585,175	1,494,100	1,405,800	1,465,300
Miscellaneous	171,038	165,000	165,000	165,000
Interest Earnings	5,244	14,000	10,000	10,000
State Reimbursement-Snow & Ice Control	72,601	73,000	65,000	73,300
Trans. Premium & Interest	67,800	86,400	86,400	81,100
Trans. Health Care Reserve	0	43,700	65,600	43,700
Appropriation of Fund Balance	864,700	1,510,300	1,510,300	1,755,300
Local Works Total	20,836,076	21,875,100	21,750,700	22,036,300
Total All Funds	538,588,975	530,761,900	527,018,400	539,646,900

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 subject to subdivision 5-b of Chapter 57 of the Laws of 2007, referred to as the Maintenance of Effort for the Big 4 school districts in NYS. 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 2018-19 STAR revenue of $9,750,600 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) in 2018-19 is $72,600. The assessed value for a typical commercial property (Non-Homestead) is $285,200 in 2018-19.

	2017-18	2018-19	Change	Percent Change
TAX RATE (per $1,000)				
Homestead Class				
- City	5.83	6.29	0.46	7.89%
- School	12.50	12.58	0.08	0.64%
Total	18.33	18.87	0.54	2.95%
Non-Homestead Class				
- City	12.52	13.71	1.19	9.50%
- School	26.93	27.44	0.51	1.89%
Total	39.45	41.15	1.70	4.31%
TAX BURDEN				
Single Family Residence				
- City	$423.26	$456.65	$33.39	7.89%
- School	$907.50	$913.31	$5.81	0.64%
Total	$1,330.76	$1,369.96	$39.20	2.95%
Commercial Property				
- City	$3,570.70	$3,910.09	$339.39	9.50%
- School	$7,680.44	$7,825.89	$145.45	1.89%
Total	$11,251.14	$11,735.98	$484.84	4.31%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of City 2018-19 Property Tax Levy

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	463,990,200			463,990,200
Cash Capital		36,457,000		36,457,000
Debt Service			39,199,700	39,199,700
Tax Reserve	736,474	1,186,742	755,967	2,679,183
Total	464,726,674	37,643,742	39,955,667	542,326,083
REVENUE				
Operating	448,360,583			448,360,583
Cash Capital		11,271,700		11,271,700
Debt Service			23,156,400	23,156,400
Total	448,360,583	11,271,700	23,156,400	482,788,683
TOTAL TAX LEVY	16,366,091	26,372,042	16,799,267	59,537,400
Homestead (40.06863%)**				23,855,821
Non-Homestead (59.93137%)**				35,681,579
ASSESSED VALUE				6,394,825,183
Homestead				3,793,157,041
Non-Homestead				2,601,668,142
TAX RATE				
Homestead	1.73	2.79	1.77	6.29
Non-Homestead	3.77	6.07	3.87	13.71

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2018-19 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2017-18 Homestead and Non-Homestead apportionment was 39.93527% and 60.06473%

Computation of School 2018-19 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 debt service revenue allocation listed below is debt service that is treated as a current expense (i.e. lease/installment purchases) and debt service related to obligations of the Facilities Modernization Program.

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	76,941,234			76,941,234
Cash Capital		13,954,560		13,954,560
Debt Service			69,728,665	69,728,665
Tax Reserve	3,625,503	471,204	1,262,793	5,359,500
Total	80,566,737	14,425,764	70,991,458	165,983,959
REVENUE				
Operating	0	0	0	0
Cash Capital		3,954,560		3,954,560
Debt Service*	0	0	42,929,399	42,929,399
Total	0	3,954,560	42,929,399	46,883,959
TOTAL TAX LEVY	80,566,737	10,471,204	28,062,059	119,100,000
Homestead (40.06863%)**				47,721,738
Non-Homestead (59.93137%)**				71,378,262
ASSESSED VALUE				6,396,459,837
Homestead				3,794,791,695
Non-Homestead				2,601,668,142
TAX RATE				
Homestead	8.51	1.11	2.96	12.58
Non-Homestead	18.56	2.41	6.47	27.44

*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 2018-19 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2017-18 Homestead and Non-Homestead apportionment was 39.93527% and 60.06473% respectively.

Computation of Property Tax Revenue For The General Fund

City Property Tax Levy	59,537,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	178,637,400
Less: Allowance for Uncollectables (Tax Reserve)	8,038,683
Less: STAR Revenue	9,750,600
Combined City and School Property Tax Revenue	160,848,100
Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:	
Animal Control Fund	1,757,100
Library Fund	6,908,300
War Memorial Fund	1,264,300
Parking Fund	298,600
Cemetery Fund	2,491,900
Public Market Fund	529,700
Net General Fund Property Tax Revenue	147,598,200

Property Tax Cap

On June 24, 2011 New York State enacted a property tax cap that imposes a limit on the annual growth of property taxes levied by local governments to 2% or the rate of inflation, whichever is less. The calculation of the basic cap of up to 2% is subject to several exclusions or modifications. The calculation is adjusted by a tax base growth factor reflecting the “quantity change” in taxable property values in the base year which is reflective of actual physical changes including new construction. The levy limit is further impacted by the level of change for In Lieu of Tax Payments (PILOTs). The increase in PILOTs for 2018-19 at the revised homestead and non-homestead tax rates results in additional revenue of approximately $1,513,300. The cap calculation is also adjusted by any pension contribution increases that exceed two percentage points of covered payroll. The final adjustment in the calculation is the ability of a local government to use a carryover of up to 1.5% of any unused tax levy growth from the prior year calculation. Since the tax levy was not increased in 2017-18, the value represented by this carry-over is $1,498,375. For 2018-19, the allowable levy growth factor is 2.0% as published by the NYS Office of the Comptroller. The resulting allowable total tax levy increase for 2018-19 is $4,982,752. The proposed 2.4% increase to the tax levy of $4,188,000 when combined with other related charges on the tax bill results in a margin of approximately $463,000.

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 $86,000 or less. The second, called Basic STAR, is for all other home owners regardless of age with incomes less than $500,000.

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 4,500 property owners will benefit from the existing Enhanced STAR program and 17,900 property owners for the Basic STAR program in 2018-19 on their property tax bill. Properties purchased since February 1, 2015 receive a STAR check directly from NYS instead of receiving a credit on their tax bill. The amount of the benefit will be the same. Current STAR exemption recipients will not be impacted as long they continue to own their current home.

Eligible property owners for the 2018-19 program receive up to a $44,760 and $20,100 assessment exemption for the Enhanced program and Basic program respectively. The exemption levels for 2017-18 were $43,890 and $20,100. 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 2017-18 for the Enhanced and Basic programs were $888 and $421 respectively but due to the homestead tax rate reduction, the actual credit was limited to $804 and $368. The 2018-19 maximum STAR savings when adjusted for 2% is limited to $821 for the Enhanced program and $376 for the Basic program.

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 2018-19 STAR revenue estimate to be reimbursed from the state for those enrolled in the original STAR program is as follows:

	Assessed Value Exemption	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	514,717,467	6.29	3,237,573	3,190,693
Non-Homestead	4,206,637	13.71	57,673	56,041
	518,924,104		3,295,246	3,246,734
School:				
Homestead	515,664,758	12.58	6,487,063	6,391,728
Non-Homestead	4,206,637	27.44	115,430	112,110
	519,871,395		6,602,493	6,503,838
Total	N/A	N/A	9,897,739	9,750,572

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Value – Changes

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

2018-19 Assessed Value	6,394,825,183
2017-18 Assessed Value	6,450,303,764
Change	-55,478,581
Percent Change	-0.86%

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

Non-Homestead Assessment:	
70 S. Fitzhugh Street (Civic Center Garage-from COMIDA)	6,460,000
124 E. Main Street (parking garage-from COMIDA)	1,987,600
Roll Section 7 (Railroad)	1,039,640
RG&E Station 5 (Driving Park)	-24,010,000
RG&E (Mt. Hope Avenue)	-13,928,570
180 S. Clinton Avenue (to COMIDA)	-7,500,000
RG&E Station (BeeBee)	-3,962,000
Roll Section 5 (Special Franchise)	-3,858,310
255 East Avenue (Corporate Place)	-2,945,000
150 Verona Street (Carestream Health)	-2,659,300
231 East Avenue (Corporate Place)	-2,205,000
234-250 Andrews Street (to COMIDA)	-2,047,100
Charlotte Square Homes (to COMIDA)	-975,000
Non-Homestead net of other changes	307,045
Subtotal	-54,295,995
Homestead Assessment :	
Decrease in Veterans Exemption	-1,545,617
Homestead net of other changes	363,031
Subtotal	-1,182,586
Total Assessment Change	-55,478,581

Assessed Valuation – Historic

Fiscal Year	General Municipal Purposes	Veterans Exemption*	Total School Purposes**	Change from Prior Year
2018-19	6,394,825,183	1,634,654	6,396,459,837	-64,074,861
2017-18	6,450,303,764	10,230,934	6,460,534,698	-28,695,449
2016-17	6,477,500,681	11,729,466	6,489,230,147	496,368,503
2015-16	5,980,614,540	12,247,104	5,992,861,644	23,740,117
2014-15	5,922,584,257	46,537,270	5,969,121,527	37,771,486
2013-14	5,882,907,153	48,442,888	5,931,350,041	20,358,462
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	37,975,473

*Subject to General Municipal Purposes but not School Purposes.
**Local Law No. 1 of 2015 adopted section 458-a (2)(d)(ii) of the Real Property Tax Law (RPTL) to apply the alternate veterans tax exemption for School Purposes as well as General Municipal Purposes. Local Law No. 5 of 2017 adopted section 458-b (2)(d)(iii) of the RPTL to apply the Cold War veterans exemption. Local Law No. 6 of 2017 adopted section 459-c of the RPTL for persons with disabilities and limited income.

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

Fiscal Year	Tax Billed July 1	Current Collections	Percent of Levy	Tax Balances June 30*
2017-18	219,297,564	204,474,210	93.24	14,823,354
2016-17	217,466,400	203,171,637	93.43	13,592,117
2015-16	213,822,938	198,289,077	92.74	14,247,070
2014-15	213,694,121	191,616,333	89.67	14,789,367
2013-14	206,187,605	190,290,555	92.29	14,423,393
2012-13	206,013,149	190,955,268	92.69	15,025,054
2011-12	205,558,194	185,325,233	90.16	15,009,884
2010-11	201,211,222	182,280,504	90.59	14,879,786
2009-10	197,218,680	181,217,589	91.89	14,354,317
2008-09	196,088,229	174,901,972	89.20	13,496,524

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

B. Delinquent Taxes

Fiscal Year	Delinquent Tax Balances July 1	Delinquent Tax Collections	Percent of Delinquent Tax Balances	Delinquent Tax Balances June 30*	Total Tax Balances June 30**
2017-18	23,556,862	11,230,264	47.67	12,326,598	25,886,641
2016-17	25,848,886	12,589,366	48.70	9,965,610	23,556,862
2015-16	24,042,857	10,491,733	43.64	11,601,816	25,848,886
2014-15	21,196,943	9,729,027	45.90	9,253,490	24,042,691
2013-14	17,595,933	8,683,531	49.35	6,773,716	21,197,109
2012-13	17,491,685	9,953,813	56.91	2,570,879	17,595,933
2011-12	17,188,963	9,163,776	53.31	2,481,801	17,491,685
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

*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 have 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.

Fiscal Year	Assessed Value	Equalization Ratio	Full Assessed Valuation
2018-19	6,396,459,837	97.35	6,570,580,213
2017-18	6,460,534,698	98.40	6,565,584,043
2016-17	6,489,230,147	99.65	6,512,022,225
2015-16	5,992,861,644	91.88	6,522,487,640
2014-15	5,969,121,527	99.76	5,983,481,884
	Five Year Total		32,154,156,005
	Five Year Average		6,430,831,201
	Constitutional Percentage		2%
	Constitutional Limit		128,616,624

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.

Constitutional Operating Tax Limit 2009-10 to 2018-19

Fiscal Year	Limit	Amount Used	Tax Margin
2018-19	128,616,624	85,869,400	42,747,224
2017-18	126,953,917	86,261,900	40,692,017
2016-17	122,588,990	86,682,510	35,906,480
2015-16	120,915,400	95,608,916	25,306,484
2014-15	120,630,471	87,869,202	32,761,269
2013-14	118,271,244	83,788,131	34,483,113
2012-13	117,713,012	81,464,027	36,248,985
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

Computation of Constitutional Tax Levy Margin for Fiscal Year 2017-18

Five Year Average Full Valuation		$6,430,831,201
Two Per Centum of Five Year Average Full Valuation		$128,616,624
Exclusion Added Thereto:		
School bonds and notes, principal and interest	$26,799,400	
Water bonds and notes, principal and interest	8,926,000	
Appropriation for bonded indebtedness	24,007,700	
Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law*	40,999,300	100,732,400
		229,349,024
Less: Revenue Applied to Debt		7,964,400
Maximum Taxing Power		221,384,624
Total Tax Levy		178,637,400
Constitutional Tax Levy Margin		$42,747,224

*Includes City School District Cash Capital

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS
LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

RP-495 (9/08)

NEW YORK STATE DEPARTMENT OF TAXATION & FINANCE

OFFICE OF REAL PROPERTY TAX SERVICES

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

(for local use only -- not to be filed with NYS Office of Real Property Tax Services)

Date: May 16, 2018

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2017

Total equalized value in taxing jurisdiction: $ 9,128,450,864

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Total Equalized Value (Column E)	Percentage of Value Exempted (Column F)
13100	County Owned (Generally)	RPTL 406(1)	46	175,817,550	1.93%
13350	City Owner (Generally)	RPTL 406(1)	3,287	457,635,350	5.01%
18020	Municipal Ind. Dev. Agency	RPTL 412-a	173	431,302,200	4.72%
25110	Nonprofit Orgnztn-Religious	RPTL 420-a	567	142,456,525	1.56%
25120	Nonprofit Orgnztn-Educational	RPTL 420-a	152	380,511,000	4.17%
25130	Nonprofit Orgnztn-Charitable	RPTL 420-a	185	103,223,600	1.13%
25210	Nonprofit Orgnztn-Hospital	RPTL 420-a	13	220,912,925	2.42%
41836	Enhanced Star	RPTL 425	4,677	165,330,638	1.81%
41856	Basic Star	RPTL 426	19,068	382,550,855	4.19%
All Other	All Other	Various	7,027	766,380,969	8.40%
		Totals	35,195	$3,226,121,612	35.34%

The exempt amounts do not take into consideration any payments for municipal services.

Amount, if any, attributed to payments in lieu of taxes: $

(details contained on RP-495-PILOT)

RP-495 PILOT (9/08)

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

(for local use only -- not to be filed with NYS Department of Taxation & Finance - Office of Real Property Tax Services)

Date: May 16, 2018

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2017

Total equalized value in taxing jurisdiction: **$ 9,128,450,864**

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Payments in Lieu of Taxes (PILOTs) (Column E)
18020	Municipal Indust Dev Agency	RPTL 412-a	173	$8,420,830.95
		Totals	173	$8,420,830.95

Expense Changes – Highlights

The 2018-19 Proposed Budget of $539,646,900 increases expenditures by $12,628,500, 2.4% more than the 2017-18 Amended 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 #2 through #15 of this document.

MAJOR INCREASES

- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiations
- Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care
- Cash Capital expenses
- Debt Service
- Program enhancements
- Traffic Violations Agency

MAJOR DECREASES

- Departmental reductions and efficiencies
- Utility expense including heat, light and power

Change Detail

Salary & Wage Adjustment	Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
2,942,600	797,100	-27,500	30,800	14,100	8,871,400	12,628,500

Year-to-Year Comparison

	Budget 2017-18	Budget 2018-19	Variance	Percent
City Council and Clerk	1,875,800	1,874,700	-1,100	-0.1
Administration:				
Mayor's Office	2,733,200	2,840,800	107,600	3.9
Management & Budget	814,000	786,000	-28,000	-3.4
Human Resource Management	2,278,900	2,348,900	70,000	3.1
Communications	3,102,800	3,181,200	78,400	2.5
Law	2,066,700	2,022,200	-44,500	-2.2
Information Technology	8,538,400	8,257,400	-281,000	-3.3
Finance (Excluding Parking)	5,076,100	5,729,000	652,900	12.9
Finance (Parking)	6,283,400	6,144,000	-139,400	-2.2
Neighborhood & Business Development	11,171,600	11,053,300	-118,300	-1.1
Environmental Services	86,158,100	86,229,200	71,100	0.1
Emergency Communications	13,861,200	14,227,200	366,000	2.6
Police	90,571,200	90,380,200	-191,000	-0.2
Fire	50,297,500	51,569,200	1,271,700	2.5
Library	11,901,100	11,971,600	70,500	0.6
Recreation & Youth Services	12,036,400	11,830,200	-206,200	-1.7
Undistributed Expense	143,301,700	144,671,000	1,369,300	1.0
Contingency	5,095,000	8,874,100	3,779,100	74.2
Cash Capital	32,233,000	36,457,000	4,224,000	13.1
Debt Service	37,622,300	39,199,700	1,577,400	4.2
TOTAL	527,018,400	539,646,900	12,628,500	2.4

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
City Council and Clerk	1,788,475	1,838,800	1,875,800	1,874,700
Administration				
Mayor's Office	2,588,452	2,645,700	2,733,200	2,840,800
Management & Budget	708,079	734,000	814,000	786,000
Human Resource Management	2,208,374	2,167,400	2,278,900	2,348,900
Communications	3,161,101	3,029,800	3,102,800	3,181,200
Law Department	1,962,521	1,919,900	2,066,700	2,022,200
	10,628,527	10,496,800	10,995,600	11,179,100
Information Technology	8,776,556	9,111,200	9,259,900	9,109,700
Interfund Credit	-79,916	-75,800	-75,800	-85,900
Intrafund Credit	-618,296	-645,700	-645,700	-766,400
	8,078,344	8,389,700	8,538,400	8,257,400
Finance				
Director's Office	459,903	571,500	576,800	585,800
Accounting	1,183,431	1,198,100	1,233,600	1,207,600
Treasury	1,668,761	1,788,100	1,775,000	1,767,500
Assessment	823,732	856,900	906,000	899,100
Parking & Municipal Violations	6,734,101	6,125,500	6,283,400	6,144,000
Purchasing	1,022,400	1,004,500	1,067,100	1,075,300
Traffic Violations Agency	0	280,100	295,600	934,000
	11,892,328	11,824,700	12,137,500	12,613,300
Interfund Credit	-188,638	-231,000	-239,300	-187,900
Intrafund Credit	-450,870	-498,600	-538,700	-552,400
	11,252,820	11,095,100	11,359,500	11,873,000
Neighborhood & Business Development				
Commissioner	837,214	1,031,200	1,124,100	1,105,900
Business & Housing Development	3,129,624	2,457,700	2,817,200	2,784,900
Neighborhood Preservation	1,375,329	1,416,400	1,477,700	1,496,800
Buildings and Zoning	4,999,913	5,459,700	5,752,600	5,665,700
Total	10,342,080	10,365,000	11,171,600	11,053,300
Environmental Services				
Office of the Commissioner	3,229,753	3,226,700	3,325,100	3,322,400
Architecture & Engineering	7,185,884	7,159,600	7,658,300	7,279,600
Operations	32,773,259	34,702,100	35,311,700	36,160,600
Buildings and Parks	15,811,673	16,208,000	16,507,200	16,565,600
Equipment Services	11,508,475	12,287,300	12,746,700	12,704,300
Water	21,457,209	21,862,000	22,816,500	22,718,800
	91,966,253	95,445,700	98,365,500	98,751,300
Interfund Credit	-6,159,840	-6,179,900	-6,461,500	-6,736,600
Intrafund Credit	-4,881,542	-5,495,400	-5,745,900	-5,785,500
	80,924,871	83,770,400	86,158,100	86,229,200

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Emergency Communications	13,495,642	13,609,200	13,861,200	14,227,200
Police	93,375,705	90,236,300	90,571,200	90,380,200
Fire	49,666,937	50,093,900	50,297,500	51,569,200
Library				
Central Library	7,307,498	7,317,300	7,344,600	7,445,700
Community Library	4,483,504	4,419,300	4,556,500	4,525,900
	11,791,002	11,736,600	11,901,100	11,971,600
Recreation & Youth Services				
Office of the Commissioner	1,984,881	2,132,400	2,189,000	2,150,400
Recreation	7,629,060	7,505,500	8,006,200	8,280,100
BEST	1,716,858	1,681,700	1,841,200	1,399,700
Total	11,330,799	11,319,600	12,036,400	11,830,200
Undistributed	133,759,736	139,179,700	143,705,400	145,071,700
Interfund Credit	-135,668	-166,500	-248,000	-245,000
Intrafund Credit	-149,362	-116,600	-155,700	-155,700
	133,474,706	138,896,600	143,301,700	144,671,000
Contingency	0	5,095,000	5,095,000	8,874,100
Capital				
Cash Capital	31,935,000	32,233,000	32,233,000	36,457,000
Debt Service	35,787,995	37,622,300	37,622,300	39,199,700
	67,722,995	69,855,300	69,855,300	75,656,700
TOTAL	503,872,903	516,798,300	527,018,400	539,646,900

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
PERSONNEL EXPENSES				
City Council and Clerk	1,604,170	1,642,200	1,657,900	1,668,600
Administration	7,869,276	7,841,000	8,219,100	8,457,200
Information Technology	4,353,762	4,472,300	4,585,900	4,548,200
Finance	6,018,523	6,150,300	6,310,900	6,725,900
Neighborhood & Business Development	8,949,525	8,873,600	9,611,100	9,455,800
Environmental Services	38,384,558	39,433,900	40,223,000	40,655,600
Emergency Communications	12,412,256	12,389,900	12,839,700	13,059,100
Police	82,653,422	80,170,100	79,933,400	79,903,700
Fire	46,039,159	46,483,800	46,712,800	47,947,900
Library	8,788,959	8,793,300	8,767,000	8,948,800
Recreation & Youth Services	7,833,721	7,852,100	8,294,300	8,039,200
Undistributed	105,632,220	108,712,900	110,999,400	111,372,700
	330,539,551	332,815,400	338,154,500	340,782,700
MATERIALS AND SUPPLIES				
City Council and Clerk	7,456	9,400	7,400	7,400
Administration	79,667	82,200	102,100	114,300
Information Technology	25,541	33,500	37,400	27,900
Finance	192,241	186,600	225,100	229,000
Neighborhood & Business Development	54,984	43,200	51,100	51,300
Environmental Services	9,240,866	10,163,200	10,694,200	10,458,200
Emergency Communications	114,552	82,700	100,400	102,800
Police	1,349,947	1,366,700	1,435,200	1,422,800
Fire	617,428	649,600	654,800	644,400
Library	1,310,912	1,283,700	1,295,300	1,232,300
Recreation & Youth Services	304,557	298,100	325,700	325,200
	13,298,151	14,198,900	14,928,700	14,615,600

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
SERVICES				
City Council and Clerk	176,849	187,200	210,500	198,700
Administration	2,679,584	2,573,600	2,674,400	2,607,600
Information Technology	4,397,253	4,605,400	4,636,600	4,533,600
Finance	5,681,564	5,487,800	5,601,500	5,658,400
Neighborhood & Business Development	1,337,571	1,448,200	1,509,400	1,546,200
Environmental Services	35,424,097	36,486,000	38,085,700	38,100,200
Emergency Communications	968,834	1,136,600	921,100	1,065,300
Police	9,347,808	8,658,100	9,165,300	9,035,800
Fire	3,003,160	2,937,900	2,905,500	2,970,400
Library	1,691,131	1,624,600	1,761,720	1,695,500
Recreation & Youth Services	3,192,521	3,169,400	3,416,400	3,465,800
Capital & Debt	39,400	39,400	39,400	39,400
	67,939,772	68,354,200	70,927,520	70,916,900
OTHER				
Neighborhood & Business Development	0	0	0	0
Environmental Services	8,916,732	9,362,600	9,362,600	9,537,300
Emergency Communications	0	0	0	0
Police	24,528	41,400	37,300	17,900
Fire	7,190	22,600	24,400	6,500
Library	0	35,000	77,080	95,000
Recreation & Youth Services	0	0	0	0
Undistributed	28,127,516	30,466,800	32,706,000	33,699,000
Contingency	0	5,095,000	5,095,000	8,874,100
Capital & Debt	67,683,595	69,815,900	69,815,900	75,617,300
	104,759,561	114,839,300	117,118,280	127,847,100
INTERFUND & INTRAFUND CREDITS	-12,664,132	-13,409,500	-14,110,600	-14,515,400
Total	503,872,903	516,798,300	527,018,400	539,646,900

EXPENDITURE SUMMARY
SUMMARY OF 2017-18 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. 2017-18 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

Department	Approved Budget	Amended Budget	Variance	Ordinances
City Council and Clerk	1,854,200	1,875,800	21,600	2017-377
Administration:				
-Mayor's Office	2,689,900	2,733,200	43,300	2017-377
-Management & Budget	798,700	814,000	15,300	2017-377
-Human Resource Management	2,246,500	2,278,900	32,400	2017-377
-Communications	3,069,300	3,102,800	33,500	2017-289; 2017-377
-Law	2,030,900	2,066,700	35,800	2017-377
Information Technology	8,249,200	8,538,400	289,200	2017-322; 2017-377
Finance (excl. Parking)	4,701,600	5,076,100	374,500	2017-377; 2018-50
Finance - Parking	6,243,100	6,283,400	40,300	2017-377
Neighborhood & Business Development	10,985,000	11,171,600	186,600	2017-377
Environmental Services	85,363,100	86,158,100	795,000	2017-377; 2017-398
Emergency Communications	13,540,300	13,861,200	320,900	2017-377
Police	89,837,600	90,571,200	733,600	2017-243; 2017-244; 2017-276; 2017-277; 2017-278; 2017-279; 2017-309; 2017-311; 2017-312; 2017-316; 2017-342; 2017-365; 2017-367; 2017-377; 2018-21; 2018-48; 2018-77; 2018-104; 2018-7
Fire	50,215,900	50,297,500	81,600	2017-248; 2017-343; 2017-377
Library	11,793,500	11,901,100	107,600	2017-251; 2017-377
Recreation & Youth Services	11,822,800	12,036,400	213,600	2017-377; 2018-19; 2018-20
Undistributed Expenses	143,058,700	143,301,700	243,000	2017-248; 2017-367; 2017-377; 2018-19; 2018-50
Contingency	7,548,500	5,095,000	-2,453,500	2017-347; 2017-377
Cash Capital	31,933,000	32,233,000	300,000	2017-347
Debt Service	37,622,300	37,622,300	0	
TOTAL EXPENSE	525,604,100	527,018,400	1,414,300	

Ordinance	Purpose	Amount		Department
2017-243	GRANET Grant	200,000	*	Police
2017-244	Federal Forfeiture Funds	5,000	*	Police
2017-248	State Homeland Security Grant	19,000	*	Fire
		8,000	*	Undistributed
2017-251	Bullet Aid	51,000	*	Library
2017-276	Federal Forfeiture Funds	15,000	*	Police
2017-277	Federal Forfeiture Funds	10,000	*	Police
2017-278	Federal Forfeiture Funds	15,000	*	Police
2017-279	NYS DCJS Grants	25,000	*	Police
2017-289	NYS OPRHP Grant - Clarissa St.	5,000	*	Communications
2017-309	ASPCA Grant	25,000	*	Police
2017-311	Pet Smart Grant	41,800	*	Police
2017-312	STOP DWI Grant	64,600	*	Police
2017-316	GTSC Child Passenger Safety	900	*	Police
2017-322	NYS Archives	200,000	*	IT
2017-342	Police Grant Rollovers	13,400	*	Police
2017-343	Fire Prevention - Hartford Financial	10,000	*	Fire
2017-347	NYSED Library Grant	-150,000		Contingency
		300,000		Cash Capital
		150,000	*	
2017-365	NYS DCJS MVTIP	29,600	*	Police
2017-367	Monroe County Criminal Justice Response	5,400	*	Police
		1,800	*	Undistributed

EXPENDITURE SUMMARY
SUMMARY OF 2017-18 BUDGET AMENDMENTS

2017-377	Wage Amendment	21,600		Council/Clerk
		43,300		Mayor's Office
		15,300		Office of Management and Budget
		32,400		Human Resources Management
		28,500		Communications
		35,800		Law
		89,200		Information Technology
		78,900		Finance (excluding Parking)
		40,300		Finance - Parking Bureau
		186,600		Neighborhood and Business Development
		770,000		Environmental Services
		320,900		Emergency Communications Department
		200,200		Police
		52,600		Fire
		56,600		Library
		168,100		Recreation and Youth Services
		163,200		Undistributed
		-2,303,500		Contingency
2017-398	NYS DOS Ryan Center Grant	25,000	*	Environmental Services
2018-19	RCSD After School Programs	30,500	*	Recreation and Youth Services
		1,300	*	Undistributed
2018-20	Youth Voice One Vision	15,000	*	Recreation and Youth Services
2018-21	NYS Archives	5,500	*	Police
2018-48	PetSmart Grant	42,100	*	Police
2018-50	Traffic Violations Agency	295,600	*	Finance
		68,700	*	Undistributed
2018-77	Petco Grant	7,000	*	Police
2018-104	Forfeiture Funds	26,400	*	Police
2018-107	STOP DWI Grant	1,700	*	Police

*Appropriation of additional revenue

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 1-43 to 1-44, 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 Expense Budget	Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
City Council and Clerk	1,874,700	910,900	0	0	2,785,600	631,200	2,154,400
Administration	11,179,100	5,191,400	690,000	4,445,173	21,505,673	807,600	20,698,073
Information Technology	8,257,400	2,824,400	1,732,000	0	12,813,800	0	12,813,800
Finance	11,873,000	4,000,300	0	0	15,873,300	16,779,000	-905,700
Neighborhood & Business Development	11,053,300	5,883,800	4,000,000	2,430,432	23,367,532	9,245,000	14,122,532
Environmental Services	86,229,200	27,688,500	25,787,000	20,850,880	160,555,580	102,516,200	58,039,380
Emergency Communication	14,227,200	8,109,600	70,000	399,960	22,806,760	18,591,400	4,215,360
Police	90,380,200	49,631,600	1,739,000	0	141,750,800	6,819,900	134,930,900
Fire	51,569,200	29,775,300	1,540,000	1,393,390	84,277,890	3,663,000	80,614,890
Library	11,971,600	4,131,700	270,000	255,370	16,628,670	10,408,400	6,220,270
Recreation & Youth Services	11,830,200	4,865,900	629,000	433,810	17,758,910	4,510,800	13,248,110
Undistributed*	1,657,600	0	0	0	1,657,600	0	1,657,600
Contingency	8,874,100	0	0	0	8,874,100	0	8,874,100
Cash Capital	N/A	0	0	0	0	0	0
Debt Service**	N/A	0	0	8,990,685	8,990,685	0	8,990,685
Total		143,013,400	36,457,000	39,199,700	539,646,900	173,972,500	365,674,400

*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 2018-19.

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 Market.

Refuse Fund includes refuse collection and disposal operations.

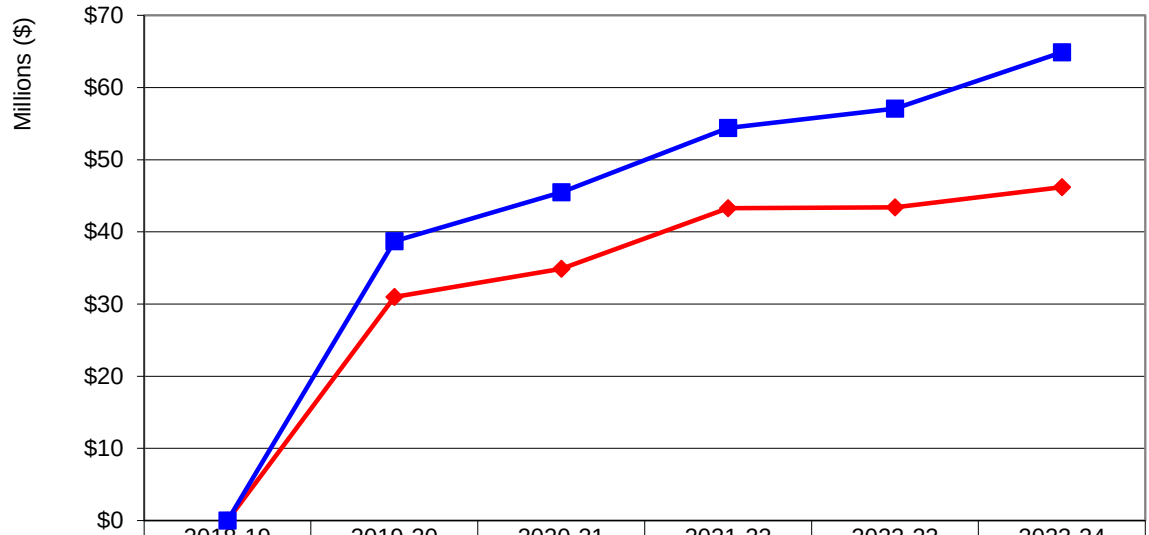
Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk	1,874,700										1,874,700
Administration:											
Mayor's Office	2,840,800										2,840,800
Management & Budget	786,000										786,000
Human Resource Management	2,348,900										2,348,900
Communications	3,181,200										3,181,200
Law	2,022,200										2,022,200
Information Technology	8,257,400										8,257,400
Finance	5,729,000						6,144,000				11,873,000
Neighborhood & Business Developme	11,053,300										11,053,300
Environmental Services	27,180,200			12,889,000	22,887,200	1,020,200		1,953,900		20,298,700	86,229,200
Emergency Communications	14,227,200										14,227,200
Police	88,903,400	1,476,800									90,380,200
Fire	51,569,200										51,569,200
Library			11,971,600								11,971,600
Recreation & Youth Services.	10,937,800								892,400		11,830,200
Undistributed Expense	123,042,300	619,300	4,131,700	3,880,400	5,535,400	49,600	1,088,500	552,400	79,000	5,692,400	144,671,000
Contingency	8,874,100										8,874,100
Cash Capital	18,463,000	15,000	966,000	4,012,000	5,814,000	444,000	3,036,000	1,432,000	78,000	2,197,000	36,457,000
Debt Service	22,262,600		256,600	1,254,900	8,926,000	1,327,100	4,530,500	117,800	524,200		39,199,700
	403,553,300	2,111,100	17,325,900	22,036,300	43,162,600	2,840,900	14,799,000	4,056,100	1,573,600	28,188,100	539,646,900
Revenue											
Property Tax (City & School)	147,598,200	1,757,100	6,908,300			1,264,300	298,600	2,491,900	529,700		160,848,100
Other Taxes	182,620,000										182,620,000
Departmental Income	9,560,400	332,000	2,684,100	19,907,900	39,131,200	665,000	8,633,700	1,545,000	993,800	27,834,800	111,287,900
Use of Money & Property	707,300			10,000	244,000		164,000	1,500	1,000	10,000	1,137,800
Fines & Forfeitures	4,915,700	22,000					2,650,000				7,587,700
Licenses & Permits	3,101,200										3,101,200
Sale of Property & Comp.	2,913,200										2,913,200
Miscellaneous	3,326,100		37,500	165,000	50,400		66,600			280,000	3,925,600
Intergovernmental State	104,659,300		916,800	73,300							105,649,400
Intergovernmental Federal	5,190,100				3,000		1,000				5,194,100
Intergovernmental Other	20,373,500		6,770,000			905,000					28,048,500
Interfund Revenue	-98,181,700			43,700	71,100		20,900			63,300	-97,982,700
Trans. Premium & Interest			9,200	81,100	1,000,000	6,600	128,100	17,700	49,100		1,291,800
Appropriation of Fund Balance	16,770,000			1,755,300	2,662,900		2,836,100				24,024,300
Total	403,553,300	2,111,100	17,325,900	22,036,300	43,162,600	2,840,900	14,799,000	4,056,100	1,573,600	28,188,100	539,646,900

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 $38.7 million is expected for 2019-20. This gap accumulates to $64.9 million in 2023-2024.

PROJECTED CITY OF ROCHESTER GAPS



	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
GENERAL FUND	0	$31.0	$34.9	$43.3	$43.4	$46.2
ALL FUNDS	0	$38.7	$45.5	$54.4	$57.1	$64.9

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 for 2018-19 is 3.4% higher than the 2017-18 budget. Future taxable sales growth rates assumed are 2.8% for 2019-20, 3.0% for 2020-21, and 3.1% for 2021-22 through 2023-24.

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 $1.5 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) is assumed to be constant for 2018-19 to 2023-24.
- Consolidated Highway Improvement Program funds continue at a maintenance of effort level.

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

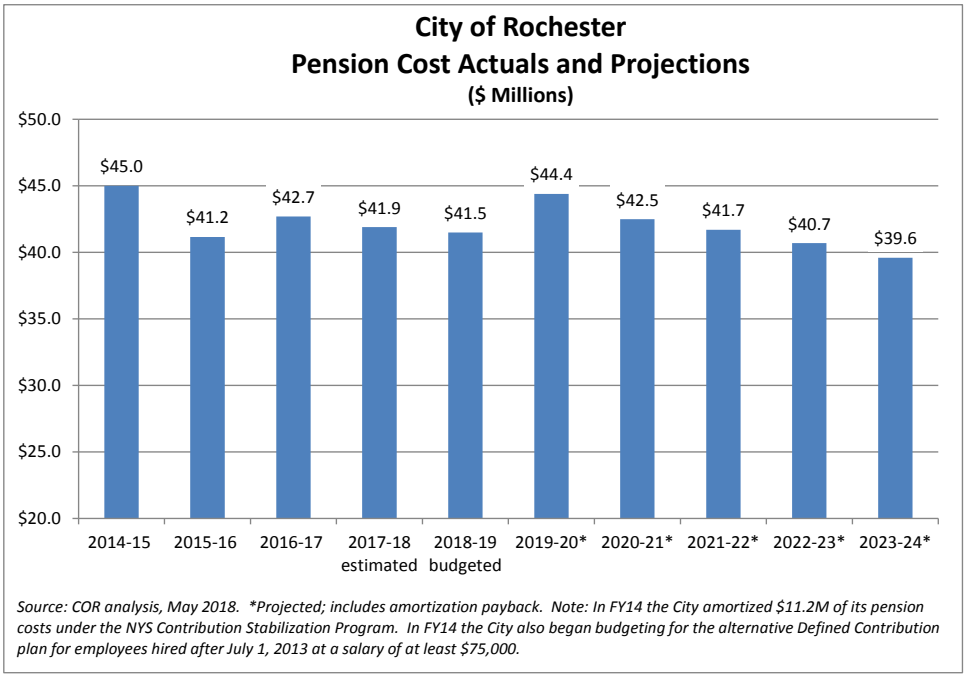
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

The multi-year projection assumes the appropriation of a rolling one percent General Fund surplus for 2019-20 to 2023-24.

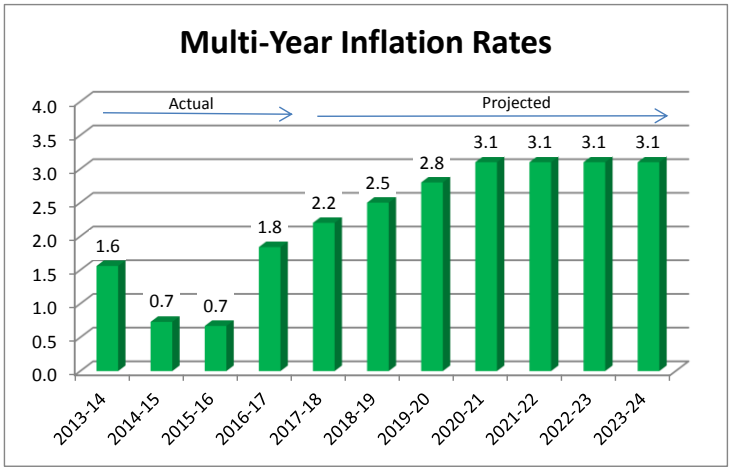
Expense

While a significant portion of the projected expenditures are the mandated contribution to the New York State Retirement System, pension costs appear to be flattening or slightly reduced. Retirement expense reflects projections based on the most recent information from the New York State Retirement System and amounts to $41.5 million for 2018-19.



*Source: COR analysis, May 2018. *Projected; includes amortization payback. Note: In FY14 the City amortized $11.2M of its pension costs under the NYS Contribution Stabilization Program. In FY14 the City also began budgeting for the alternative Defined Contribution plan for employees hired after July 1, 2013 at a salary of at least $75,000.*

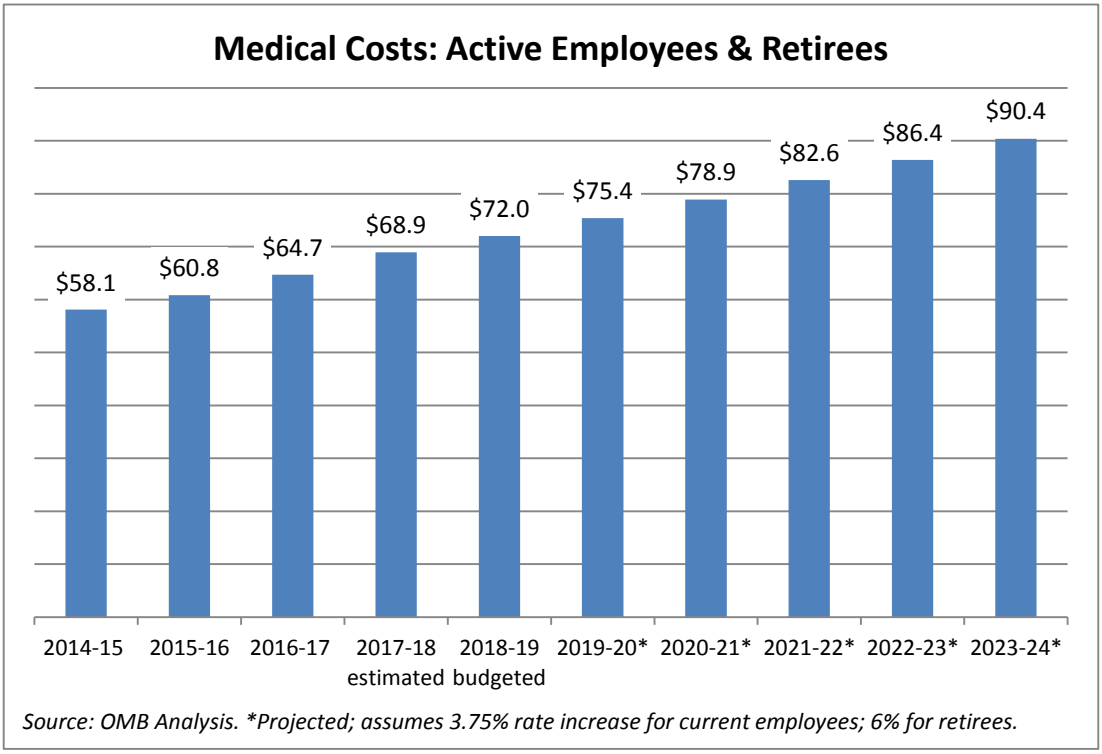
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected between 2.5% and 3.1% for 2018-19 through 2023-24. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and 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 2019-2023 Capital Improvement Program. The projected debt service reflects projects in the Capital Improvement Program.

A significant and growing impact on the projected expenditures is for medical costs for both current employees and for retirees. Projected costs for active employee hospitalization and medical insurance assume a 3.75% increase annually. Projections for retiree hospitalization and medical insurance assume a 4.8% increase in 2018-19 and 6% each year thereafter.



*Source: OMB Analysis. *Projected; assumes 3.75% rate increase for current employees; 6% for retirees.*

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:

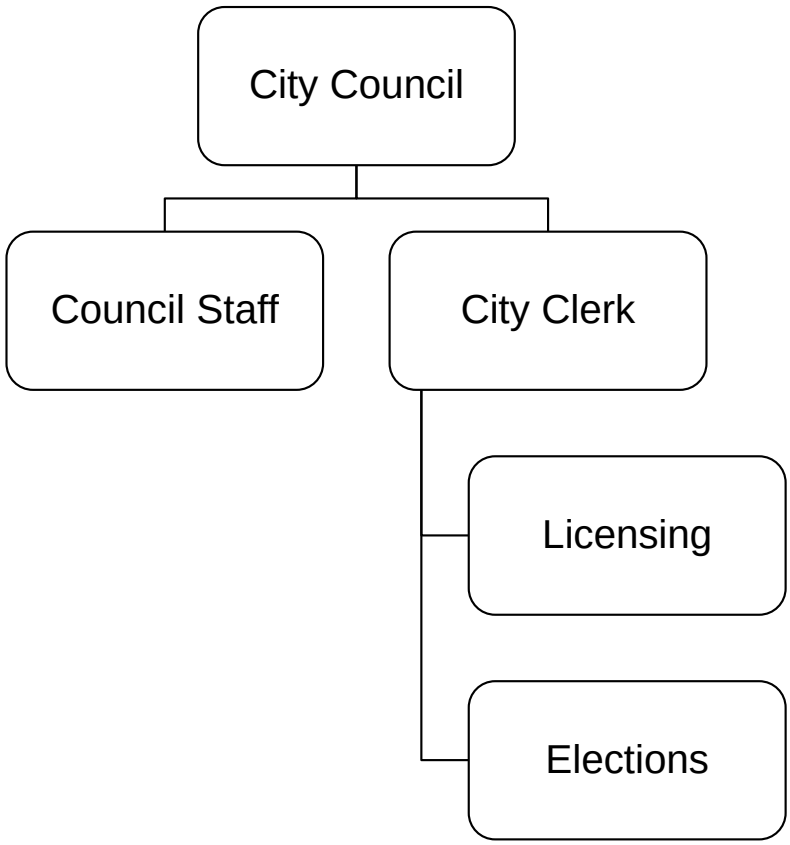
- ❑ Improve productivity – Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels.
- ❑ Reduce service – If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations 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.

Mission Statement

The Office of the City Council supports the City of Rochester's *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 *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.

Organization



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

The 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 permits and burglar alarm 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.

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
CUSTOMER PERSPECTIVE				
Licenses processed:				
● Dog	3,624	3,682	3,790	3,664
● Marriage	1,847	1,800	1,786	1,850
● Duplicate Marriage	1,425	1,502	1,473	1,525
● Commissioner of Deeds	138	126	132	145
● Business	1,212	1,107	1,221	1,115
● Hack Plates	252	224	242	205
● Taxicab drivers	471	360	452	340
● Other taxicab	321	250	312	220
● Animal and Poultry	66	66	51	68
Domestic Partnerships	238	233	195	234
Alarm permits	6,502	6,500	7,100	6,500
Handicapped parking	1,127	125	25	100
Marriage ceremonies	514	500	515	500
Passports	148	152	122	155
Corn Hill parking	269	273	260	275

Year-To-Year Comparison

Activity	Budget 2017-18	Budget 2018-19	Change	Percent Change
City Council	1,025,000	1,029,800	4,800	0.5%
Office of the City Clerk	385,300	396,200	10,900	2.8%
Licensing	235,400	238,700	3,300	1.4%
Elections	230,100	210,000	-20,100	-8.7%
Total	1,875,800	1,874,700	-1,100	-0.1%
Employee Years	23.2	23.1	-0.1	-0.4%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
10,700	2,400	-1,800	0	-1,300	-11,100	-1,100

Major Change

Materials and services are reduced due to budget constraints	-11,100

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

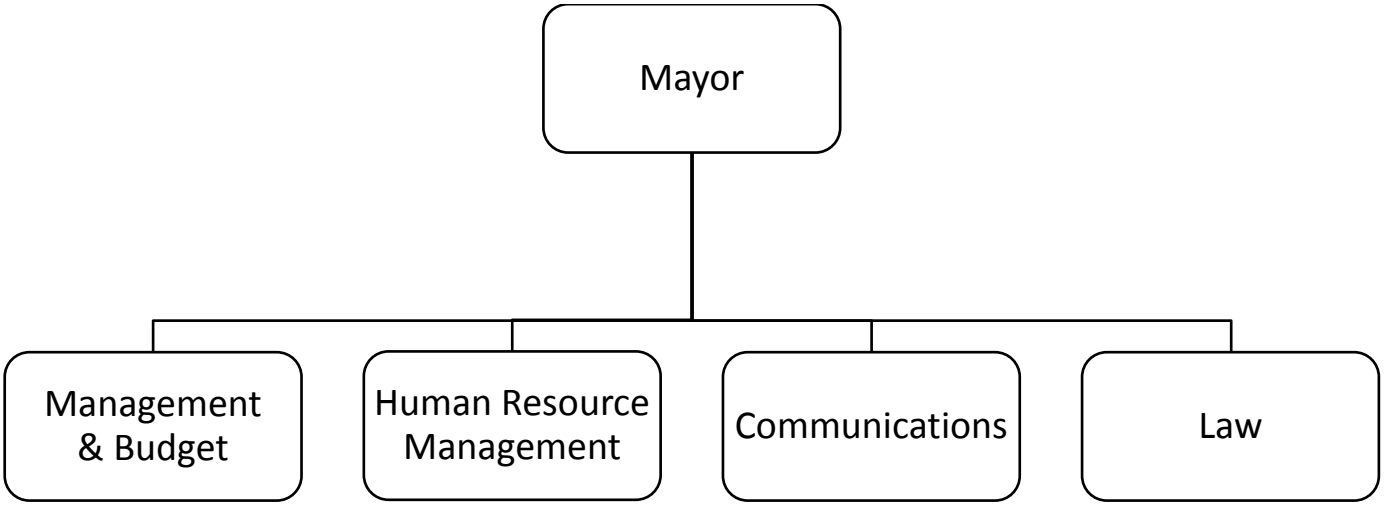
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,604,170	1,642,200	1,657,900	1,668,600
Materials & Supplies	7,456	9,400	7,400	7,400
Services	176,849	187,200	210,500	198,700
Other	0	0	0	0
Total	1,788,475	1,838,800	1,875,800	1,874,700
Appropriation by Activity				
City Council	982,587	1,029,200	1,025,000	1,029,800
Office of the City Clerk	349,345	358,500	385,300	396,200
Licensing	216,529	227,600	235,400	238,700
Elections	240,014	223,500	230,100	210,000
Total	1,788,475	1,838,800	1,875,800	1,874,700
Employee Years by Activity				
City Council	7.2	7.2	7.2	7.2
Office of the City Clerk	4.4	4.4	4.4	4.4
Licensing	4.1	4.1	4.1	4.1
Elections	7.6	7.5	7.5	7.4
Total	23.3	23.2	23.2	23.1

CITY COUNCIL & CLERK
PERSONNEL SUMMARY

FULL TIME POSITIONS				City Council	Office of the City Clerk	Licensing	Elections
Br.	Title	Budget 2017-18	Proposed 2018-19				
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		
24	Chief Legislative Assistant	1.0	1.0			1.0	
24	Senior Legislative Analyst	1.0	1.0	1.0			
22	Senior Legislative Assistant	1.0	1.0	0.3	0.5	0.2	
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		
11	Senior Legislative Clerk	1.0	1.0			1.0	
9	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		12.7	12.6	3.6	0.5	0.0	8.5
Less: Vacancy Allowance		1.5	1.5	0.2	0.1	0.1	1.1
Total		23.2	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 2017-18	Budget 2018-19	Change	Percent Change
Mayor's Office	2,733,200	2,840,800	107,600	3.9%
Management & Budget	814,000	786,000	-28,000	-3.4%
Human Resource Management	2,278,900	2,348,900	70,000	3.1%
Communications	3,102,800	3,181,200	78,400	2.5%
Law Department	2,066,700	2,022,200	-44,500	-2.2%
Total	10,995,600	11,179,100	183,500	1.7%
Employee Years	107.9	110.6	2.7	2.5%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
164,700	44,100	-5,100	0	1,300	-21,500	183,500

Major Change Highlights

A vacant Deputy Director of Communications was eliminated during 2017-18	-108,100
Vacant Executive Staff Assistant III in the Mayor's Office Administration eliminated	-86,400
Intra-fund credit from Traffic Violations Agency to support Traffic Prosecutor personnel expense	-82,900
Add one full time Business Analyst I in Department of Human Resources Management to support payroll/personnel system	81,300
An Associate Communications Assistant was added during 2017-18	79,200
A Junior Speechwriter was added during 2017-18	59,200
Executive Staff Assistant II added in Mayor's Office, Office of Community Wealth Building during 2017-18	59,000
Innovation Specialist added in Mayor's Office, Office of Innovation during 2017-18	44,000
Additional funding is included in Communications for expanded use of social media platforms and websites to promote City events and services	20,000

ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	7,869,276	7,841,000	8,219,100	8,457,200
Materials & Supplies	79,667	82,200	102,100	114,300
Services	2,679,584	2,573,600	2,674,400	2,607,600
Other	0	0	0	0
Total	10,628,527	10,496,800	10,995,600	11,179,100
Appropriation by Activity				
Mayor's Office	2,588,452	2,645,700	2,733,200	2,840,800
Management & Budget	708,079	734,000	814,000	786,000
Human Resource Management	2,208,374	2,167,400	2,278,900	2,348,900
Communications	3,161,101	3,029,800	3,102,800	3,181,200
Law Department	1,962,521	1,919,900	2,066,700	2,022,200
Total	10,628,527	10,496,800	10,995,600	11,179,100
Employee Years by Activity				
Mayor's Office	27.5	28.0	28.0	30.2
Management & Budget	8.5	8.5	8.7	8.5
Human Resource Management	31.2	30.3	30.8	30.9
Communications	18.9	18.0	18.9	19.5
Law Department	21.0	20.5	21.5	21.5
Total	107.1	105.3	107.9	110.6

Mission Statement

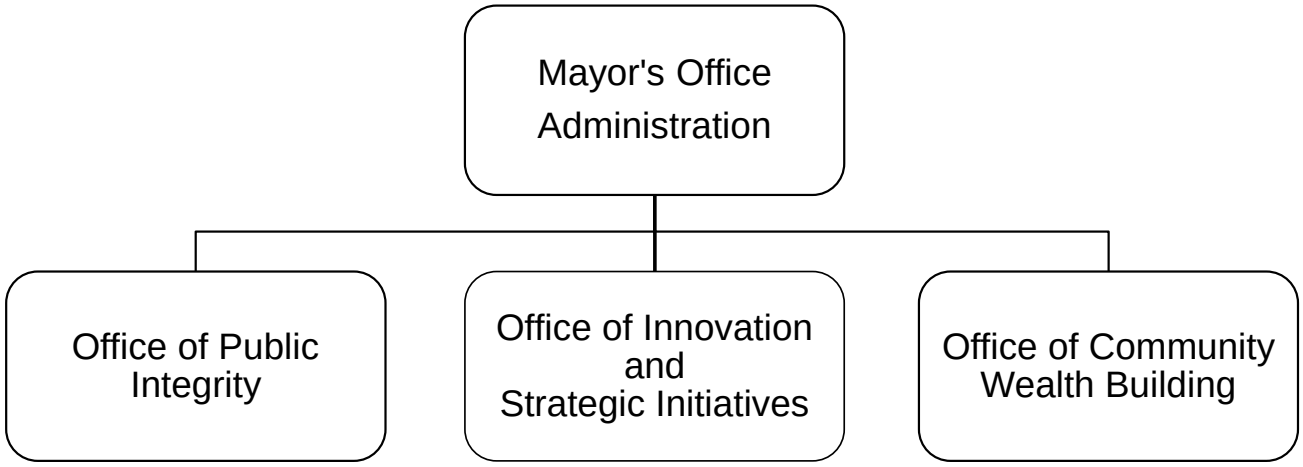
Mayor's Office Administration:
To make Rochester the best mid-sized city in the U.S. in which to live, raise a family, visit and grow a business. Our city will be renowned for its safe neighborhoods, vibrant economy, educational excellence and customer service.

Office of Public Integrity (OPI):
To support the City of Rochester's *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.

Office of Innovation:
The Office of Innovation supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by expanding the City's capacity for policy and best practice research, data analysis, program design and evaluation, and internal process improvement initiatives. The Office seeks to enhance the City's performance by collaborating with internal and external partners, identifying and pursuing funding opportunities, and increasing the efficiency and impact of City operations.

Office of Community Wealth Building:
The Office of Community Wealth Building supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by developing policies that combine existing government programs with the business community, the non-profit sector and educational institutions to help city residents build personal wealth and achieve equal pay for equal work.

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

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

Office of Innovation:
- ❑ Internal: City of Rochester administration, departments, and Mayor's Office staff
- ❑ External: Local, state, and federal government, city residents, businesses, neighborhood groups, community service providers, public and private educational institutions, the Rochester-Monroe Anti-Poverty Initiative (RMAPI), philanthropic partners, neighborhood stakeholders, nonprofit organizations

Office of Community Wealth Building:
- ❑ Internal: City of Rochester administration, departments, and Mayor's Office staff
- ❑ External: Local, state, and federal government, city residents, businesses, neighborhood groups, community service providers, public and private educational institutions, philanthropic partners, neighborhood stakeholders, nonprofit organizations

Critical Processes

Mayor's Office Administration:
- ❑ Oversee 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 the City to all constituencies and monitor satisfaction with City services

Office of Public Integrity (OPI):
- ❑ Conduct administrative investigations
- ❑ Conduct internal audits
- ❑ Conduct external audits if a relationship exists with the City
- ❑ Educate employees and constituents

Office of Innovation:
- ❑ Collaborate with internal stakeholders to identify opportunities to develop and implement process improvement plans to increase the efficiency and customer service of departmental operations
- ❑ Perform research, GIS mapping, and data analysis; maintain data dashboards
- ❑ Promote and formalize inter and intra-agency data-sharing processes and service coordination
- ❑ Provide policy recommendations and advise on major internal projects
- ❑ Provide strategic support for internal programs and studies
- ❑ Leverage funding opportunities for new or existing programs
- ❑ Facilitate community engagement opportunities

Office of Community Wealth Building:
- ❑ Facilitate community engagement opportunities to provide financial literacy education for residents and small business owners
- ❑ Serve as City's liaison to OWN Rochester, formerly the Market Driven Community Corporation
- ❑ Improve the community's access to credit
- ❑ Secure funding opportunities for new programs

ADMINISTRATION
MAYOR'S OFFICE

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.

2018-19 Strategic Goals & Objectives

Unit	Objective	Priorities Supported	Projected Completion
Mayor's Office	Oversee the successful implementation of phase one of the City's "ROC the Riverway" program in partnership with Governor Cuomo and community leaders	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
	Work with OMB and consultant to evaluate potential changes in the City's organizational structure to drive efficiency	Innovation and Efficiency	Second Quarter
Mayor's Office	Rigorously pursue federal, state and private funding to enhance City programs and initiatives	Innovation and Efficiency	Ongoing
Mayor's Office	Continue to oversee and expand the public safety diversity effort through outreach, recruitment, Clergy on Patrol, and other programs	Safer and More Vibrant Neighborhoods	Ongoing
Mayor's Office	Advocate for more educational opportunities for city families through literacy initiatives, scholarship opportunities, early learning programming, and further development of the community schools model	Better Schools and Educational Opportunities	Ongoing
Mayor's Office	Monitor the reorganization of RPD in its new five-section model to enhance neighborhood policing	Safer and More Vibrant Neighborhoods	Ongoing
Mayor's Office	Continue to work with the Department of Environmental Services and the Police Department to identify police section offices in neighborhoods	Safer and More Vibrant Neighborhoods	Ongoing
OPI	Update current Risk Assessment to reflect changes in departments, programs and risks within the City	Innovation and Efficiency	First Quarter
OPI	Execute updated risk-based audit plan	Innovation and Efficiency	Fourth Quarter
OPI	Increase IT skills to strengthen IT audit and data mining capabilities	Innovation and Efficiency	Fourth Quarter
Innovation	Deploy the National Citizen Survey and leverage data to engage residents and inform strategic planning and operations	Innovation and Efficiency	Fourth Quarter

Unit	Objective	Priorities Supported	Projected Completion
Innovation	Increase departmental accountability by incorporating four additional departments' KPIs into the Mayor's dashboard	Innovation and Efficiency	Fourth Quarter
Innovation	Launch the car share initiative through the Rochester Shared Mobility Program with US EPA Congestion Mitigation and Air Quality (CMAQ) funding	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Innovation	Offer at least four process improvement trainings open to all City employees and at least four trainings focused on individual departments	Innovation and Efficiency	Fourth Quarter
Innovation	Partner with DHRM to develop KPIs and identify efficiencies and enhancements for the delivery of personnel services to both internal and external customers	Innovation and Efficiency	Fourth Quarter
Innovation	Continue to manage and implement the Rochester Shared Mobility Program initiatives with CMAQ funding (bikeshare, commuter vanpool, and car share)	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing
Innovation	Continue to support and expand the impact of the Kiva Rochester program	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing
Wealth Building	Provide residents and underserved entrepreneurs with access to financial literacy and credit opportunities in partnership with internal and external stakeholders	Innovation and Efficiency	Second Quarter
Wealth Building	Promote Earned Income Tax Credit awareness and incentivized/matched savings plan in partnership with key stakeholders	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Third Quarter
Wealth Building	Formalize a network of entrepreneurship/ small business technical assistance providers to streamline the process of starting and maintaining a business in the city of Rochester	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Fourth Quarter
Wealth Building	Build external community partnerships to coordinate wealth building programs and policies	Innovation and Efficiency	Ongoing
Wealth Building	Collaborate with Operation Transformation Rochester, REJob, and key workforce development partners to evaluate program performance	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Ongoing

Unit	Objective	Priorities Supported	Projected Completion
Wealth Building	Continue to provide strategic support to the OWN Rochester initiative	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Ongoing
Wealth Building	Pursue new sources of revenue for the City as well as grant funding for Office of Community Wealth Building programs and initiatives	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Office of Constituent Services (OCS)				
Total calls answered	N/A	N/A	N/A	17,300
Projects and initiatives executed	N/A	N/A	N/A	21
Office of Public Integrity (OPI)				
Audits completed	Mayor 9	15	12	12
Audit findings and recommendations	15	25	15	15
Investigations completed	18	25	15	15
Investigative findings and recommendations	13	5	10	10
Ethics awareness training sessions	7	12	10	10
Reviews and consultations completed	19	20	15	15
Investigations conducted by OPI involving potential financial loss	6	4	8	8
Office of Innovation				
Data and mapping requests completed	33	85	30	45
Program/process evaluations completed	5	5	3	7
External organizational partnerships formalized	41	15	10	5
External funds secured/leveraged for internal projects ($)	1,376,525	340,000	100,000	500,000
External funds secured/leveraged through collaborative proposals for external projects ($)	3,802,000	320,000	500,000	100,000
Residents submitting feedback	3,912	1,500	500	3,000
Residents impacted by internal and external projects executed	1,340	5,500	500	5,000
Project concepts reviewed	82	75	75	75
Projects developed	36	50	20	25
Projects executed	17	20	10	15
Student projects executed in collaboration with colleges/universities	13	4	5	4
Office of Community Wealth Building				
External organizational partnerships formalized	N/A	N/A	N/A	15
External funds secured for Office of Community Wealth Building programs ($)	N/A	N/A	N/A	100,000
Projects developed	N/A	N/A	N/A	10

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	2,733,200	2,840,800	107,600
Employee Years	28.0	30.2	2.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
79,700	7,700	500	0	-1,200	20,900	107,600

Major Changes

Vacant Executive Staff Assistant III in the Mayor's Office Administration eliminated during 2017-18	-86,400
Executive Staff Assistant II added in Office of Community Wealth Building during 2017-18	59,000
Materials and services funding reduced as an efficiency measure	-48,400
Innovation Specialist added in Office of Innovation during 2017-18	44,000
Executive Staff Assistant I added in Mayor's Office of Constituent Services during 2017-18	42,700
Additional funding for Urban Fellows program	10,000

Program Change

Two new Key Performance Indicators (KPIs) are added for the Office of Constituent Services in the Mayor's Office:

"Total calls answered" measures the number of calls that come into OCS each year either directly, or as transfers from another source.

"Projects and initiatives executed" indicates the number of internal and external projects and initiatives that are executed by OCS staff each year, such as Clergy on Patrol, Story Time with Style, and Lunch with the Mayor.

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	2,114,552	2,162,600	2,205,900	2,354,900
Materials & Supplies	15,208	14,500	27,500	33,100
Services	458,692	468,600	499,800	452,800
Other	0	0	0	0
Total	2,588,452	2,645,700	2,733,200	2,840,800
Appropriation by Activity				
Mayor's Office	1,627,812	1,650,600	1,689,100	1,526,000
Office of Public Integrity	587,039	579,600	634,600	655,900
Office of Innovation	373,601	415,500	409,500	495,200
Office of Community Wealth Building	0	0	0	163,700
Total	2,588,452	2,645,700	2,733,200	2,840,800
Employee Years by Activity				
Mayor's Office	14.4	14.4	14.4	13.6
Office of Public Integrity	8.1	8.6	8.6	8.6
Office of Innovation	5.0	5.0	5.0	6.0
Office of Community Wealth Building	0.0	0.0	0.0	2.0
Total	27.5	28.0	28.0	30.2

PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office Administration	Office of Public Integrity	Office of Innovation	Office of Community Wealth Building
Br.	Title	Budget 2017-18	Proposed 2018-19				
FX	Mayor	1	1	1			
FX	Deputy Mayor	1	1	1			
36	Chief of Staff	1	1	1			
36	Director of Special Projects & Education Initiatives	1	1	1			
34	Director, Office of Public Integrity	1	1		1		
31	Executive Staff Assistant IV	2	2	1		1	
29	Assistant to Mayor	1	1	1			
28	Manager of Administrative Services	0	1	1			
28	Principal Field Auditor	1	1		1		
27	Executive Staff Assistant III	2	2			1	1
26	Associate Field Auditor	1	1		1		
26	Supervisor of Administrative Services	1	0				
24	Process Improvement Associate	1	1			1	
23	Executive Staff Assistant II	1	1				1
23	Secretary to Mayor	1	1	1			
23	Senior Field Auditor	1	1		1		
22	Secretary to Deputy Mayor	1	0				
20	Administrative Analyst	1	1			1	
20	Executive Assistant	1	1		1		
20	Innovation Analyst	1	1			1	
20	Secretary to Chief of Staff	1	1	1			
18	Secretary to Director of Special Projects	1	0				
16	Assistant to Director of Special Projects & Education Intiatives	0	1	1			
16	Executive Staff Assistant I	1	2	2			
16	Innovation Specialist	0	1			1	
16	Secretary to Deputy Mayor	0	1	1			
14	Field Auditor	1	1		1		
EMPLOYEE YEARS							
Full Time		25.0	27.0	13.0	6.0	6.0	2.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		3.0	3.2	0.6	2.6	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		28.0	30.2	13.6	8.6	6.0	2.0

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* through the collection, analysis and evaluation of data and by providing information, forecasts, and recommendations for the use of City resources 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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Work with the Fire Department to review opportunities and potential impacts of recommendations from 3rd party evaluation of the fire suppression deployment model	Innovation and Efficiency	Second Quarter
Work with the Mayor's Office and consultant to evaluate potential changes in the City's organizational structure to drive efficiency	Innovation and Efficiency	Second Quarter
Develop methodology to update administrative chargebacks	Innovation and Efficiency	Second Quarter
Support the Mayor's efforts to pursue federal, state, and private funding to enhance City programs and initiatives	Innovation and Efficiency	Ongoing
Continue effort to maintain a sustainable expense base through budget control, efficiency, and participation in countywide shared service discussions	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
FINANCIAL/COST				
Total Property Tax levy ($000)	174,449	174,449	174,449	178,637
General Fund surplus ($000)	5,030	5,671	5,671	5,670
Budget growth (%)	2.3	1.3	1.3	2.4
Non-Property Tax Revenue ($000)	382,876	373,676	370,643	378,799

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	814,000	786,000	-28,000
Employee Years	8.7	8.5	-0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
7,300	300	-3,100	0	0	-32,500	-28,000

Major Change

Funding for an on call-position is eliminated as an efficiency measure	-30,000
Reduction in training and meeting to reflect actual experience	-2,500

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	691,650	710,900	781,500	758,800
Materials & Supplies	2,222	3,000	3,000	3,100
Services	14,207	20,100	29,500	24,100
Other	0	0	0	0
Total	708,079	734,000	814,000	786,000
Appropriation by Activity				
Management & Budget Analysis	708,079	734,000	814,000	786,000
Employee Years by Activity				
Management & Budget Analysis	8.5	8.5	8.7	8.5

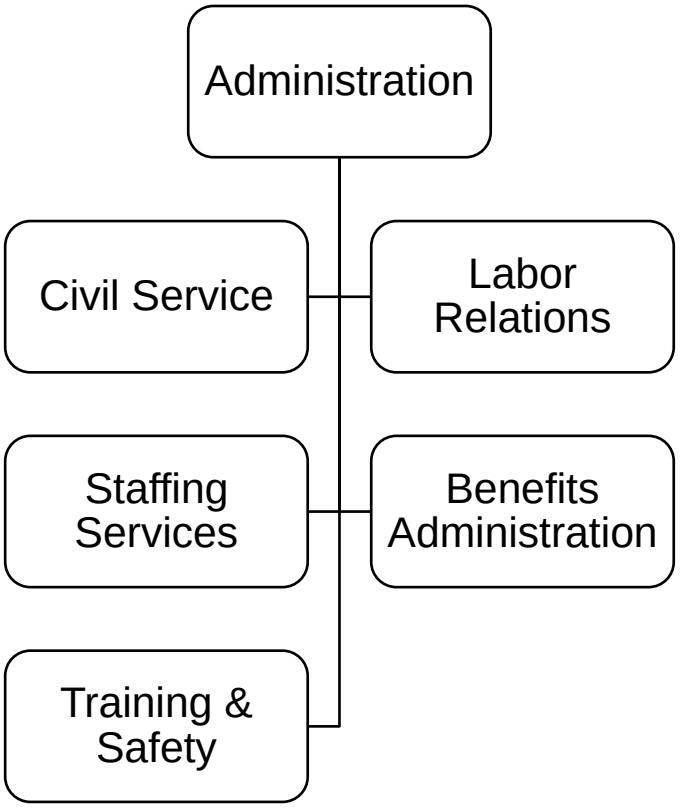
FULL TIME POSITIONS

Br.	Title	Budget 2017-18	Proposed 2018-19
36	Director	1	1
31	Assistant Director	1	1
29	Principal Staff Assistant	1	1
26	Operations Analyst	1	0
24	Process Improvement Associate	1	2
24	Senior Administrative Analyst	2	2
18	Secretary to Dir. of Budget & Efficiency	1	1
	EMPLOYEE YEARS		
	Full Time	8.0	8.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.7	0.5
	Less: Vacancy Allowance	0.0	0.0
	Total	8.7	8.5

Mission Statement

Human Resource professionals who support the City of Rochester's *Vision Statement* and its *Values and Guiding 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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement an applicant tracking and recruitment solution as part of the HRM enterprise implementation	Innovation and Efficiency	Third Quarter
Develop marketing strategies that will promote a visible culture of wellness in City facilities	Innovation and Efficiency	Fourth Quarter
Conduct Request for Proposals for the administration of self-funded health plan, as current contract with MVP Healthcare expires 12/31/19	Innovation and Efficiency	Fourth Quarter
Negotiate successor collective bargaining agreement with IUOE Local #158 Union (cba expires June 30, 2019)	Innovation and Efficiency	Fourth Quarter
Focus on discipline protocol training objectives for grievance remediation	Innovation and Efficiency	Fourth Quarter
Negotiate successor Labor Management Healthcare Committee Memorandum of Agreement with the city's unions (AFSCME 1635, Locust Club, IUOE 158 and IAFF 1071), as current MOA's expire on December 31, 2018	Innovation and Efficiency	Fourth Quarter
Partner with the Office of Innovation to develop performance metrics that analyze data to identify efficiencies and enhancements for improved delivery of personnel services to both internal & external customers	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Grievances filed	34	35	40	35
Provisional positions at end of fiscal year	180	155	155	155
# Days for hiring process	54	55	55	55
Examinations administered	91	90	75	90
CUSTOMER PERSPECTIVE				
Employment applications received	9,638	10,000	10,250	9,750
Average number of employees participating in Wellness initiatives	4,325	2,600	2,600	2,600
FINANCIAL/COSTS				
Full time employee turnover	177	150	150	152
Number of full-time positions hired, promoted, transferred	962	900	900	900
Non-full time positions hired, promoted, transferred	771	900	900	900
Personal injury accidents	245	227	227	230
Average hours of sick leave per full time employee	89	80	80	85
LEARNING & INNOVATION				

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Training hours per employee	25	27.5	27.5	23
WORKFORCE DIVERSITY				
New hires - % females	36	38	38	39
New hires - % minority	32	40	40	40
Employees - % females	27	32	32	33
Employees - % minority	33	35	35	35

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	2,278,900	2,348,900	70,000
Employee Years	30.8	30.9	0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
26,300	2,600	-10,200	0	2,500	48,800	70,000

Major Change

Add one full time Business Analyst I to support payroll/personnel system	81,300
An on-call Human Resource Consultant is eliminated as an efficiency measure	-31,000
Net reduction due to conversion of full time Exam Administrator position to part time	-20,700
Add temporary clerical support for payroll/personnel system	19,200

Program Change

The final stage of the payroll/personnel system's stabilization and configuration will begin in the first quarter of 2018-19. This will include the implementation of new city-wide human resource and payroll related business processes in an effort to reduce and/or eliminate current manual processes.

In the first and second quarters of 2018-19, DHRM will continue to work with the Finance and Information Technology Departments to configure and implement a new time and attendance system, Kronos, for the roughly 3,600 City employees. Once fully implemented, Kronos will eliminate paper time cards, reduce time-consuming manual processes related to time and attendance, and improve the City's reporting capabilities.

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,956,819	1,893,400	1,947,100	2,021,800
Materials & Supplies	12,447	10,700	16,100	16,100
Services	239,108	263,300	315,700	311,000
Other	0	0	0	0
Total	2,208,374	2,167,400	2,278,900	2,348,900
Appropriation by Activity				
Administration	802,603	795,100	747,700	864,500
Civil Service	352,534	327,600	414,000	350,200
Staffing Services	303,400	318,400	323,600	327,200
Labor Relations	204,684	245,100	245,800	260,300
Benefits Administration	272,055	240,100	240,100	242,500
Training & Safety	273,098	241,100	307,700	304,200
Total	2,208,374	2,167,400	2,278,900	2,348,900
Employee Years by Activity				
Administration	7.8	7.7	7.7	8.9
Civil Service	6.2	6.7	6.7	5.6
Staffing Services	5.0	4.8	5.0	5.0
Labor Relations	2.7	3.3	3.4	3.4
Benefits Administration	5.5	4.0	4.0	4.0
Training & Safety	4.0	3.8	4.0	4.0
Total	31.2	30.3	30.8	30.9

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit
Br.	Title	Budget 2017-18	Proposed 2018-19						
36	Director of Human Resource Management	1	1	1					
32	Manager of Labor Relations	1	1				1		
30	Benefits Manager	1	1					1	
29	Principal Staff Assistant	1	1			1			
26	Affirmative Action Officer	1	1	1					
26	Labor Relations Specialist	1	0						
26	Training & Safety Coordinator	1	0						
25	Business Analyst I	0	1	1					
25	Employee Safety Coordinator	1	1						1
24	Labor Relations Specialist	0	1				1		
24	Senior Human Resource Consultant	1	1		1				
23	Senior Payroll Auditor	1	1	1					
23	Training Coordinator	0	1						1
21	Human Resource Consultant II	1	1			1			
20	Executive Assistant	1	1	1					
18	Human Resource Consultant I	2	2	1		1			
16	Benefits Assistant	1	1					1	
16	Human Resource Assistant	1	1						1
16	Research Assistant	1	1			1			
14	Exam Administrator	1	0						
14	Senior Human Resource Associate	1	0						
13	Administrative Secretary	1	1	1					
12	Human Resource Associate	1	1					1	
12	Human Resource Associate Bilingual	1	2		1	1			
12	Secretary to Labor Relations Manager	1	1				1		
9	Clerk II	1	1	1					
9	Clerk II with Typing Bilingual	2	1						1
7	Clerk III	1	2		2				
7	Clerk III with Typing	1	1					1	
EMPLOYEE YEARS									
Full Time		28.0	28.0	8.0	4.0	5.0	3.0	4.0	4.0
Overtime		0.3	0.3	0.0	0.3	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.5	2.6	0.9	1.3	0.0	0.4	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		30.8	30.9	8.9	5.6	5.0	3.4	4.0	4.0

Mission Statement

Information and Graphic Services:

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing information to the public about the City across multiple communications platforms.

Special Events:

To support the City of Rochester's *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, to attract residents and visitors, to promote economic development and to market Rochester as a vibrant destination for entertainment and the arts.

Vital Customers

Information and Graphic Services:
- ❑ Internal: The Mayor and all City of Rochester departments
- ❑ External: The general public, specific target audiences, and a variety of stakeholders

Special Events:
- ❑ Internal: The Mayor and City of Rochester departments
- ❑ External: People of all ages who reside, work in or visit 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

Information and Graphic Services:
- ❑ Delivers information, graphics, photo, video, web and social media services, and administers Freedom of Information Law (FOIL) services
- ❑ Provides marketing, advertising, communications planning and consultation
- ❑ Provides media relations
- ❑ Develops and executes dedicated communications campaigns across multiple media platforms

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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Create new revenue sources through out of home advertising program	Innovation and Efficiency	Ongoing
Continue implementing FOIL application process improvements	Innovation and Efficiency	Ongoing
Improve the City's ability to create digital content as a communication tool	Innovation and Efficiency	Ongoing
Continue to expand and enhance the use of social media, both as a communication tool and as a cost effective means of advertising	Innovation and Efficiency	Ongoing
Enhance crisis communications planning and preparedness	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Advertising/marketing/promotions	1,763	1,500	1,500	1,600
Still photography assignments	1,694	1,800	1,900	1,800
AV setups/presentations	432	450	500	450
Television/video program productions	254	260	225	260
Web site users	2,763,655	1,416,564	2,250,000	1,500,000
Web page views	5,900,386	5,391,292	5,650,000	5,400,000
CUSTOMER PERSPECTIVE				
Major promotional campaigns	93	85	100	85
FOIL applications	4,489	5,358	3,900	5,400
News releases	496	480	500	490
News conferences	126	115	120	120
Speeches, talking points and briefing papers written	450	491	750	500
Mayoral recognitions	790	3,000	900	3,000
Facebook page followers	17,127	18,565	17,000	18,935
Twitter followers	90,145	110,240	80,000	116,860
Special Events permit applications processed	488	525	520	525
City produced events	30	35	35	37
Attendance at City permitted events	1,843,660	1,800,000	1,800,000	1,825,000
FINANCIAL/COST				
Revenue generated from out-of-home advertising ($)	N/A	N/A	N/A	225,000
Revenue generated from City trademark licensing ($)	N/A	N/A	N/A	5,000
Revenue generated for Special Events trust fund ($)	308,203	250,000	270,000	250,000

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	3,102,800	3,181,200	78,400
Employee Years	18.9	19.5	0.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
10,300	30,100	4,500	0	0	33,500	78,400

Major Changes

A vacant Deputy Director of Communications was eliminated during 2017-18	-108,100
An Associate Communications Assistant was added during 2017-18	79,200
A Junior Speechwriter was added during 2017-18	59,200
Funding for an on-call position is eliminated as an efficiency measure	-21,800
Additional funding is included for expanded use of social media platforms and websites to promote City events and services	20,000
Funds are added for agreements for photography services	10,000
New York State grant for Clarissa Street reunion does not recur	-5,000

Program Change

The Bureau of Communications is developing a new program which will provide out-of-home advertising opportunities. This program will also provide additional opportunities for sponsorship and outdoor advertising at city special events. A program for City trademark licensing will be developed.

Web site visitors indicator has been revised to measure users.

Due to ease of entry provided by the new FOIL online application program, applications have increased.

Mayoral recognitions now include weddings, classrooms and others.

Facebook page “likes” indicator was changed to Facebook page followers.

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,384,675	1,371,500	1,444,200	1,462,000
Materials & Supplies	11,383	10,500	11,800	12,000
Services	1,765,043	1,647,800	1,646,800	1,707,200
Other	0	0	0	0
Total	3,161,101	3,029,800	3,102,800	3,181,200
Appropriation by Activity				
Administration	288,667	294,200	295,700	303,800
Information and Graphic Services	999,871	950,300	1,006,100	1,039,500
Special Events	1,872,563	1,785,300	1,801,000	1,837,900
Total	3,161,101	3,029,800	3,102,800	3,181,200
Employee Years by Activity				
Administration	3.0	3.0	3.0	3.0
Information and Graphic Services	12.3	11.4	12.3	13.0
Special Events	3.6	3.6	3.6	3.5
Total	18.9	18.0	18.9	19.5

FULL TIME POSITIONS				Administration	Information and Graphics Services	Special Events
Br.	Title	Budget 2017-18	Proposed 2018-19			
36	Director, Communications	1	1	1		
32	Deputy Director of Communications	1	0			
31	Assistant to Director - Communications	1	1	1		
29	Special Events Operations Manager	1	1			1
28	Communications Creative Coordinator	1	1		1	
27	Press Officer	1	1		1	
25	New Media Editor	1	1		1	
25	Principal Graphic Designer	0	1		1	
24	Assistant Special Events Operations Manager	1	1			1
24	Associate Communications Assistant	1	2		2	
24	Digital Media Specialist	1	1		1	
23	Principal Graphic Designer	1	0			
22	Assistant Digital Media Specialist	0	1		1	
22	Senior Communications Assistant	1	0			
22	Special Events Coordinator Bilingual	1	1			1
18	Communications Assistant	1	1		1	
18	Jr. Speechwriter	0	1		1	
18	Secretary to Dir. of Communications Bilingual	1	1	1		
16	Communications Aide Bilingual	1	1		1	
EMPLOYEE YEARS						
Full Time		16.0	17.0	3.0	11.0	3.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.9	2.5	0.0	2.0	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		18.9	19.5	3.0	13.0	3.5

ADMINISTRATION
LAW DEPARTMENT

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by contributing to make Rochester the best mid-sized 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.

Vital Customers

- ❑ The Mayor, City Council and the City of Rochester Departments
- ❑ Rochester Riverside Convention Center, Rochester Economic Development Corporation, Rochester Public Library

Critical Processes

- ❑ Provide legal advice and advocacy to City Council, the Mayor, City departments, boards and agencies
- ❑ Prepare and interpret contracts
- ❑ Draft local laws and ordinances
- ❑ Assist in labor negotiations and collective bargaining
- ❑ Implement legal remedies to address quality-of-life and nuisance abatement issues
- ❑ Represent the City in civil proceedings
- ❑ Handle acquisition, management and disposal of properties
- ❑ Review proposed New York State legislation affecting the City and research New York State and federal legislation

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Update loan transaction billing procedures, investigate other revenue sources, including fees for litigation matters (based on hourly time charges)	Innovation and Efficiency	First Quarter
Implement procedures to address Law Dept conflicts of interest between defending RPD on excessive force matters and prosecuting the same RPD officers on PSS charges	Safer and More Vibrant Neighborhoods	First Quarter
Execute land disposition agreements for Parcels 3, 4, 5 & 7 of the Inner Loop development projects and 320 Broadway	More Jobs	Second Quarter
Finalize new nuisance abatement law for submission to City Council	Safer and More Vibrant Neighborhoods	Second Quarter
Negotiate and execute land disposition agreements for Crossroads, Mortimer Street and East End Parking Garages pursuant to City RFPs for sale of garages	Innovation and Efficiency	Third Quarter
Work with the smart cities committee to create an ordinance to regulate telecommunication equipment in the rights-of-way	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Claims filed against City	321	350	375	350
Collection cases started	97	50	80	80
Motions & Discovery	254	200	250	200
FOIL reviews & appeals	398	550	350	500
Real estate closings	620	530	575	550
Legislative items drafted	442	430	500	450
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	118	75	150	100
LEARNING & INNOVATION				
Average # of training hours per employee	12	8	9	9

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	2,066,700	2,022,200	-44,500
Employee Years	21.5	21.5	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
41,100	3,400	3,200	0	0	-92,200	-44,500

Major Change

Intra-fund credit from Traffic Violations Agency to support Traffic Prosecutor personnel expense	-82,900
Vacant Assistant to Corporation Counsel is eliminated and Legal Secretary position is created	-22,300
Net increase in supplies and services based on projected need	13,000

Program Change

A Municipal Attorney I position is reflected in the Law Department but assigned to the Traffic Violations Agency to function as the Traffic Prosecutor. Funding for this position is included in the Traffic Violations Agency and will be treated as an intra-fund chargeback.

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,721,580	1,702,600	1,840,400	1,859,700
Materials & Supplies	38,407	43,500	43,700	50,000
Services	202,534	173,800	182,600	112,500
Other	0	0	0	0
Total	1,962,521	1,919,900	2,066,700	2,022,200
Appropriation by Activity				
Legal Services	1,962,521	1,919,900	2,066,700	2,022,200
Employee Years by Activity				
Legal Services	21.0	20.5	21.5	21.5

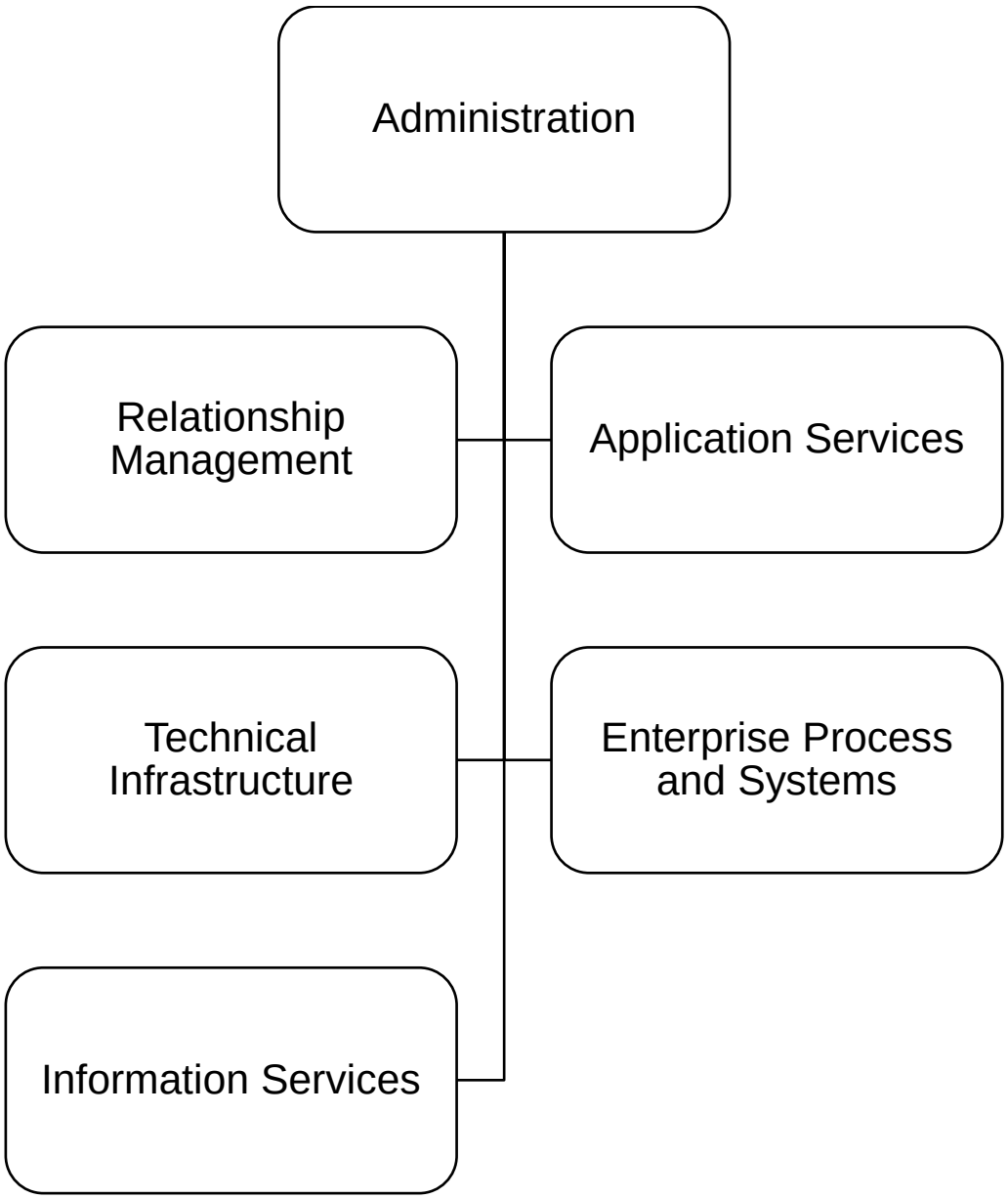
ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2017-18	Proposed 2018-19
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	1	1
32	Municipal Attorney III	5	5
29	Municipal Attorney II	4	4
25	Municipal Attorney I	3	3
22	Supervising Paralegal	0	1
20	Assistant to Corporation Counsel	1	0
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	0
20	Legal Assistant/Real Estate	1	0
20	Paralegal	2	3
9	Legal Secretary	2	3
EMPLOYEE YEARS			
Full Time		21.0	21.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.5	0.5
Less: Vacancy Allowance		0.0	0.0
Total		21.5	21.5

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by being a key enabler of process efficiencies and technology.

Organization



Vital Customers

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

Critical Processes

Administration:

- ❑ Develop IT strategic plans
- ❑ Oversee enterprise architecture development and planning
- ❑ Manage IT governance
- ❑ Develop and deploy information security strategy and solutions
- ❑ Manage collaborative activities with a focus on technology

Relationship Management Services Bureau:

- ❑ Develop IT strategic and Tactical plans
- ❑ Oversee project execution and governance
- ❑ Support IT policy administration
- ❑ Support City Council legislation administration
- ❑ Manage IT vendor relationships

Enterprise Process and Systems Bureau:

- ❑ Conduct software evaluation and selection
- ❑ Conduct business process re-engineering and optimization
- ❑ Manage enterprise process and system implementation projects
- ❑ Implement enterprise process and systems solutions
- ❑ Maintain and support of enterprise processes and vendor purchased systems
- ❑ Manage change assessment and acceptance
- ❑ Deliver education and training services

Applications Services Bureau:

- ❑ Maintain applications forms
- ❑ Provide education, training and conversion
- ❑ Manage applications security
- ❑ Maintain and support legacy application
- ❑ Oversee mainframe systems operation & management
- ❑ Provide Records Management services
- ❑ Manage backup and recovery

Information Services Bureau:

- ❑ Provide database design and administration services
- ❑ Design and develop data warehouses
- ❑ Develop reporting and analytics solutions
- ❑ Ensure information security
- ❑ Deliver Geographic Information System (GIS) services
- ❑ Provide information services support

Technical Infrastructure Services Bureau:

- ❑ Deliver technical infrastructure planning, design, deployment and migration
- ❑ Provide asset inventory and configuration management
- ❑ Manage backup and recovery
- ❑ Deliver policy based change management
- ❑ Monitor technical infrastructure performance
- ❑ Monitor basic OS/application availability
- ❑ Provide client hardware, software and Helpdesk support services
- ❑ Manage primary Data Center operations
- ❑ Manage network engineering and telecommunications
- ❑ Manage printer portfolio
- ❑ Deliver video surveillance/camera access and control services

Department Highlights

City Wide Process and Systems Integration (PSI) Solution
The Enterprise Solution initiative is a City-wide program to optimize business processes and drive an organizational perspective to technology replacement throughout City Government. Over time it is anticipated that the deployment of the PSI solutions will drive significant improvements and efficiencies which will continue to justify the IT investment. Key focus areas include Human Resource Management Applicant Tracking, continuation of Content Management, Geographical Information Services, Parking Revenue and Control, and Land Management. Several initiatives are planned for these areas in 2018-19.

2018-19 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Complete Lagan system upgrade	Innovation and Efficiency	First Quarter
Extend GIS transformation including an upgrade to the GIS platform, and upgrade of the Plow Trax and public notification applications.	Innovation and Efficiency	Second Quarter
Complete a solution implementation for recreation program and facility access	Safer and More Vibrant Neighborhoods	Second Quarter
Incorporate Enterprise Planning into IT Governance to drive IT related work priorities and budgets for FY20.	Innovation and Efficiency	Second Quarter
Deliver applicant tracking and recruitment solution as part of the HRM enterprise implementation	Innovation and Efficiency	Third Quarter
Deliver advanced scheduling solution for Public Safety as part of the HRM enterprise implementation	Innovation and Efficiency	Third Quarter
Implement the next phase of the City's Enterprise Content Management (ECM) solution	Innovation and Efficiency	Fourth Quarter
Continue installation and implementation of the new Parking Access Revenue Control system software in two garages	Innovation and Efficiency	Fourth Quarter
Complete additional phases of the Enterprise Payment Processing - online and point of sale payment solutions	Innovation and Efficiency	Fourth Quarter
Enable security and continuity of City service and information delivery though Disaster Recovery and Information Security programs	Innovation and Efficiency	Fourth Quarter
Work with the Department of Neighborhood & Business Development to develop and implement the initial phases of the Land Management project	Safer and More Vibrant Neighborhoods	Fourth Quarter
Evaluate alternative content management solutions for the City's website	Innovation and Efficiency	Fourth Quarter
Complete software upgrades for critical business solutions	Innovation and Efficiency	Fourth Quarter
Continue Windows 10 deployment	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	185	170	220	180
IT employees allocated to strategic projects	29%	29%	26%	28%
Percent of projects as part of the enterprise roadmap	N/A	50%	33%	40%
Percent of enterprise applications compared to total applications	27%	29%	34%	34%
Percent of legacy applications with prioritized/planned replacement	25%	36%	30%	40%
Percent of legacy applications compared to total applications	58%	78%	50%	50%
Percent of projects where business need was met (per business case)	94%	89%	85%	90%
IT projects delivered on-time (per project plan)	44%	56%	80%	80%
Percent of calls resolved at first level/Help Desk	34%	45%	50%	50%
GIS Server Usage (total site service requests in millions)	50	48	45	50

N/A – Not Applicable

Year-To-Year Comparison

Bureau	Budget 2017-18	Budget 2018-19	Change	Percent Approved
Administration	1,139,700	944,600	-195,100	-17.1%
Relationship Management	2,570,100	2,065,900	-504,200	-19.6%
Application Services	1,465,600	1,364,400	-101,200	-6.9%
Technical Infrastructure	2,458,600	3,012,200	553,600	22.5%
Enterprise Process and Systems	1,167,400	1,178,800	11,400	1.0%
Information Services	458,500	543,800	85,300	18.6%
Total	9,259,900	9,109,700	-150,200	-1.6%
Interfund Credit*	-75,800	-85,900	-10,100	13.3%
Intrafund Credit*	-645,700	-766,400	-120,700	18.7%
Total	8,538,400	8,257,400	-281,000	-3.3%
Employee Years	54.8	55.4	0.6	1.1%

*Reflects chargebacks for telephone service and office printers

Change Detail

Salary & Wage Approved	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-87,800	10,600	-130,600	21,800	18,600	-113,600	-281,000

Major Change

Archive grant does not recur	-200,000
Funding increases for new network connections and expansion of existing capacity	134,000
Eliminate funding for premium customer support for payroll/personnel system	-36,800
Reduction in enterprise system training	-22,600
Net increase in software maintenance	11,800

Program Change

The Information Technology Department facilitates City-wide process efficiencies through the deployment of technology, supporting new initiatives while balancing existing operational responsibilities. In 2018-19 the Department will focus on supporting new security and data initiatives and prioritize the transition to enterprise solutions that support collaboration among several City departments, including the Land Management project. The Department will also focus on opportunities related to Smart City initiatives, the Internet of Things (IoT), and enhancing public safety through the use of technology.

Telecom/ Data Network Chargebacks – Based on costs associated with telephone and data/network use.

Department/Bureau	2017-18	2018-19
ENVIRONMENTAL SERVICES	95,000	116,700
FIRE	48,200	56,200
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	67,600	70,700
CITY COUNCIL & CLERK	7,400	8,000
ADMINISTRATION		
Mayor's Office	11,800	13,300
Management & Budget	2,500	2,900
Human Resource Mgt.	12,800	14,400
Communications	8,300	9,300
Law	7,000	7,900
Total - Administration	42,400	47,800
POLICE	152,600	201,600
EMERGENCY COMMUNICATIONS	10,300	11,300
INFORMATION TECHNOLOGY	25,200	35,000
RECREATION & YOUTH SERVICES		
Commissioner	6,500	10,800
Recreation	20,600	34,100
BEST	7,700	12,700
Total - DRYS	34,800	57,600
FINANCE		
Director's Office	1,600	2,000
Accounting	5,200	6,600
Treasury	7,200	9,100
Assessment	5,900	7,400
Parking	8,800	11,100
TVA	0	4,400
Purchasing	3,000	3,800
Total - Finance	31,700	44,400
Total Interfund	41,900	52,800
Total Intrafund	473,300	596,500
CITY TOTAL	515,200	649,300

Office Printer Chargebacks – Based on costs associated with the purchase, maintenance, printing of designated multifunctional devices (printers, scanners, and fax) throughout the City.

Department	2017-18	2018-19
City Council/ Clerk's Office	1,100	1,100
Administration	19,800	19,200
Information Technology	9,100	7,300
Finance	20,900	23,400
Neighborhood & Business Development	11,800	11,600
Environmental Services	76,300	74,600
Police	35,000	34,200
Fire	13,500	13,200
Recreation & Youth Services	18,800	18,400
Total	206,300	203,000
Total Interfund	33,900	33,100
Total Intrafund	172,400	169,900
Total	206,300	203,000

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

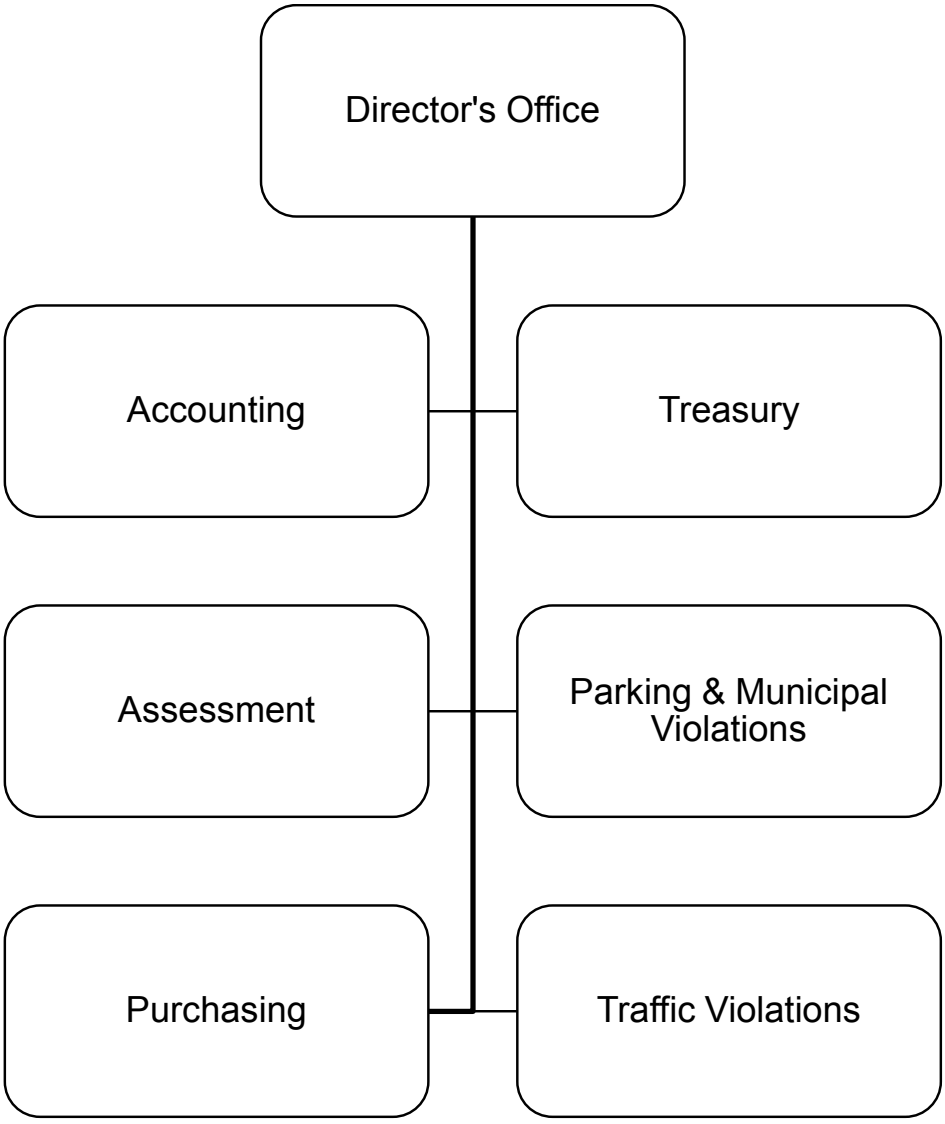
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	4,353,762	4,472,300	4,585,900	4,548,200
Materials & Supplies	25,541	33,500	37,400	27,900
Services	4,397,253	4,605,400	4,636,600	4,533,600
Other	0	0	0	0
Total	8,776,556	9,111,200	9,259,900	9,109,700
Interfund Credit*	-79,916	-75,800	-75,800	-85,900
Intrafund Credit*	-618,296	-645,700	-645,700	-766,400
Total	8,078,344	8,389,700	8,538,400	8,257,400
Appropriation by Activity				
Administration	937,670	1,073,900	1,139,700	944,600
Relationship Management	2,291,312	2,462,600	2,570,100	2,065,900
Application Services	1,437,243	1,464,400	1,465,600	1,364,400
Technical Infrastructure	2,752,742	2,559,700	2,458,600	3,012,200
Enterprise Process and Systems	950,484	1,106,000	1,167,400	1,178,800
Information Services	407,105	444,600	458,500	543,800
Total	8,776,556	9,111,200	9,259,900	9,109,700
Interfund Credit*	-79,916	-75,800	-75,800	-85,900
Intrafund Credit*	-618,296	-645,700	-645,700	-766,400
Total	8,078,344	8,389,700	8,538,400	8,257,400
Employee Years by Activity				
Administration	3.7	3.5	4.7	3.7
Relationship Management	3.0	3.0	3.0	3.0
Application Services	12.3	11.5	11.5	12.1
Technical Infrastructure	17.3	16.3	16.3	16.3
Enterprise Process and Systems	15.0	14.2	14.4	14.4
Information Services	5.2	4.9	4.9	5.9
Total	56.5	53.4	54.8	55.4

*Reflects chargebacks for telephone/network service and office printers

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Enterprise Process and Systems	Information Services
Br.	Title	Budget 2017-18	Proposed 2018-19						
36	Chief Information Officer	1	1	1					
31	Application Services Manager	1	1			1			
31	Business Process Services Manager	2	1					1	
31	IT Relationship Manager	3	3		3				
31	Technical Infrastructure Services Manager	1	1				1		
31	Information Services Manager	1	1						1
29	IT Security Analyst III	1	1	1					
29	GIS Coordinator	1	1						1
29	Information Services Analyst III	1	1						1
29	Systems Engineer III	3	3				3		
27	Application Services Analyst II	2	2			1		1	
27	Business Analyst II	0	1					1	
27	Information Services Analyst II	0	1						1
27	IT Security Analyst II	1	0						
27	Systems Engineer II	1	1				1		
25	Application Services Analyst I	4	4			2	1	1	
25	Business Analyst I	8	7					7	
25	GIS Engineer I	1	1						1
25	Information Services Analyst I	1	1						1
25	IT Transitions Analyst	3	3			3			
25	IT Security Analyst I	0	1	1					
25	Systems Engineer I	4	4				4		
24	Records Management Coordinator	1	1			1			
23	Business Analyst	4	4					4	
23	Client Support Analyst	4	4				4		
23	Systems Engineer	1	1				1		
19	Senior IT Call Center Analyst	1	1				1		
17	IT Call Center Analyst	1	1				1		
12	Computer Operator	1	1			1			
12	IT Control Assistant	2	2			2			
Total									
EMPLOYEE YEARS									
Full Time		55.0	55.0	3.0	3.0	11.0	17.0	15.0	6.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.2	1.8	0.7	0.0	1.1	0.0	0.0	0.0
Less: Vacancy Allowance		1.4	1.4	0.0	0.0	0.0	0.7	0.6	0.1
Total		54.8	55.4	3.7	3.0	12.1	16.3	14.4	5.9

Mission Statement

To support the City of Rochester's *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 Highlights

The 2018-19 general fund budget provides for the commencement of new initiatives and continuation of existing ones, while maintaining the department's current level of financial services for the City, including: debt management, cash management and investments, tax collection, accounting services, grant management and payroll, purchasing and assessment services.

The 2020 city-wide reassessment will begin in spring 2019 with property description notifications issued to property owners prior to the start of valuation work. Expanded functionality of the Munis Grant Accounting system will be utilized in 2018-19. A second phase of online payment receipts in conjunction with our system provider will be introduced. Implementation of the City's new MWBE program and goals will commence July 1, 2018.

Municipal parking garage internal accounting and administrative control will continue to be enhanced as the new Parking Access Revenue Control system software is implemented in two more garages.

The Rochester Traffic Violations Agency opened April 23, 2018. The agency assists the Rochester City Court in the disposition and administration of non-criminal infractions of traffic laws, ordinances and rules and regulations. The agency adjudicates traffic violation tickets and offers plea bargain options. The Parking Bureau and Traffic Violations are both located at 200 East Main Street.

Highlights of the Department's 2018-19 Strategic Goals and Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2018-19 Strategic Goals & Objectives

Bureau	Highlights	Priorities Supported	Projected Completion
Director's Office	Provide City and City School District financing in accordance with City Debt Policies	Innovation and Efficiency	First Quarter & Third Quarter
Accounting	Implement Tyler/Munis Grant system	Innovation and Efficiency	First Quarter
Accounting	Prepare Comprehensive Annual Financial Report (CAFR)	Innovation and Efficiency	Second Quarter
Treasury	Prepare annual tax bill	Innovation and Efficiency	Third Quarter & Fourth Quarter
Treasury	Conduct annual foreclosure sale	Innovation and Efficiency	Second Quarter
Treasury	Conduct annual tax lien sale	Innovation and Efficiency	Fourth Quarter

Bureau	Highlights	Priorities Supported	Projected Completion
Treasury	Complete additional phases of the Enterprise Payment Processing - online and point of sale payment solutions	Innovation and Efficiency	Fourth Quarter
Assessment	Participate in training through various Assessment organizations and also the New York State Department of Taxation and Finance's regional Batavia office	Innovation and Efficiency	First Quarter
Assessment	Complete Phase I of the 2020 Reassessment	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Assessment	Coordinate the implementation of NYS assessment software	Innovation and Efficiency	Fourth Quarter
Parking & Municipal Violations	Work with the Law Department for potential sale of some City-owned garages	Innovation and Efficiency	Third Quarter
Parking & Municipal Violations	Continue installation and implementation of the new Parking Access Revenue Control system software in two garages	Innovation and Efficiency	Fourth Quarter
Purchasing	Provide assistance to departments to identify and utilize MWBE companies to meet the City and State MWBE goal requirements	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Purchasing	Expand the use of BidNet from just public bids to smaller purchase RFQs	Innovation and Efficiency	Fourth Quarter
Traffic Violations Agency	Evaluate effectiveness and efficiency of the current processes	Innovation and Efficiency	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2017-18	Budget 2018-19	Change	Percent Change
Director's Office	576,800	585,800	9,000	1.6%
Accounting	1,233,600	1,207,600	-26,000	-2.1%
Treasury	1,775,000	1,767,500	-7,500	-0.4%
Assessment	906,000	899,100	-6,900	-0.8%
Parking & Municipal Violations	6,283,400	6,144,000	-139,400	-2.2%
Purchasing	1,067,100	1,075,300	8,200	0.8%
Traffic Violations Agency	295,600	934,000	638,400	216.0%
Total	12,137,500	12,613,300	475,800	3.9%
Interfund Credit*	-239,300	-187,900	51,400	-21.5%
Intrafund Credit*	-538,700	-552,400	-13,700	2.5%
Total	11,359,500	11,873,000	513,500	4.5%
Employee Years	106.4	113.1	6.7	6.3%

*Reflects chargeback for postage and duplicating.

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
118,200	95,900	5,400	0	20,100	236,200	475,800

Major Change Highlights

Increase funding in Traffic Violations Agency to allow for a full year of operation	622,200
Reduction in funding in Parking Bureau for lease at 200 East Main Street to reflect split expense with Traffic Violations Agency	-102,100
Net reduction in professional services in Parking Bureau primarily due to efficiencies in the garage attendant services contract	-94,300
Eliminate vacant Assistant Director of Parking as an efficiency measure	-92,100
Vacant accountant is eliminated as an efficiency measure	-41,900
Reduction in maintenance costs on finishing equipment reflect actual expense	-20,500
Reduced postage expense to reflect actual need	-17,600
Reduced duplicating expense to reflect actual need	-5,700

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	6,018,523	6,150,300	6,310,900	6,725,900
Materials & Supplies	192,241	186,600	225,100	229,000
Services	5,681,564	5,487,800	5,601,500	5,658,400
Other	0	0	0	0
Total	11,892,328	11,824,700	12,137,500	12,613,300
Interfund Credit*	-188,638	-231,000	-239,300	-187,900
Intrafund Credit*	-450,870	-498,600	-538,700	-552,400
Total	11,252,820	11,095,100	11,359,500	11,873,000
Appropriation by Activity				
Director's Office	459,903	571,500	576,800	585,800
Accounting	1,183,431	1,198,100	1,233,600	1,207,600
Treasury	1,668,761	1,788,100	1,775,000	1,767,500
Assessment	823,732	856,900	906,000	899,100
Parking & Municipal Violations	6,734,101	6,125,500	6,283,400	6,144,000
Purchasing	1,022,400	1,004,500	1,067,100	1,075,300
Traffic Violations Agency	0	280,100	295,600	934,000
Total	11,892,328	11,824,700	12,137,500	12,613,300
Interfund Credit*	-188,638	-231,000	-239,300	-187,900
Intrafund Credit*	-450,870	-498,600	-538,700	-552,400
Total	11,252,820	11,095,100	11,359,500	11,873,000
Employee Years by Activity				
Director's Office	4.0	4.0	4.0	4.0
Accounting	17.6	17.2	17.2	16.2
Treasury	20.5	18.5	18.5	19.4
Assessment	13.1	13.4	13.4	13.4
Parking & Municipal Violations	39.4	36.9	38.7	37.7
Purchasing	11.7	11.9	11.9	11.8
Traffic Violations Agency	0.0	2.7	2.7	10.6
Total	106.3	104.6	106.4	113.1

*Reflects chargeback for postage and duplicating.

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE

Mission Statement

To support the City of Rochester's *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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Provide City and City School District financing in accordance with City Debt Policies	Innovation and Efficiency	First Quarter & Third Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
FINANCIAL/COST				
Total Entity General Obligation Debt ($000)	391,049	342,543	353,784	336,034
Bond and Notes Sale	5	3	3	3
Sales Value ($000)	127,839	123,208	184,449	177,029

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	576,800	585,800	9,000
Employee Years	4.0	4.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
3,100	4,000	1,800	0	100	0	9,000

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	338,192	343,400	343,500	348,000
Materials & Supplies	299	700	1,400	1,400
Services	121,412	227,400	231,900	236,400
Other	0	0	0	0
Total	459,903	571,500	576,800	585,800
Appropriation by Activity				
Director's Office	459,903	571,500	576,800	585,800
Employee Years by Activity				
Director's Office	4.0	4.0	4.0	4.0

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
PERSONNEL SUMMARY

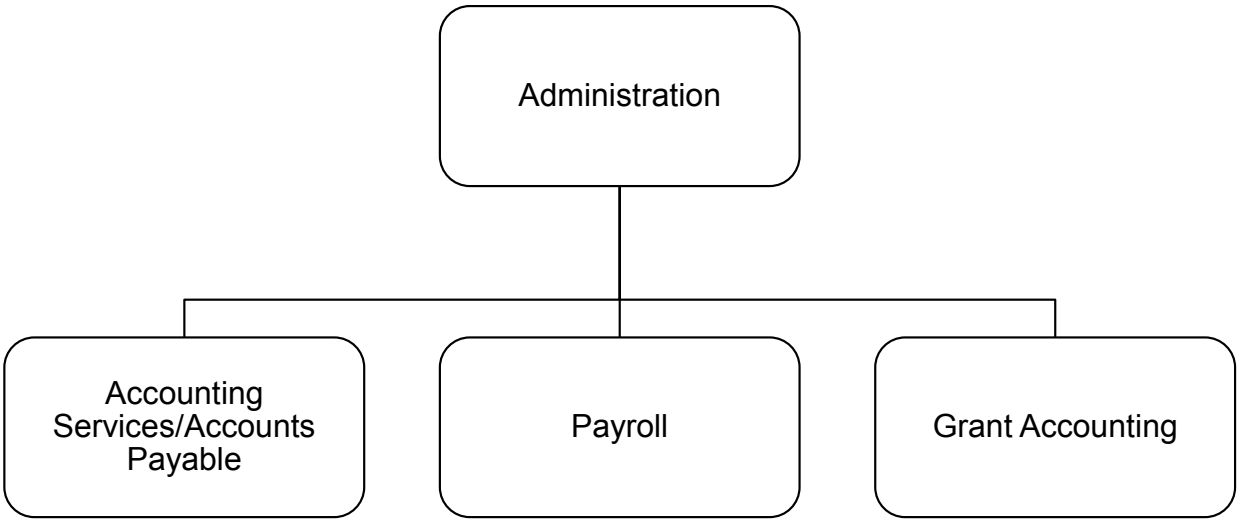
FULL TIME POSITIONS

Br.	Title	Budget 2017-18	Proposed 2018-19
36	Director of Finance	1	1
25	Business Analyst I	1	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
EMPLOYEE YEARS			
Full Time		4.0	4.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		4.0	4.0

Mission Statement

To support the City of Rochester's *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 monitoring loan programs

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement Tyler/Munis Grant system	Innovation and Efficiency	First Quarter
Prepare Comprehensive Annual Financial Report (CAFR)	Innovation and Efficiency	Second Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
CUSTOMER PERSPECTIVE				
Weekly invoices processed	1,200	1,175	1,100	1,200
Federal and New York State grants processed	195	190	190	190
Housing loans	114	110	100	110
Business Development loans/leases	86	85	88	85
FINANCIAL/COST				
In lieu of tax agreements billed	183	183	185	201

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,233,600	1,207,600	-26,000
Employee Years	17.2	16.2	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
2,000	1,000	1,800	0	11,100	-41,900	-26,000

Major Change

A vacant accountant is eliminated as an efficiency measure -41,900

Program Change

Workday and Kronos will be fully implemented in 2018-19. The new Workday/Kronos system implementation is a significant transformation of employee workflow in the City's Financial and HR operations. Paper time cards will be eliminated; all periodic (bi-weekly and weekly) employee payments will be in the form of direct deposit or payroll card; employee requisitions and employee information will all be managed in a computer-based system.

The 2017-18 implementation included full automation and enhancement in areas of: issuance of payroll, employee time recording, earning codes, and time banks; benefit deductions and external vendor interfaces (e.g., health plans; 457); Federal and New York State tax information (W2); Federal and New York State reporting; and payroll data collection and maintenance (e.g., NYS retirement data).

The Grant Accounting system is planned for full utilization in 2018-19 with additional duties assumed from the Mayor's Office.

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DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,117,684	1,133,600	1,165,200	1,126,000
Materials & Supplies	2,344	1,900	1,900	1,900
Services	63,403	62,600	66,500	79,700
Other	0	0	0	0
Total	1,183,431	1,198,100	1,233,600	1,207,600
Appropriation by Activity				
Administration	303,856	280,300	282,700	297,200
Accounting Services/Accounts Payable	318,789	340,500	344,000	343,700
Payroll	270,548	284,700	316,000	266,800
Grant Accounting	290,238	292,600	290,900	299,900
Total	1,183,431	1,198,100	1,233,600	1,207,600
Employee Years by Activity				
Administration	2.0	2.0	2.0	2.0
Accounting Services/Accounts Payable	6.0	6.1	6.1	6.1
Payroll	5.0	5.1	5.1	4.1
Grant Accounting	4.6	4.0	4.0	4.0
Total	17.6	17.2	17.2	16.2

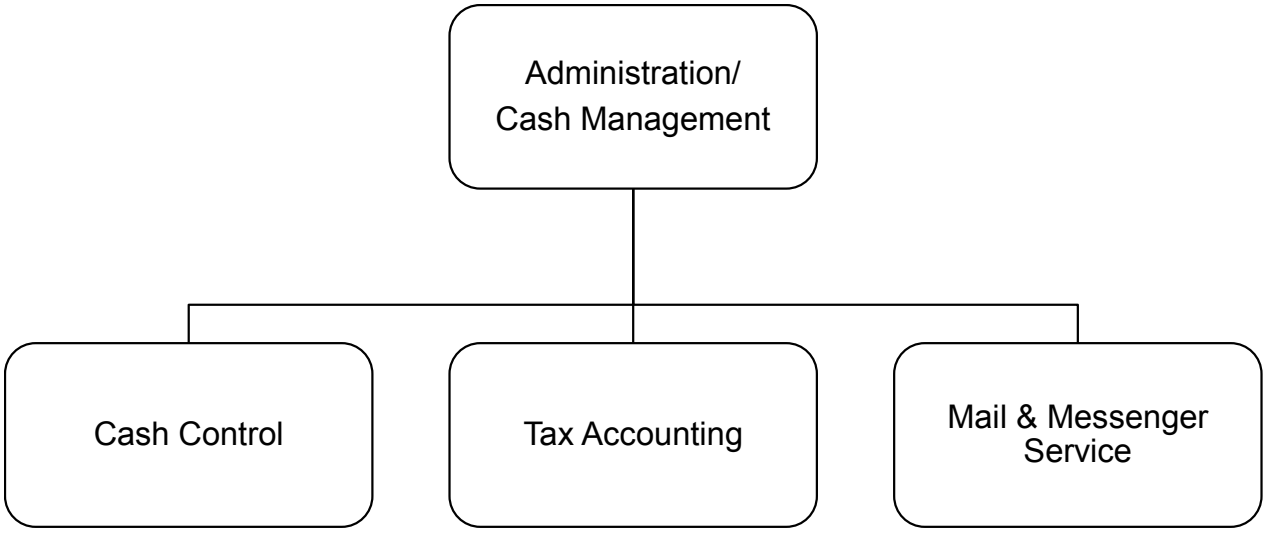
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Accounting Services/ Accounts Payable	Payroll	Grant Accounting
Br.	Title	Budget 2017-18	Proposed 2018-19				
33	Deputy Director, Finance	1	1	1			
30	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Principal Finance Officer	1	1				1
24	Associate Accountant	4	4		1	1	2
20	Senior Accountant	4	4		2	1	1
18	Payroll Auditor	1	1			1	
17	Accountant	2	1		1		
15	Principal Account Clerk	1	0		0		
9	Clerk II	0	1		1		
9	Clerk II with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		17.0	16.0	2.0	6.0	4.0	4.0
Overtime		0.2	0.2	0.0	0.1	0.1	0.0
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		17.2	16.2	2.0	6.1	4.1	4.0

Mission Statement

To support the City of Rochester's *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
- ❑ Utilize reliable financial systems
- ❑ Adhere to statutory regulations
- ❑ Provide 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
- ❑ Prepare annual City property tax bill

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conduct annual Foreclosure Sale	Innovation and Efficiency	Second Quarter
Prepare Annual Tax Bill	Innovation and Efficiency	Third Quarter & Fourth Quarter
Conduct annual Tax Lien Sale	Innovation and Efficiency	Fourth Quarter
Complete additional phases of the Enterprise Payment Processing -online and point of sale payment solutions	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Foreclosure notices mailed	1,670	1,100	1,610	1,500
CUSTOMER PERSPECTIVE				
Tax accounts	62,096	61,982	62,300	62,400
Tax information calls	22,000	27,000	37,000	30,000
FINANCIAL/COSTS				
Delinquent tax accounts	9,386	9,573	9,800	9,900
Percent of adjusted property tax balances collected – Current (%)	93.00	93.70	93.50	94.00
Percent of adjusted property tax balances collected – Delinquent (%)	48.76	46.00	45.00	47.00
Liens sold	1,886	2,100	2,500	2,500
City initiated foreclosures	1,670	1,090	450	800
Properties redeemed before foreclosure	1,023	1,000	900	950
Average daily cash ledger balance ($000)	357,00	347,400	309,900	354,400
Average daily invested cash bank balance ($000)	275,600	266,200	263,400	271,500
Average investment rate (%)	.06	.15	.10	.15

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,775,000	1,767,500	-7,500
Employee Years	18.5	19.4	0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
20,600	2,300	-14,900	0	2,100	-17,600	-7,500

Major Change

Reduced postage expense to reflect actual need	-17,600

Postage Chargebacks

Department/Bureau	2017-18	2018-19
CITY COUNCIL & CLERK	17,600	16,500
NEIGHBORHOOD & ECONOMIC DEVELOPMENT	66,200	63,700
ADMINISTRATION		
Mayor's Office	5,700	4,000
Management & Budget	100	0
Human Resource Management	12,200	8,700
Communications	3,300	1,400
Law	6,200	5,400
Total - Administration	27,500	19,500
FINANCE		
Director's Office	300	100
Accounting	3,200	3,300
Treasury	51,000	32,600
Assessment	13,200	32,700
Parking & Municipal Violations	49,000	44,500
TVA	0	14,500
Purchasing	5,600	2,800
Total - Finance	122,300	130,500
ENVIRONMENTAL SERVICES	154,100	123,000
EMERGENCY COMMUNICATIONS	4,400	3,700
POLICE	48,600	70,500
FIRE	1,600	1,100
LIBRARY	0	100
RECREATION & YOUTH SERVICES		
Commissioner	300	1,100
Recreation	6,300	1,000
BEST	1,100	1,700
Total - DRYS	7,700	3,800
INFORMATION TECHNOLOGY	100	100
Total Interfund	208,400	163,700
Total Intrafund	241,700	268,800
CITY TOTAL	450,100	432,500

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,108,522	1,146,900	1,118,400	1,141,100
Materials & Supplies	49,569	35,500	35,500	36,100
Services	510,670	605,700	621,100	590,300
Other	0	0	0	0
Total	1,668,761	1,788,100	1,775,000	1,767,500
Interfund Credit*	-159,854	-208,400	-208,400	-163,700
Intrafund Credit*	-217,756	-241,700	-241,700	-268,800
Total	1,291,151	1,338,000	1,324,900	1,335,000
Appropriation by Activity				
Administration/Cash Management	686,262	737,200	758,300	767,800
Cash Control	222,180	192,300	169,200	169,700
Tax Accounting	272,007	295,000	283,000	284,300
Mail and Messenger Service	488,312	563,600	564,500	545,700
Total	1,668,761	1,788,100	1,775,000	1,767,500
Interfund Credit*	-159,854	-208,400	-208,400	-163,700
Intrafund Credit*	-217,756	-241,700	-241,700	-268,800
Total	1,291,151	1,338,000	1,324,900	1,335,000
Employee Years by Activity				
Administration/Cash Management	6.7	8.0	8.0	8.1
Cash Control	4.4	3.2	3.2	3.2
Tax Accounting	7.2	5.0	5.0	5.8
Mail and Messenger Service	2.2	2.3	2.3	2.3
Total	20.5	18.5	18.5	19.4

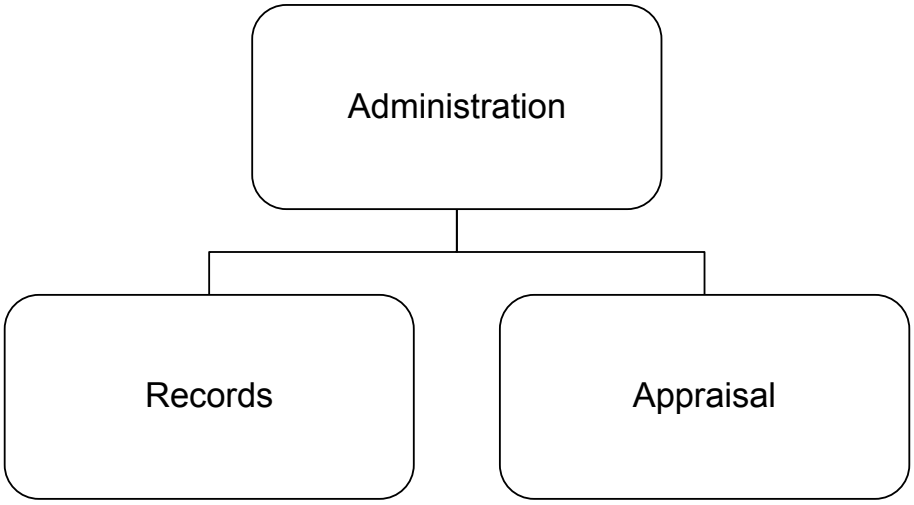
*Reflects chargeback for postage

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2017-18	Proposed 2018-19				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Cash & Investment Manager	1	1	1			
24	Associate Accountant	0	1	1			
23	Business Analyst	1	0				
20	Senior Accountant	2	2	2			
18	Head Account Clerk	1	1			1	
18	Head Cashier	1	1		1		
17	Accountant	1	1	1			
15	Principal Account Clerk	1	1		1		
14	Junior Accountant	2	2			2	
14	Mailroom Coordinator	1	1				1
13	Senior Cashier	1	1		1		
12	Assistant Mailroom Coordinator	1	0				
12	Resource Collector	2	2			2	
10	Interdepartmental Messenger	0	1				1
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
Full Time		18.0	18.0	8.0	3.0	5.0	2.0
Overtime		0.2	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		0.3	1.2	0.1	0.0	0.8	0.3
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		18.5	19.4	8.1	3.2	5.8	2.3

Mission Statement

To support the City of Rochester's *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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Participate in training through various Assessment organizations and also the New York State Department of Taxation and Finance's regional Batavia office	Innovation and Efficiency	First Quarter
Complete Phase I of the 2020 Reassessment	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter

Coordinate the implementation of NYS assessment software	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
CUSTOMER PERSPECTIVE				
Reviews performed:				
● Exemptions (new and renewal)	10,085	10,200	11,000	10,200
● Inspection of building permits	2,350	2,500	2,500	2,500
● Non-profits & other	3,232	3,300	2,250	3,500
● Owner reviews	551	600	600	500
● Notices and Letters	26,256	26,900	26,000	75,000

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	906,000	899,100	-6,900
Employee Years	13.4	13.4	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-18,800	500	9,200	0	2,200	0	-6,900

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	782,038	814,800	825,500	801,300
Materials & Supplies	1,471	7,000	11,400	9,000
Services	40,223	35,100	69,100	88,800
Other	0	0	0	0
Total	823,732	856,900	906,000	899,100
Appropriation by Activity				
Administration	62,025	154,900	193,300	200,600
Records	223,310	217,400	227,100	228,400
Appraisal	538,397	484,600	485,600	470,100
Total	823,732	856,900	906,000	899,100
Employee Years by Activity				
Administration	0.9	1.0	1.0	1.0
Records	5.3	5.3	5.3	5.3
Appraisal	6.9	7.1	7.1	7.1
Total	13.1	13.4	13.4	13.4

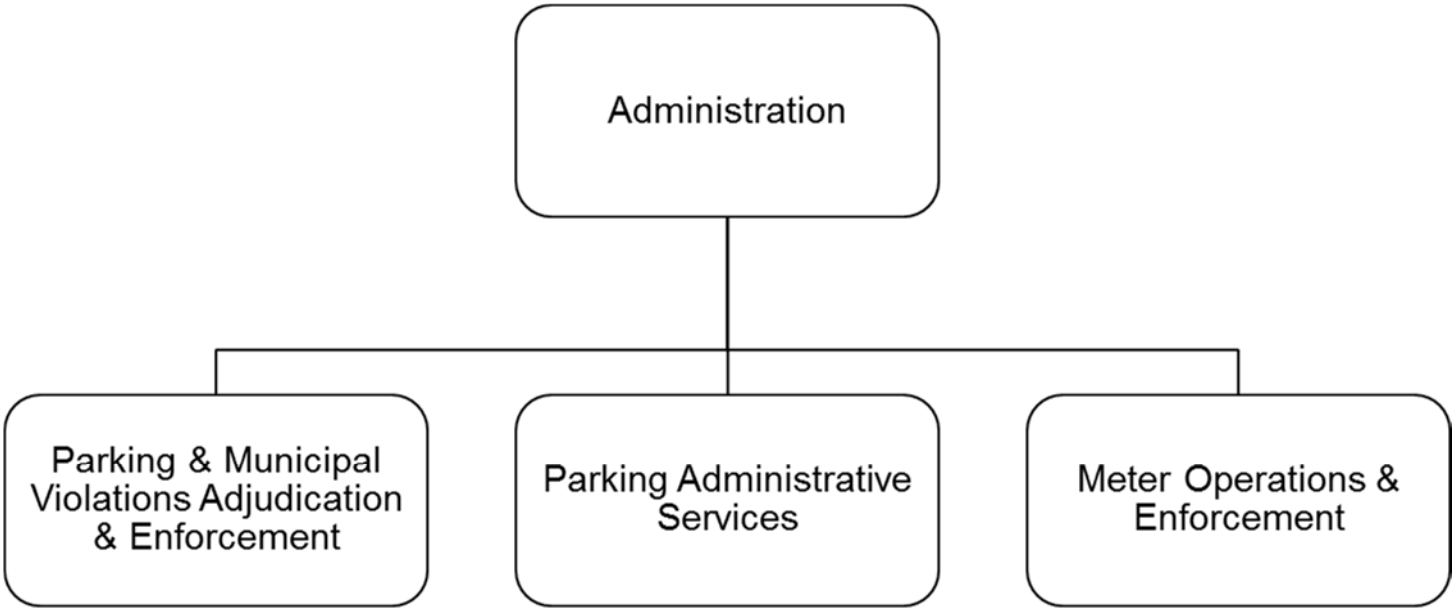
FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2017-18	Proposed 2018-19			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
9	Clerk II	2	2		2	
9	Clerk II with Typing	0	1		1	
7	Clerk III with Typing	1	0			
EMPLOYEE YEARS						
Full Time		12.0	12.0	1.0	4.0	7.0
Overtime		0.4	0.4	0.0	0.3	0.1
Part Time, Temporary, Seasonal		1.0	1.0	0.0	1.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		13.4	13.4	1.0	5.3	7.1

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing safe, affordable, convenient access to municipal parking that is customer focused.

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 streets
- ❑ 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:
- ❑ Office of Special Events for coordination of parking needs for special events
- ❑ Information Technology for coordination of new parking software initiatives
- ❑ Department of Environmental Services for coordination of major maintenance of parking facilities

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, and in person
- ❑ Refer unpaid housing tickets to property tax bills

- ❑ Refer unpaid parking or municipal tickets to collection agencies
- ❑ Coordinate booting program with third party vendor as part of the ticketing process
- ❑ Adjudicate contested parking tickets
- ❑ Manage and maintain all records pertaining to parking tickets issued
- ❑ Coordinate collection agency activity for outstanding parking fines with third party vendor

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Work with the Law Department for potential sale of some City-owned garages	Innovation and Efficiency	Third Quarter
Continue installation and implementation of the new Parking Access Revenue Control system software in two garages	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
CUSTOMER PERSPECTIVE				
Percent of booted vehicles that pay vs. being towed	85%	83%	85%	85%
Percent of parking tickets paid vs. tickets issued	89%	89%	N/A	89%

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	6,283,400	6,144,000	-139,400
Employee Years	38.7	37.7	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
77,200	86,300	-2,600	0	0	-300,300	-139,400

Major Change

Reduction in funding for lease at 200 East Main Street to reflect split expense with Traffic Violations Agency	-102,100
Net reduction in professional services primarily due to efficiencies in the garage attendant services contract	-94,300
Eliminate vacant Assistant Director of Parking as an efficiency measure	-92,100
Expected increase in monthly lease payment to NYS Department of Transportation for State-owned lot at Cumberland Street	38,100
Reductions in supplies and services based on actual need	-30,100
Reduction in utilities based on actual need	-19,800

Program Change

Required on-street metered payment hours are extended from 6pm to 8pm.

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,946,556	1,835,300	1,970,700	1,955,800
Materials & Supplies	84,086	80,000	94,600	93,900
Services	4,703,459	4,210,200	4,218,100	4,094,300
Other	0	0	0	0
Total	6,734,101	6,125,500	6,283,400	6,144,000
Appropriation by Activity				
Administration	354,359	252,600	250,400	257,800
Parking/Municipal Violations Adjud. & Enforcement	539,675	630,300	821,200	727,100
Parking Administrative Services	4,964,385	4,310,700	4,195,700	4,199,800
Meter Operations/Parking Enforcement	875,682	931,900	1,016,100	959,300
Total	6,734,101	6,125,500	6,283,400	6,144,000
Employee Years by Activity				
Administration	4.0	3.0	3.0	3.0
Parking/Municipal Violations Adjud. & Enforcement	9.9	9.1	9.6	9.6
Parking Administrative Services	10.6	8.9	9.5	9.5
Meter Operations/Parking Enforcement	14.9	15.9	16.6	15.6
Total	39.4	36.9	38.7	37.7

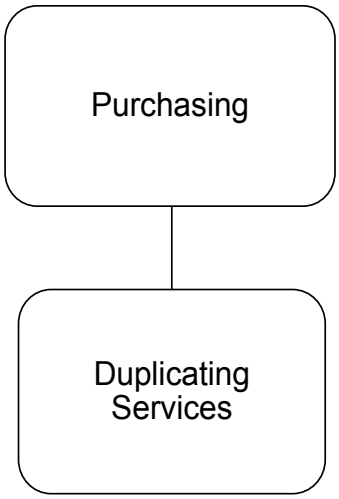
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2017-18	Proposed 2018-19				
33	Director, Parking	1	1	1			
28	Asst. Director, Parking	2	1		1		
26	Municipal Parking Compliance Auditor	1	1			1	
25	Business Analyst I	1	1	1			
21	Supervisor of Structures & Equipment	1	1			1	
19	Parking Enforcement Supervisor	0	2				2
16	Parking Enforcement Supervisor	2	0				
16	Administrative Assistant	0	1			1	
15	Senior Parking Equipment Mechanic	1	1				1
14	Parking Compliance Monitor	2	2			2	
14	Junior Accountant	1	1			1	
13	Sr. Cashier Bilingual	1	1		1		
11	Adjudication Assistant	1	1		1		
11	Secretary	1	1	1			
10	Parking Enforcement Officer	8	8				8
10	Parking Equipment Mechanic	1	1				1
9	Clerk II	2	2		2		
9	Clerk II with Typing	0	1			1	
7	Clerk III	4	4		3	1	
7	Clerk III with Typing	1	0				
5	Account Clerk	2	1		1		
EMPLOYEE YEARS							
Full Time		33.0	32.0	3.0	9.0	8.0	12.0
Overtime		0.5	0.5	0.0	0.1	0.2	0.2
Part Time, Temporary, Seasonal		5.2	5.2	0.0	0.5	1.3	3.4
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		38.7	37.7	3.0	9.6	9.5	15.6

Mission Statement

To support the City of Rochester's *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
- ❑ Provide contract awards and maintenance
- ❑ Auction surplus equipment
- ❑ Issue purchase orders and call numbers
- ❑ Train department and bureau purchasing liaisons in purchasing law and practices
- ❑ Gather and monitor information from public works and development projects for contractor compliance
- ❑ Gather information from vendors
- ❑ Act as liaison between vendors/contractors of City of Rochester departments/bureaus
- ❑ Review and approve Minority and Women Business Enterprises Utilization plans
- ❑ Act as liaison between prime contractors and M/WBE subcontractors for City of Rochester projects
- ❑ Provide copying services to City Hall

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Provide assistance to departments to identify and utilize MWBE companies to meet the City and State MWBE goal requirements	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Expand the use of BidNet from just public bids to smaller purchase RFQs	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Contracts awarded:				
● Construction ($000)	39,777	30,000	46,400	44,600
● Construction M/WBE ($000)	4,168	5,000	7,500	8,200
● Percent of MWBE to Total	10.5	16.7	16.2	18.4
● Number of Goods and Services contracts awarded	561	550	440	550
Percent of City public bids received electronically	24	30	30	30
Percent of purchases of best value bids	1	1	1	1
FINANCIAL/COSTS				
Money recovered from sale of surplus property ($)	273,682	250,000	250,000	250,000
LEARNING AND INNOVATION				
Percent of City public bids distributed electronically	53	96	95	95

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,067,100	1,075,300	8,200
Employee Years	11.9	11.8	-0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
30,800	300	-1,300	0	4,600	-26,200	8,200

Major Change

Reduced maintenance costs on finishing equipment	-20,500
Reduced duplicating expense to reflect actual need	-5,700

DEPARTMENT OF FINANCE
PURCHASING

Duplicating Chargebacks

Department/Bureau	2017-18	2018-19
CITY COUNCIL & CLERK	11,200	8,700
NEIGHBORHOOD & BUSINESS DEV.	66,000	76,700
ADMINISTRATION		
Mayor's Office	35,600	24,700
Innovation	5,700	12,600
Management & Budget	8,800	5,500
Human Resource Management	21,500	13,500
Communications	26,700	32,200
Law	2,000	5,200
Total - Administration	100,300	93,700
LIBRARY	300	300
FINANCE		
Director's Office	1,200	800
Accounting	400	700
Treasury	2,700	4,400
Assessment	17,200	5,500
Parking and Municipal Violations	1,200	1,000
TVA	0	1,000
Purchasing	3,800	4,600
Total - Finance	26,500	18,000
ENVIRONMENTAL SERVICES	37,100	34,500
EMERGENCY COMMUNICATIONS	7,000	6,900
INFORMATION TECHNOLOGY	7,700	7,200
RPD	12,700	8,200
FIRE	15,400	7,000
RECREATION & YOUTH SERVICES		
Commissioner	4,600	100
Recreation	35,700	46,500
BEST	3,400	0
Total - DRYS	43,700	46,600
Total Interfund	30,900	24,200
Total Intrafund	297,000	283,600
CITY TOTAL	327,900	307,800

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	725,531	722,000	732,600	763,300
Materials & Supplies	54,472	52,400	71,200	77,400
Services	242,397	230,100	263,300	234,600
Other	0	0	0	0
Total	1,022,400	1,004,500	1,067,100	1,075,300
Interfund Credit*	-28,784	-22,600	-30,900	-24,200
Intrafund Credit*	-233,114	-256,900	-297,000	-283,600
Total	760,502	725,000	739,200	767,500
Appropriation by Activity				
Purchasing	739,640	718,100	738,200	768,500
Duplicating Services	282,760	286,400	328,900	306,800
Total	1,022,400	1,004,500	1,067,100	1,075,300
Interfund Credit*	-28,784	-22,600	-30,900	-24,200
Intrafund Credit*	-233,114	-256,900	-297,000	-283,600
Total	760,502	725,000	739,200	767,500
Employee Years by Activity				
Purchasing	10.7	10.9	10.9	10.8
Duplicating Services	1.0	1.0	1.0	1.0
Total	11.7	11.9	11.9	11.8

*Reflects chargeback for duplicating

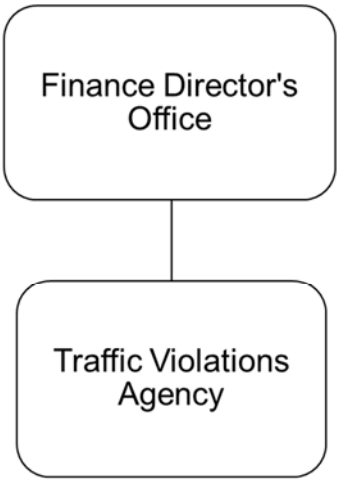
DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2017-18	Proposed 2018-19		
33	Purchasing Agent	1	1	1	
24	Contract Administrator	1	0		
24	Minority & Women Business Enterprise Officer	1	1	1	
22	Contract Administrator	0	1	1	
22	Senior Purchaser	2	2	2	
20	Administrative Analyst	1	2	2	
19	Purchaser	1	1	1	
18	Management Trainee	1	0		
14	Purchasing Control Clerk	1	1	1	
14	Coordinator Duplicating & Supplies	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	0.0	0.0	0.0
Part Time, Temporary, Seasonal		0.8	0.8	0.8	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		11.9	11.8	10.8	1.0

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by enhancing public safety through equitable adjudication of traffic infractions.

Organization



Vital Customers

- ❑ Internal: City of Rochester administration and Mayor's Office
- ❑ External: Motorists who receive traffic infractions within the city of Rochester, local law enforcement agencies, Rochester City Court, all those who currently or potentially could live, visit, or do business in the city of Rochester

Critical Processes

- ❑ Assist the Rochester City Court in the disposition and administration of non-criminal infractions of traffic laws, ordinances and rules and regulations
- ❑ Adjudicate traffic violation tickets and offer plea bargain options
- ❑ Collect and record all monies related to traffic infractions
- ❑ Report to the Office of the NYS Comptroller within the first ten days of the month, all fines, penalties and forfeitures collected by the agency
- ❑ Remit to the State the amount due that is reflected on the Office of NYS Comptroller invoice
- ❑ Issue to the State on an annual basis a report detailing the progress, development and operations of the Agency

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Evaluate effectiveness and efficiency of the current processes	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Number of new moving violations tickets	N/A	N/A	N/A	34,300
Disposition rate of tickets filed	N/A	N/A	N/A	65%
% of cases plea bargained (of those cases that reached a disposition)	N/A	N/A	N/A	80%
% of cases heard in front of the judicial hearing officer	N/A	N/A	N/A	10%
Disposition rate of transferred tickets	N/A	N/A	N/A	30%

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	295,600	934,000	638,400
Employee Years	2.7	10.6	7.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
3,300	1,500	11,400	0	0	622,200	638,400

Major Change

Increase funding to provide for a full year of operation	622,200

Program Change

Rochester Traffic Violations Agency opened April 23, 2018 and began adjudicating traffic infractions that were in violation of the New York State Vehicle and Traffic Law. Approximately twelve thousand (12,000) outstanding tickets were transferred from the Department of Motor Vehicles (DMV).

A Municipal Attorney I position is reflected in the Law Department but assigned to the Traffic Violations Agency to function as the Traffic Prosecutor. Funding for this position is included in the Traffic Violations Agency and will be treated as an intra-fund chargeback. TVA has two per diem Judicial Hearing Officers that conduct hearings and make rulings of fact and law on contested traffic violations occurring in the city of Rochester.

The KPI disposition rate refers to the closure of a case. A vast majority of dispositions result in payments made.

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	0	154,300	155,000	590,400
Materials & Supplies	0	9,100	9,100	9,300
Services	0	116,700	131,500	334,300
Other	0	0	0	0
Total	0	280,100	295,600	934,000
Appropriation by Activity				
Traffic Violations Agency	0	280,100	295,600	934,000
Employee Years by Activity				
Traffic Violations Agency	0.0	2.7	2.7	10.6
Total	0.0	2.7	2.7	10.6

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY
PERSONNEL SUMMARY

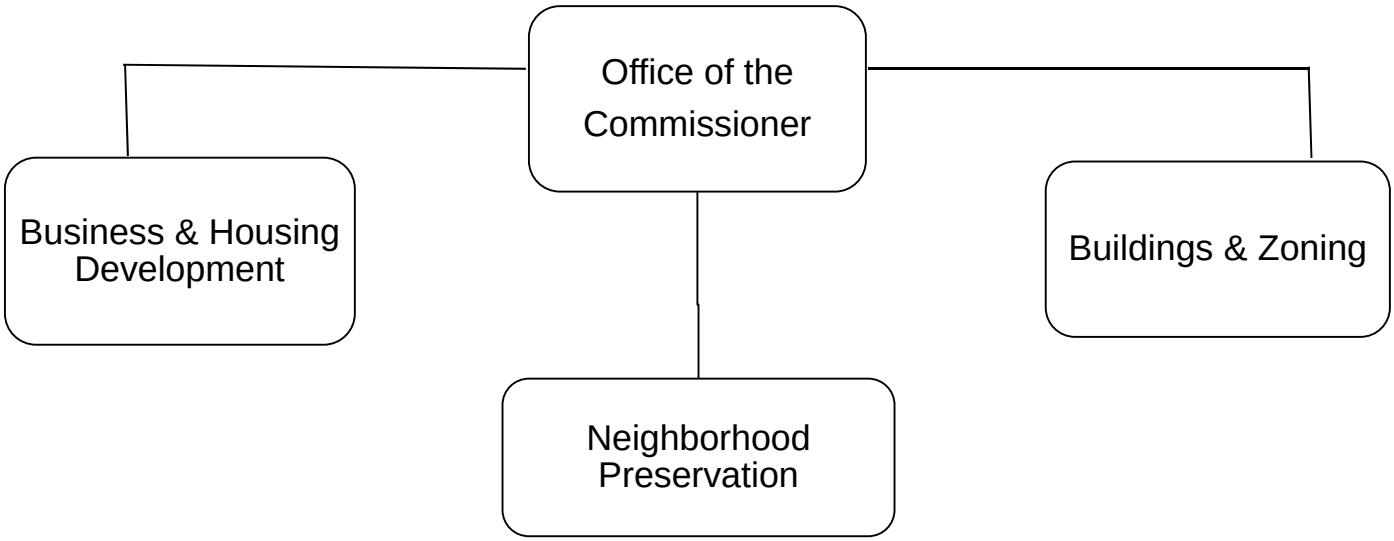
FULL TIME POSITIONS

Br.	Title	Budget 2017-18	Proposed 2018-19
28	Executive Director	0	1
23	Assistant Executive Director	0	1
13	Administrative Secretary	0	1
10	Motor Vehicle Representative	0	6
	EMPLOYEE YEARS		
	Full Time	0.0	9.0
	Overtime	0.0	0.1
	Part Time, Temporary, Seasonal	0.0	1.5
	Less: Vacancy Allowance	0.0	0.0
	Total	0.0	10.6

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Department of Neighborhood and Business Development is a team of committed professionals dedicated to improving quality of life and creating economic opportunities for residents and businesses within the city of Rochester. We accomplish this through exceptional people and strategies centered on enhancing neighborhoods, facilitating business growth, and promoting development.

Organization



Department Highlights

For 2018-19, the Department of Neighborhood and Business Development will focus on the completion of the Comprehensive Plan, implementation of the ROC The Riverway initiative, bolstering the city's commercial corridors, increasing home ownership, reducing blight and nuisances, and attracting development to neighborhoods and downtown.

The Department of Neighborhood and Business Development is also committed to partnering with Information Technology to develop and implement the initial phases of the Land Management Project. This project will significantly enhance the level of service provided to our front end customers, will transform how we do business, and together with the BuildingBlocks program will create cutting edge interfaces between City Hall and the community we serve. Finally, the latter part of the budget year will see the beginnings of a comprehensive update to the Zoning Code and Map, as the department begins the implementation of the completed Comprehensive Plan.

Highlights of the Department's 2018-19 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
<u>Commissioner/Planning</u>		
Complete Comprehensive Plan	Safer and More Vibrant Neighborhoods	Fourth Quarter
Implement Local Waterfront Revitalization Plan/ROC The Riverway Plan	Safer and More Vibrant Neighborhoods	Ongoing
<u>Business & Housing Development</u>		
Sell 50 City surplus houses to increase owner occupancy and reduce blight	Safer and More Vibrant Neighborhoods	Second Quarter
Complete corridor study and implement business corridor improvements	More Jobs	Fourth Quarter
Redevelop residential and mixed-use structures to address market demand for currently under-represented housing inventory	Safer and More Vibrant Neighborhoods	Ongoing
<u>Neighborhood Preservation</u>		
Enhance new Nuisance Abatement process and conduct training	Safer and More Vibrant Neighborhoods	Second Quarter
Collaborate with Crime Prevention Officers to enhance RPD presence on commercial corridors by establishing Quality of Life teams to address corridor concerns	Safer and More Vibrant Neighborhoods	Ongoing
Improve commercial corridors appearance by addressing trash and snow removal with business owners through the Street Liaison Program	Safer and More Vibrant Neighborhoods	Ongoing

Buildings and Zoning

Complete Phase II of the BuildingBlocks program	Innovation and Efficiency	Second Quarter
Work with the Information Technology Department to develop and implement the initial phases of the Land Management project	Safer and More Vibrant Neighborhoods	Fourth Quarter
Evaluate the Zoning Code and Map in response to the completion of the Comprehensive Plan	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2017-18	Budget 2018-19	Change	Percent Change
Commissioner/Admin Finance/Planning	1,124,100	1,105,900	-18,200	-1.6%
Business & Housing Development	2,817,200	2,784,900	-32,300	-1.1%
Neighborhood Preservation	1,477,700	1,496,800	19,100	1.3%
Buildings & Zoning	5,752,600	5,665,700	-86,900	-1.5%
Total	11,171,600	11,053,300	-118,300	-1.1%
Employee Years	137.4	137.6	0.2	0.1%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-121,900	27,600	11,100	-72,800	0	37,700	-118,300

Major Change Highlights

Funding for contract with Greater Rochester Enterprise to attract new businesses shifts from Fund for the City's Future to operating budget	40,000
A Secretary position is added to Bureau of Neighborhood Preservation to provide support to the Neighborhood Service Center Director	38,900
Productivity improvements result in savings	-4,100

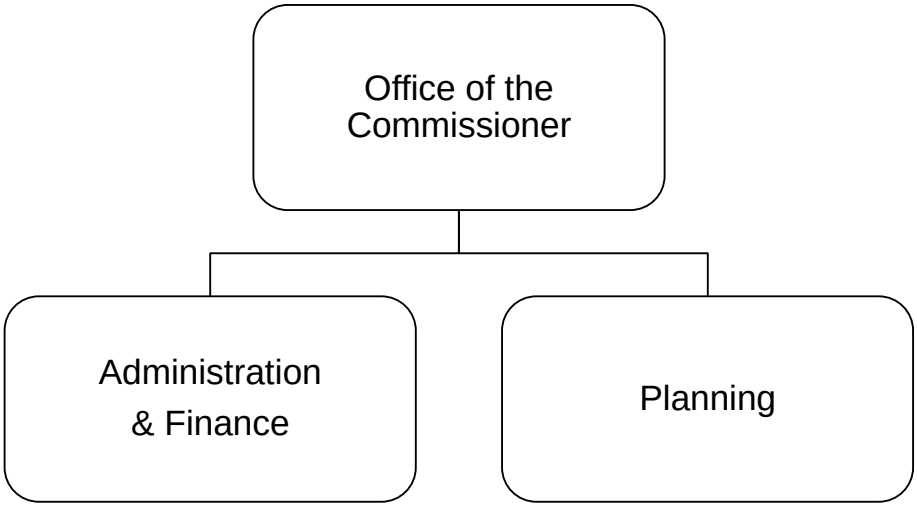
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	8,949,525	8,873,600	9,611,100	9,455,800
Materials & Supplies	54,984	43,200	51,100	51,300
Services	1,337,571	1,448,200	1,509,400	1,546,200
Other	0	0	0	0
Total	10,342,080	10,365,000	11,171,600	11,053,300
Appropriation by Activity				
Commissioner	837,214	1,031,200	1,124,100	1,105,900
Business & Housing Development	3,129,624	2,457,700	2,817,200	2,784,900
Neighborhood Preservation	1,375,329	1,416,400	1,477,700	1,496,800
Buildings & Zoning	4,999,913	5,459,700	5,752,600	5,665,700
Total	10,342,080	10,365,000	11,171,600	11,053,300
Employee Years by Activity				
Commissioner	9.0	12.2	12.6	12.6
Business & Housing Development	39.1	25.3	29.3	29.0
Neighborhood Preservation	17.1	17.1	17.1	18.1
Buildings & Zoning	68.6	73.9	78.4	77.9
Total	133.8	128.5	137.4	137.6
NBD Resource Allocation - Dollars				
NBD Allocation	10,342,080	10,365,000	11,171,600	11,053,300
Police Department NBD Allocation	2,344,100	2,344,100	2,344,100	1,954,800
Total NBD Allocation	12,686,180	12,709,100	13,515,700	13,008,100
NBD Resource Allocation - Employee Years				
NBD Allocation	133.8	128.5	137.4	137.6
Police Department NBD Allocation	26.5	26.5	26.5	21.5
Total NBD Allocation	160.3	155.0	163.9	159.1

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the NBD Office of the Commissioner will promote coordination and communication for the department and customers to provide budget and personnel services, grant management, compliance monitoring, performance management, administrative support, and planning services.

Organization



Vital Customers

- ❑ Internal: City of Rochester departments, NBD staff
- ❑ External: federal and state government, contractors, businesses, neighborhood associations, residents

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
- ❑ Coordinate City Council agenda process for departmental items
- ❑ Coordinate departmental web content
- ❑ Prepare and maintain City Comprehensive Plan
- ❑ Connect planning to implementation
- ❑ Coordinate citywide planning activities and services

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Office of the Commissioner		
Prepare the Annual Action plan to utilize federal funding to create jobs and improve neighborhood and housing conditions	More Jobs	Fourth Quarter
Prepare and manage general billing activities that result from city code enforcement	Safer and More Vibrant Neighborhoods	Ongoing
Planning		
Complete Comprehensive Plan	Safer and More Vibrant Neighborhoods, More Jobs	Fourth Quarter
Evaluate the Zoning Code and Map for consistency with the Comprehensive Plan	Safer and More Vibrant Neighborhoods, More Jobs	Fourth Quarter
Create and coordinate Comprehensive Plan implementation strategies and teams	Safer and More Vibrant Neighborhoods, More Jobs	Fourth Quarter
Implement Local Waterfront Revitalization Plan/ ROC The Riverway Plan	Safer and More Vibrant Neighborhoods, More Jobs	Ongoing
Support neighborhood planning efforts by providing technical assistance	Safer and More Vibrant Neighborhoods, More Jobs	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
ENHANCE NEIGHBORHOODS				
General Billing Invoices (Rehab/Demo)				
Number issued	2,538	2,500	3,000	3,000
Amount billed ($)	1,291,022	2,300,000	850,000	850,000
Percent collected	64%	64%	70%	65%
Demolitions (B&Z)	99	160	110	108
Homebuyer Assistance provided by the City ($)	633,000	800,000	800,000	800,000
Total Rehabilitation Grants awarded ($ millions)	3.6	4.5	4.8	4.3
Good Neighbor Agreements (NP)	630	570	645	637
PROMOTE DEVELOPMENT				
Grants/funding received – federal ($ millions)	10.97	11.09	11.40	10.95
Grants/funding received – all other sources ($)	2,251,560	1,485,000	485,000	485,000
Affordable housing units created (BHD)	190	93	243	298
Comprehensive Neighborhood Planning (% plans complete)	N/A	100%	100%	N/A

B&Z – Buildings and Zoning Bureau
NP – Neighborhood Preservation Bureau
BHD – Business & Housing Development Bureau

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,124,100	1,105,900	-18,200
Employee Years	12.6	12.6	0.00

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-8,900	6,300	1,300	0	0	-16,900	-18,200

Major Changes

Reduction in cell phone, printing and advertising, dues and subscriptions to reflect actual expense	-15,000
Productivity improvements result in savings	-1,900

Program Change

The ROC the Riverway initiative is a transformative series of projects that will drive development along the Riverway. The Commissioner's Office will work to support implementation of this initiative in 2018-19.

The Comprehensive Neighborhood Planning objective was accomplished through the completion of the Quadrant Strategic Plans and now informs the plans of the Neighborhood Service Centers in their efforts to support neighborhood groups.

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

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	647,136	846,000	924,400	916,000
Materials & Supplies	3,876	7,300	5,600	4,200
Services	186,202	177,900	194,100	185,700
Other	0	0	0	0
Total	837,214	1,031,200	1,124,100	1,105,900
Appropriation by Activity				
Commissioner	422,733	695,000	746,200	350,200
Office of Planning	0	0	0	388,600
Administration & Finance	414,481	336,200	377,900	367,100
	837,214	1,031,200	1,124,100	1,105,900
Employee Years by Activity				
Commissioner	2.0	2.0	2.0	2.0
Office of Planning	0.0	3.6	4.0	4.0
Administration & Finance	7.0	6.6	6.6	6.6
	9.0	12.2	12.6	12.6

OFFICE OF THE COMMISSIONER

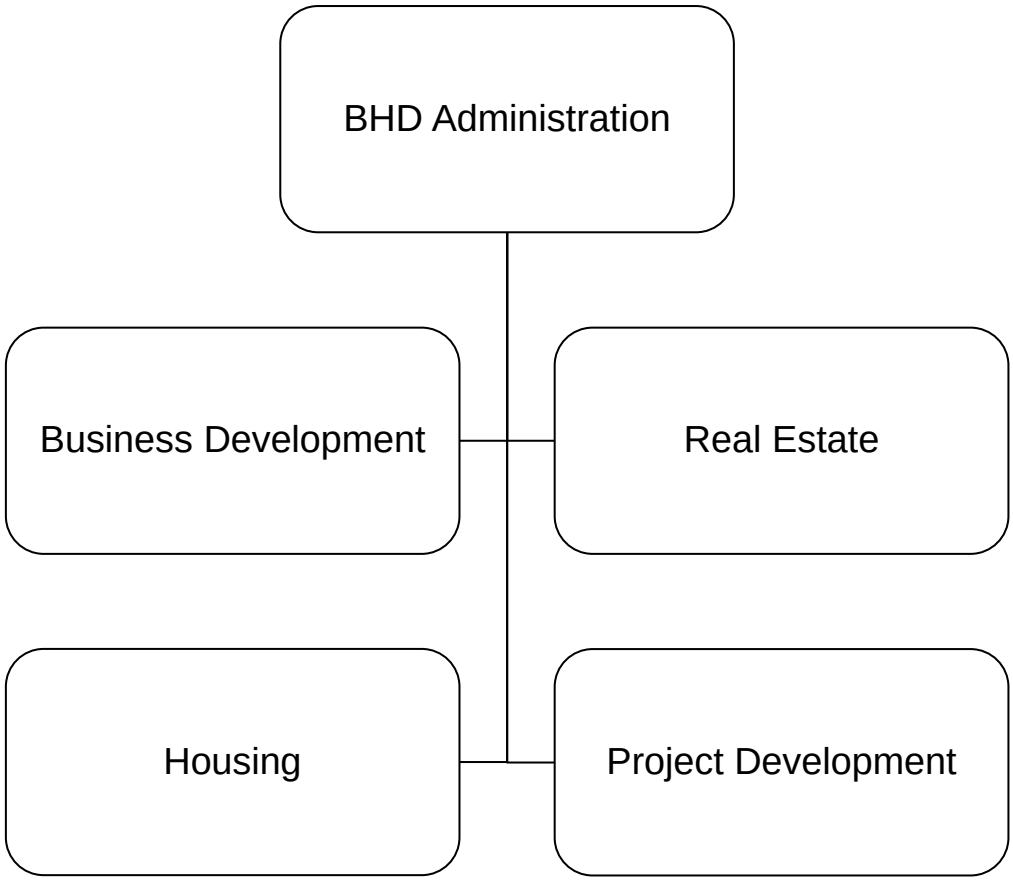
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Office of Planning	Administration & Finance
Br.	Title	Budget 2017-18	Proposed 2018-19			
36	Commissioner	1.0	1.0	1.0		
30	Manager of Planning	1.0	1.0		1.0	
29	Principal Staff Assistant	1.0	1.0			1.0
26	Associate City Planner	1.0	1.0		1.0	
24	Sr. Comm Housing Planner	0.0	1.0		1.0	
24	Senior City Planner	1.0	0.0			
24	Senior GIS Analyst/City Planner	1.0	0.0			
20	City Planner	0.0	1.0		1.0	
20	Executive Assistant	2.0	2.0	1.0		1.0
16	Administrative Assistant	2.0	2.0			2.0
11	Clerk I	1.0	1.0			1.0
7	Clerk III with Typing	1.0	1.0			1.0
EMPLOYEE YEARS						
Full Time		12.0	12.0	2.0	4.0	6.0
Overtime		0.1	0.1	0.0	0.0	0.1
Part Time, Temporary, Seasonal		0.5	0.5	0.0	0.0	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		12.6	12.6	2.0	4.0	6.6

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Bureau of Business & Housing Development is a team of committed professionals working to enhance the quality of life and economic opportunity for residents, neighborhoods and businesses. We help create exciting places in Rochester to live, work, and play!

Organization



Vital Customers

- ❑ Internal: City of Rochester departments
- ❑ External: Commercial/retail businesses; industrial businesses; developers/investors; property buyers/owners; neighborhood groups/associations; business associations

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
- ❑ Attract new businesses and generate growth in downtown businesses

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Assist with development of Inner Loop East (ILE) Site 2	Safer and More Vibrant Neighborhoods	First Quarter
Assist with development of Inner Loop East (ILE) Sites 4 & 5	Safer and More Vibrant Neighborhoods	First Quarter
Complete RFP process for Inner Loop East (ILE) Sites 3 & 7	Safer and More Vibrant Neighborhoods	First Quarter
Sell 50 City surplus houses to increase owner occupancy and reduce blight	Safer and More Vibrant Neighborhoods	Second Quarter
Complete corridor study and implement business corridor improvements	Safer and More Vibrant Neighborhoods	Third Quarter
Work with Rochester Land Bank & Rochester Housing Development Fund corporation to rehabilitate 10 homes to sell to owner occupants	Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete planning process and move the Bulls Head development forward	More Jobs	Fourth Quarter
Execute Land Disposition Agreement for Midtown Parcel #5	Safer and More Vibrant Neighborhoods	Fourth Quarter
Redevelop residential and mixed-use structures to address market demand for currently under-represented housing inventory	Safer and More Vibrant Neighborhoods	Ongoing
Support living wages for city residents by including city resident requirements on city projects	More Jobs	Ongoing
Increase access to capital and micro-lending resources for small businesses	More Jobs	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
ENHANCE NEIGHBORHOODS				
HOME funded rehab and new construction ($ millions)	N/A	0.96	1.20	1.10
Owner occupied housing units created	3	11	10	16
City-assisted sales to owner occupants	187	190	200	190
Foreclosures prevented	128	120	120	108
Affordable housing units created	190	93	243	298
Market rate housing units created	113	194	181	132
Mixed-use projects	14	13	13	N/A

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Total public/private housing investment ($ millions)	132.40	41.84	70.10	167.97
Total commercial/retail investment ($ millions)	23.50	N/A	20.0	N/A
FACILITATE BUSINESS GROWTH				
Total retention assistance ($ millions)	12.3	6.0	16.0	N/A
Jobs retained	668	180	500	250
Total growth assistance ($ millions)	20.9	9.0	25.0	N/A
Full-time equivalent jobs created (Business Development, REDCO)	463	230	250	200
Average income of jobs created ($)	30,727	37,000	30,000	30,000
Businesses relocating into city	5	7	5	5
All grants/loans provided	61	50	65	50
Empire Zone				
Total investments ($ millions)	N/A	10	34	6
Jobs created	N/A	55	135.6	30
Jobs retained	N/A	1,275	6,572	765
Minority and Women Owned Business Enterprise (MWBE)/Disadvantaged Small Business Enterprise (MWDSBE)				
New MWBE businesses	13	10	17	20
Total MWBE assistance ($ millions)	2.0	4.0	3.0	N/A
Minority workforce %	20%	24%	20%	20%
Women workforce %	15%	12.3%	6.9%	6.9%
MWDSBE assistance ($ millions)	19,000,000	4,000,000	2,000,000	4,000,000
Workforce Residency				
Workforce city residents (all projects)	20%	21%	25%	25%
Workforce city residents (people count)	481	453	450	450
PROMOTE DEVELOPMENT				
Tax foreclosures	223	140	300	150
Property rental revenue ($)	251,786	275,000	170,000	225,000
Properties sold through auction/RFP	161	180	125	100
Property sales revenue ($)	2,367,420	1,860,000	1,860,000	2,800,000
Leveraged private investment dollars (Commercial Corridors) ($ millions)	26.0	15.0	25.0	N/A
Leveraged private investment dollars (Downtown) ($ millions)	31.7	33.7	101	N/A

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
% grants/loans applications processed on-time (90 days)	N/A	58%	80%	70%
Total business development investment ($ millions)	N/A	N/A	N/A	12.0
Leveraged private investment dollars (Business Development) ($ millions)	N/A	N/A	N/A	10.0
Total public/private investment (Project Development) ($ millions)	N/A	N/A	N/A	60.0
New businesses	N/A	N/A	N/A	12

N/A – Not Applicable

Year-To-Year

	2017-18	2018-19	Change
Budget	2,817,200	2,784,900	-32,300
Employee Years	29.3	29	-0.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-29,500	9,500	-29,800	-21,800	0	39,300	-32,300

Major Changes

Funding for contract with Greater Rochester Enterprise to attract new businesses shifts from Fund for the City's Future to operating budget	40,000
Productivity improvements results in savings	-700

Program Change

For 2018-19, the Bureau of Business and Housing Development will continue to focus significant effort on housing and real estate and will have numerous projects underway. Following the completion of the Commercial Corridor study, we will be able to more strategically focus on recruitment of downtown and neighborhood retail with up-to-date market data and information.

In Business Development, business support could include recruitment, retention and growth. To better reflect the total activity in this unit those categories are now reported together as Total Business Development Investment.

Duplicate counts of two key performance indicators are corrected by removing one MWBE indicator and the Mixed Use project indicator. To better reflect the division of work within the Bureau of Business and Housing Development, titles for Leveraged private investment and Total public/private investment are relabeled.

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

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	2,602,611	1,893,200	2,214,600	2,163,300
Materials & Supplies	8,614	4,400	6,000	6,100
Services	518,399	560,100	596,600	615,500
Other	0	0	0	0
Total	3,129,624	2,457,700	2,817,200	2,784,900
Appropriation by Activity				
Administration	774,520	645,400	723,900	742,000
Business Development	418,050	392,200	488,900	493,500
Real Estate	625,868	689,800	796,500	774,700
Housing	445,317	442,800	473,900	451,700
Project Development	317,745	287,500	334,000	323,000
Rehabilitation & Repair	548,124	0	0	0
	3,129,624	2,457,700	2,817,200	2,784,900
Employee Years by Activity				
Administration	7.0	5.5	5.5	5.5
Business Development	6.0	4.0	6.0	5.9
Real Estate	8.6	6.6	7.6	6.5
Housing	6.3	6.1	6.1	6.0
Project Development	4.1	3.1	4.1	5.1
Rehabilitation & Repair	7.1	0.0	0.0	0.0
	39.1	25.3	29.3	29.0

BUSINESS & HOUSING DEVELOPMENT
PERSONNEL SUMMARY

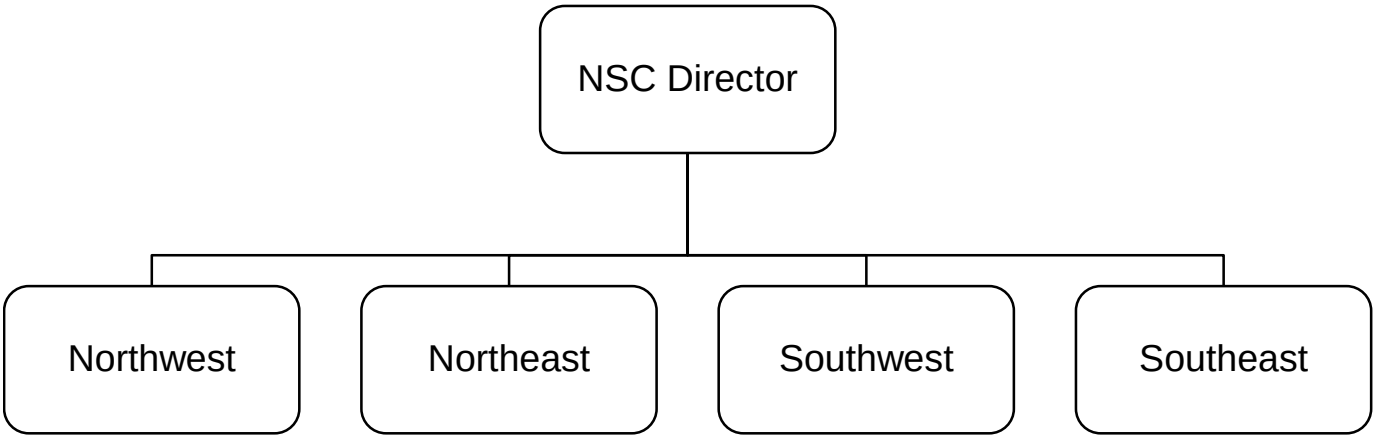
FULL TIME POSITIONS				Administration	Business Development	Real Estate	Housing	Project Development
Br.	Title	Budget 2017-18	Proposed 2018-19					
34	Director of Development Services	1	1	1				
31	Manager of Housing	1	1				1	
30	Director of Real Estate	1	1			1		
30	Director of Strategic Business Development	1	1		1			
30	Manager of Downtown Development	1	0					
30	Manager of Project Development	0	1					1
28	Assistant Director of Real Estate	1	1			1		
26	Associate Administrative Analyst	3	2				1	1
26	Associate Real Estate Specialist	1	1			1		
26	Credit Manager	1	1	1				
26	Economic Development Project Manager	2	1		1			
24	Senior Administrative Analyst	1	0					
24	Senior Community Housing Planner	4	5				3	2
24	Senior Economic Development Specialist	3	3		3			
24	Senior Real Estate Specialist Bilingual	1	1			1		
22	Economic Development Specialist	0	1		1			
20	Community Housing Planner/Bilingual	1	1				1	
20	Executive Assistant	1	1	1				
20	Legal Assistant/Real Estate	0	1			1		
12	Project Assistant	3	3	1		1		1
9	Clerk II with Typing	1	1	1				
EMPLOYEE YEARS								
Full Time		28.0	28.0	5.0	6.0	6.0	6.0	5.0
Overtime		0.2	0.2	0.0	0.0	0.1	0.0	0.1
Part Time, Temporary, Seasonal		1.1	1.1	0.5	0.0	0.5	0.1	0.0
Less: Vacancy Allowance		0.0	0.3	0.0	0.1	0.1	0.1	0.0
Total		29.3	29.0	5.5	5.9	6.5	6.0	5.1

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Bureau of Neighborhood Preservation will promote strength, stability, pride and empowerment to our residents and stakeholders and encourage growth of city neighborhoods and businesses through safety, education, and economic development. We will work to bridge the gap between neighborhoods by improving lines of communication, addressing quality of life issues through community partnerships, and enhancing delivery of services.

Organization

Neighborhood Preservation is separated into four geographical quadrant areas:



Vital Customers

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

Critical Processes

- ❑ Implement Quadrant Team strategic plans
- ❑ Manage handicap permits process
- ❑ Facilitate resolution of neighborhood complaints
- ❑ Provide technical assistance for community engagement and organizing
- ❑ Plan and implement special projects
- ❑ Assist in reduction of neighborhood nuisance activities
- ❑ Interact with neighborhood groups and business organizations
- ❑ Manage Business Permit process
- ❑ Manage Street Liaison Program for specific commercial corridors in each quadrant
- ❑ Manage business associations

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete update of procedure manual for the NSC offices	Innovation and Efficiency	First Quarter
Enhance new Nuisance Abatement process and conduct training	Safer and More Vibrant Neighborhoods	Second Quarter
Develop strategic plan for NE Quadrant team	Safer and More Vibrant Neighborhoods	Third Quarter
Establish landlord association for tenant advocacy (SE NSC)	Safer and More Vibrant Neighborhoods	Third Quarter
Complete preparations for Susan B. Anthony House and Museum 100th Year Anniversary of 19th Amendment (SW NSC)	Safer and More Vibrant Neighborhoods	Third Quarter
Complete beautification projects on Lyell Avenue (NW NSC)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Connect with refugee families through English as a Second Language (ESOL) programs at branch libraries, coordinate with R-Centers and libraries to present speakers regarding services available to families (SE NSC)	Better Schools and Educational Opportunities	Fourth Quarter
Assist with the development and establishment of Downtown Neighborhood Association (Center City Community Collaborative C4) (SW NSC)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Connect NSC, RPD and Library to offer Positive Tickets with the Early Childhood Reading program (SE NSC)	Better Schools and Educational Opportunities	Fourth Quarter
Collaborate with Crime Prevention Officers to enhance RPD presence on commercial corridors by establishing Quality of Life teams to address corridor concerns	Safer and More Vibrant Neighborhoods	Ongoing
Improve commercial corridors appearance by addressing trash and snow removal with business owners through the Street Liaison Program	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
ENHANCE NEIGHBORHOODS				
Good Neighbor Agreements	580	670	645	637
Good Neighbor Agreements – counseled	308	630	410	N/A
Commercial corridor occupancy rates (avg)	84%	85%	82%	83%
P3 (Private, Public, Partnership) established	40	9	8	8
Neighborhood Association meetings	649	716	620	863
Neighborhood Association meeting attendance	485	9,896	5,500	11,825
Neighborhood Association matching funds ($)	96,905	60,000	30,000	N/A
Neighborhood cleanups	121	154	148	167
Block Clubs	66	80	80	80
Handicap Permits issued	2,654	3,400	4,000	3,000
Neighborhood collaboration investment funds ($)	N/A	N/A	N/A	60,000
Refuse Reviews of commercial corridors	N/A	N/A	N/A	800
FACILITATE BUSINESS GROWTH				
Business Permits issued (new permits only)	106	152	101	97
Business Permits renewed	493	673	456	540
Jobs yielded from Business Permits	792	990	1,028	N/A
Business Association meetings	189	306	191	204
Business Association meeting attendance	144	1,918	1,700	1,813
Nuisance letters issued	395	254	392	365
Businesses counseled	N/A	N/A	N/A	630

N/A – Not Applicable

Year-To-Year Comparison

Budget	2017-18	2018-19	Change
Employee Years	1,477,700	1,496,800	19,100
	17.1	18.1	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-25,200	5,300	2,600	0	0	36,400	19,100

Major Changes

A Secretary to the NSC Director is added to Bureau of Neighborhood Preservation to provide support to the Director of Neighborhood Preservation	38,900
Reduction in professional services as an efficiency measure	-2,500

Program Changes

The City's Nuisance Point Program is a major point of focus and is a way to identify and correct chronic nuisance activity which can have a negative impact on the quality of life for the surrounding neighborhood. The program is designed to provide property owners and business owners an opportunity to partner with City staff to abate nuisance activity.

The Neighborhood Service Centers will promote commercial corridor involvement and monitor clean-up activities in an effort to eliminate chronic trash and snow removal violations by creating Quality of Life teams and providing a personal contact to businesses and property owners in the commercial corridors. The process will then identify potential quality of life issues and report these on a quarterly basis through the Refuse Reviews of commercial corridor indicator.

The Neighborhood Service Centers will focus on engaging existing local business to encourage compliance with City codes. Since not all businesses enter into good neighbor agreements, we will reflect our efforts here in a more encompassing Business Counseled metric, which replaces Good Neighbor Agreements counseled.

The Neighborhood Service Center will continue to provide technical assistance to business and neighborhood partnerships with the goal of fostering investment in our community. To better measure the outcome of this effort, we will track financial contributions by neighborhood groups and businesses in a Neighborhood Collaborative Investment funds indicator, which replaces Neighborhood Association matching funds.

Because all job efforts are currently reported in the Bureau of Business and Housing Development, the Jobs Yielded performance measure is removed in the Bureau of Neighborhood Service Centers.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,151,508	1,138,200	1,183,400	1,197,100
Materials & Supplies	7,671	9,100	15,600	16,500
Services	216,150	269,100	278,700	283,200
Other	0	0	0	0
Total	1,375,329	1,416,400	1,477,700	1,496,800
Appropriation by Activity				
NSC - Administration	94,849	196,300	173,600	218,900
NSC - Northwest	300,380	301,400	314,600	307,800
NSC - Northeast	268,433	266,500	318,400	314,900
NSC - Southwest	322,443	344,700	328,900	321,100
NSC - Southeast	389,224	307,500	342,200	334,100
Total	1,375,329	1,416,400	1,477,700	1,496,800
Employee Years by Activity				
NSC - Administration	1.0	1.0	1.0	2.0
NSC - Northwest	4.0	4.0	4.0	4.0
NSC - Northeast	4.0	4.0	4.0	4.0
NSC - Southwest	4.0	4.0	4.0	4.0
NSC - Southeast	4.1	4.1	4.1	4.1
Total	17.1	17.1	17.1	18.1

FULL TIME POSITIONS				Admin	Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2017-18	Proposed 2018-19					
30	NSC Director	1	1	1				
29	NSC Administrator	4	4		1	1	1	1
24	Assistant to NSC Administrator	4	4		1	1	1	1
13	Secretary to the NSC Director	0	1	1				
12	Customer Service Representative	3	2				1	1
12	Customer Service Rep Bilingual	1	2		1	1		
EMPLOYEE YEARS								
Full Time		13.0	14.0	2.0	3.0	3.0	3.0	3.0
Overtime		0.1	0.1	0.0	0.0	0.0	0.0	0.1
Part Time, Temporary, Seasonal		4.0	4.0	0.0	1.0	1.0	1.0	1.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		17.1	18.1	2.0	4.0	4.0	4.0	4.1

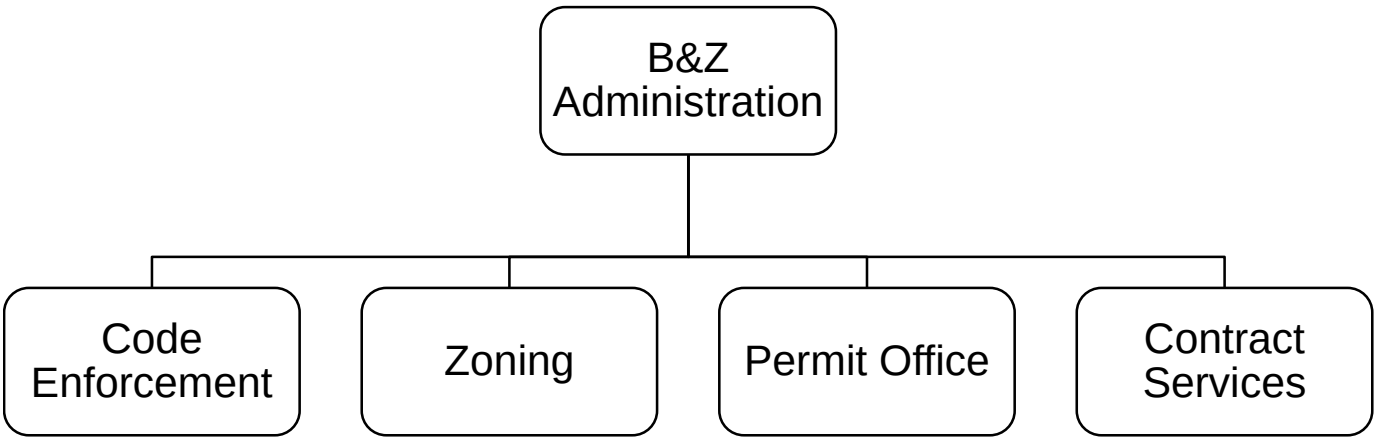
The following full time positions are included in the budget of the Police Department, Bureau of Community Affairs but are assigned to NSC offices and are shown here for reference only.

Br.	Title	2017-18	2018-19
94	Police Lieutenant	5.0	4.0
90	Police Officer	21.0	17.0
EMPLOYEE YEARS			
Full Time		26.0	21.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		26.5	21.5

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Bureau of Buildings and Zoning will perform permit application review processes, facilitate rehabilitation grant programs, and conduct inspection services to ensure that all buildings and properties are in compliance with local, state and federal regulations. Our team will do this by delivering timely, consistent and comprehensive customer-oriented services in the most 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

- ❑ Reduce and eliminate blight and ensure safe and habitable housing through the renewable Certificate of Occupancy (C of O) program
- ❑ Building, electrical, plumbing, and elevator permit inspections
- ❑ Reduce the number of lead poisoning cases involving resident children through lead-based paint inspections and lead dust testing
- ❑ Code enforcement for non-compliance with City Codes
- ❑ Monitor vacant structures
- ❑ Conduct complaint inspections
- ❑ Maintain the Zoning Code
- ❑ Administer licensing of skilled trades and certification programs
- ❑ Coordinate public review and hearing processes
- ❑ Effectively manage the demolition program to ensure all structures in need of demolition are taken down in a timely manner
- ❑ Facilitate the rehab grant program to maximize long term impact

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete Phase II of the BuildingBlocks program	Innovation and Efficiency	Second Quarter
Work with the Information Technology Department to develop and implement the initial phases of the Land Management project	Safer and More Vibrant Neighborhoods	Fourth Quarter
Evaluate the Zoning Code and Map in response to the completion of the Comprehensive Plan	Safer and More Vibrant Neighborhoods	Fourth Quarter
Enhance the vacant property management program	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
ENHANCE NEIGHBORHOODS				
Units inspected for lead hazards	12,541	13,000	12,000	12,000
Certificates of Occupancy issued	3,897	4,000	4,000	4,000
Landlord/tenant issues identified	2,041	3,000	3,000	3,000
Landlord/tenant issues resolved (average closure time in days)	117	70	90	90
Roofs Repaired (OORP)	N/A	62	62	60
Emergency Assistance Repair Program (EARP) grants awarded	N/A	80	75	80
Rehabilitation grants awarded ($ millions)	3.6	3.6	3.6	3.2
Number of Rehab grants (housing count)	277	380	278	160
PROMOTE DEVELOPMENT				
Certificates of Compliance issued	6,330	6,000	6,000	6,000
Notice and Orders issued	24,398	20,000	20,000	20,000
Lead wipe tests conducted	2,842	2,800	2,600	2,700
Housing code tickets issued	4,039	4,500	4,300	4,300
Customer satisfaction for Certificate of Occupancy process	90%	85%	85%	85%
Customer satisfaction for Certificate of Compliance process	90%	90%	90%	90%
Demolitions	99	160	110	108
Permits issued	9,173	9,500	10,500	9,500
Permit fees collected ($)	2,029,128	2,100,000	2,300,000	2,100,000
Certificates of Zoning Compliance reviewed	2,619	2,500	2,500	2,500
Planning Commission cases	98	105	105	105
Zoning Board of Appeals cases	115	120	120	120
Preservation Board cases	94	105	105	105
Site Plan Review cases	42	40	40	40
Administrative Adjustments	N/A	30	30	30
Certificates of Nonconformities	N/A	30	30	30
% Board and Commission vacancies	0%	2%	0%	0%

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	5,752,600	5,665,700	-86,900
Employee Years	78.4	77.9	-0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-58,300	6,500	37,000	-51,000	0	-21,100	-86,900

Major Changes

Landmark project service agreement reduced as funding is needed bi-annually	-15,000
New internal training policy is adopted, reducing the need for external training services	-4,600
Productivity improvements result in savings	-1,500

Program Change

A key initiative in the Bureau of Buildings and Zonings in 2018-19 will be partnering with the Information Technology Department to develop and implement the initial phases of the Land Management Project.

The Bureau will also work with the Planning Staff on identifying impacts of the completed Comprehensive Plan on the Zoning Code and Map.

A note on presentation: for 2016-17 actual expenses and employee years for Planning and Zoning are included in the Buildings and Zoning historical figures. For 2018-19 activities or sub-bureaus within the Bureau of Buildings and Zoning are delineated, to better reflect allocation of resources.

BUILDINGS & ZONING
EXPENDITURE SUMMARY

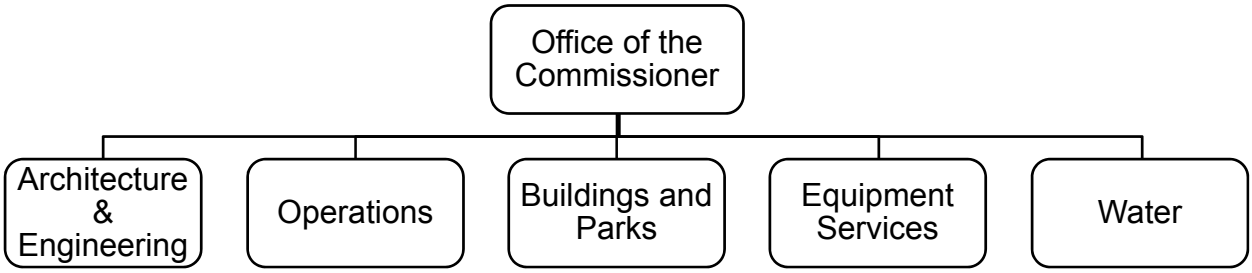
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	4,548,270	4,996,200	5,288,700	5,179,400
Materials & Supplies	34,823	22,400	23,900	24,500
Services	416,820	441,100	440,000	461,800
Other	0	0	0	0
Total	4,999,913	5,459,700	5,752,600	5,665,700
Appropriation by Activity				
Buildings and Zoning Bureau	4,999,913	5,459,700	5,752,600	0
Administration	0	0	0	1,033,400
Code Enforcement	0	0	0	2,781,800
Zoning	0	0	0	616,500
Permit Office	0	0	0	617,500
Contract Services	0	0	0	616,500
Total	4,999,913	5,459,700	5,752,600	5,665,700
Employee Years by Activity				
Buildings and Zoning Bureau	68.6	73.9	78.4	0
Administration	0	0	0	6.4
Code Enforcement	0	0	0	38.8
Zoning	0	0	0	10.9
Permit Office	0	0	0	9.8
Contract Services	0	0	0	12.0
Total	68.6	73.9	78.4	77.9

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Code Enforcement	Zoning	Permit Office	Contract Services
Br.	Title	Budget 2017-18	Proposed 2018-19					
34	Director of Buildings & Zoning	1	1	1				
30	Manager of Code Enforcement	1	1		1			
30	Manager of Zoning	1	1			1		
29	Principal Staff Assistant	1	1	1				
28	Code Compliance Coordinator	1	0					
28	Permit Office Manager	0	1				1	
27	Manager of Contract Services	1	1					1
27	Senior Architect	1	0					
26	Associate Community Housing Planner	1	1					1
26	Code Compliance Coordinator	0	1		1			
26	Permit Office Manager	1	0					
24	Lead Paint Program Coordinator	1	1		1			
24	Plans Examiner	1	3		3			
24	Preservation Planner	1	0					
24	Senior Administrative Analyst	1	1				1	
24	Senior City Planner/Urban Design Specialist	1	1			1		
24	Senior City Planner	3	3			3		
24	Senior Code Enforcement Officer	4	4		4			
24	Senior Property Rehab Specialist	2	2					2
24	Senior Zoning Analyst	0	1			1		
21	Assistant Plans Examiner	1	0					
21	Code Enforcement Officer	18	17		17			
21	Code Enforcement Officer Bilingual	3	4		4			
21	Electrical Inspector	2	2		2			
21	Plumbing Inspector	2	2		2			
21	Property Rehab Specialist	3	3					3
20	City Planner	2	1			1		
20	Zoning Analyst	0	1			1		
18	Code Enforcement Officer Trainee	7	4		4			
18	Code Enforcement Officer Trainee / Bilingual	0	3		3			
16	Administrative Assistant	1	1					1
16	Administrative Assistant / Bilingual	0	1				1	
11	Secretary	1	0					
11	Senior Service Assistant	1	1				1	
9	Clerk II	3	1				1	
9	Clerk II with Typing	1	4				3	1
9	Clerk II Bilingual	2	2			1	1	
7	Clerk III with Typing	2	0					
7	Clerk III 55a	1	1	1				
7	Clerk III	1	2				2	
EMPLOYEE YEARS								
Full Time		74.0	74.0	3.0	42.0	9.0	11.0	9.0
Overtime		0.4	0.4	0.1	0.1	0.1	0.1	0.0
Part Time, Temporary, Seasonal		4.0	4.5	4.5	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	1.0	0.2	0.3	0.2	0.3	0.0
Total		78.4	77.9	7.4	41.8	8.9	10.8	9.0

Mission Statement

To support the City of Rochester's *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.



Department Highlights

In 2018-19, the department will provide oversight of several major capital projects, including construction of the Convention Center Terrace repairs, Mt. Hope Avenue Phase II, the West River Wall, the Eastman Trail, and the Brewery Line Trail.

The Office of Environmental Quality will complete the Climate Vulnerability Assessment and begin the Climate Adaptation Plan.

Highlights of the Department's 2018-19 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2018-19 Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
Office of Commissioner:		
Begin local community choice aggregation program development process	Innovation and Efficiency	First Quarter
Complete climate vulnerability assessment	Safer and More Vibrant Neighborhoods	First Quarter
Begin climate adaptation plan	Safer and More Vibrant Neighborhoods	Second Quarter
Work with smart cities committee to create an ordinance to regulate telecommunication equipment in the rights-of-way	Innovation and Efficiency	Third Quarter
Architecture & Engineering:		
Begin installation of LED street lighting phase III (grant funded)	Innovation and Efficiency	First Quarter
Begin construction of Convention Center Terrace repairs	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of Mt. Hope Avenue Phase II	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Scottsville/Elmwood Avenue	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of West River Wall	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Eastman Trail	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Brewery Line Trail	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter

Highlights	Priorities Supported	Projected Completion
Operations:		
Continue collaboration with Center for Disability Rights to improve accessibility issues	Safer and More Vibrant Neighborhoods	Ongoing
Continue use of alternative pavement solutions for road surface and sidewalks	Innovation and Efficiency	Ongoing
Continue evaluation of measures and methods of managing solid waste	Innovation and Efficiency	Ongoing
Buildings & Parks:		
Expand scattering garden at Mount Hope Cemetery in accordance with master plan	Innovation and Efficiency	Second Quarter
Increase tree planting in the Northeast Quadrant	Safer and More Vibrant Neighborhoods	Fourth Quarter
Utilize LED lighting to minimize energy usage	Innovation and Efficiency	Ongoing
Upgrade to energy efficient HVAC equipment	Innovation and Efficiency	Ongoing
Conserve water by installing low usage fixtures	Innovation and Efficiency	Ongoing
Equipment Services:		
Continue to identify and replace conventional fueled vehicles with alternative fueled vehicles to reduce emissions footprint	Safer and More Vibrant Neighborhoods	Ongoing
Enhance technician training program and upgrade shop repair capabilities	Innovation and Efficiency	Ongoing
Water:		
Replace or rehabilitate 43,700 feet of distribution water mains to maintain system integrity	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 4,000 radio read meters annually. Anticipated program completion by 2023-24	Innovation and Efficiency	Fourth Quarter
Maintain high level (>90%) customer satisfaction	Safer and More Vibrant Neighborhoods	Fourth Quarter
Maximize production and operational efficiencies at Hemlock Filtration Plant	Innovation and Efficiency	Fourth Quarter
Reduce and maintain non-revenue water at an acceptable level	Innovation and Efficiency	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2017-18	Budget 2018-19	Change	Percent Change
Office of the Commissioner	3,325,100	3,322,400	-2,700	-0.1%
Architecture & Engineering	7,658,300	7,279,600	-378,700	-4.9%
Operations	35,311,700	36,160,600	848,900	2.4%
Buildings and Parks	16,507,200	16,565,600	58,400	0.4%
Equipment Services	12,746,700	12,704,300	-42,400	-0.3%
Water	22,816,500	22,718,800	-97,700	-0.4%
Total	98,365,500	98,751,300	385,800	0.4%
Interfund Credit*	-6,461,500	-6,736,600	-275,100	4.3%
Intrafund Credit*	-5,745,900	-5,785,500	-39,600	0.7%
	86,158,100	86,229,200	71,100	0.1%
Employee Years	731.6	730.7	-0.9	-0.1%

*Reflects chargeback for motor equipment services.

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
652,900	392,600	1,000	0	-700	-974,700	71,100

Major Change Highlights

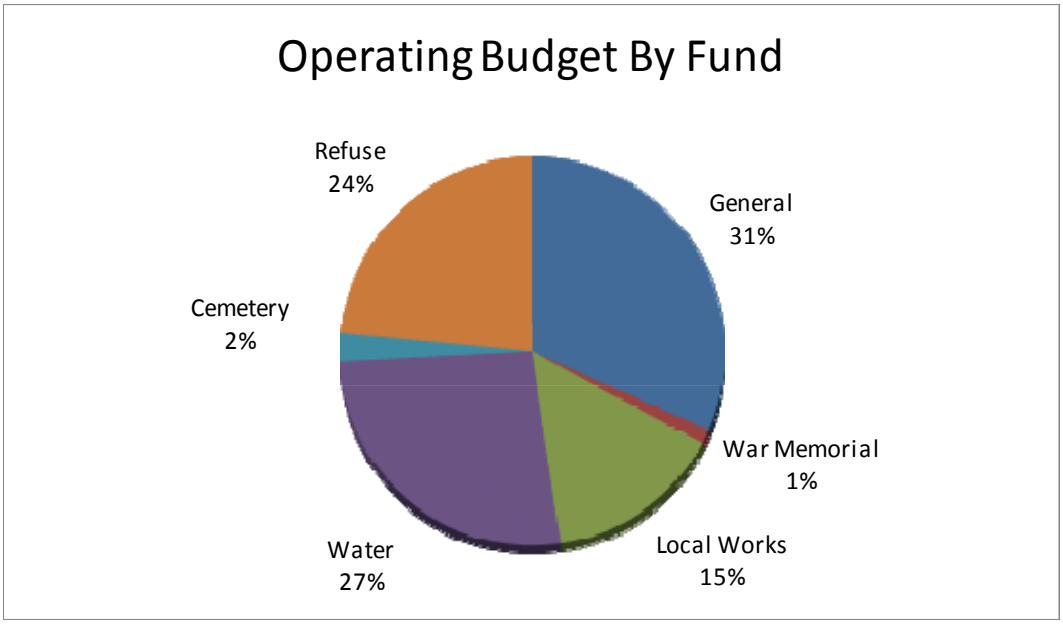
Reductions in materials and services to reflect historical spending and increased efficiencies	-702,300
Street Lighting HLP reduced due to impacts of grant funded LED lighting program	-265,000
Anticipated property tax increase on water infrastructure outside city limits results in additional expense	200,000
Reduced purchase of water from MCWA results in savings	-128,700
Adopt-A-Block program funding increases to match year-round programming needs	102,800
A Telecommunications Manager position is added to coordinate and manage telecommunications policy	99,600
Costs increase for transfer and haul rate for Refuse per contract with Monroe County	88,100
Soccer stadium HLP expenses decrease due to lower utilization	-84,300
Eliminate Warranty Specialist as an efficiency measure	-82,900
Workforce Development Program Coordinator transfers to the Department of Recreation and Youth Services during 2017-18	-69,900
Eliminate vacant Assistant Operations Superintendent as an efficiency measure	-65,700
Funds are added for study to evaluate potential efficiency measures in Refuse	60,000
Eliminate a vacant Operations Supervisor as an efficiency measure	-56,200
Costs decrease for annual kickball tournament	-50,000
Funds are added for MWBE tracking services	50,000

Major Change Highlights

Eliminate vacant Accountant as an efficiency measure	-45,200
A one-time grant does not recur	-25,000

Fund Summary

Bureau/Division	General	Local Works	Water	War Memorial	Cemetery	Refuse	Total
Commissioner	2,905,800	100,900	168,400			147,300	3,322,400
Architecture & Engineering	7,152,500	127,100					7,279,600
Operations							
Director's Office	85,200	194,300				292,500	572,000
Solid Waste Collection						18,287,200	18,287,200
Special Services	3,263,000	12,466,700				1,571,700	17,301,400
Operations Total	3,348,200	12,661,000	0		0	20,151,400	36,160,600
Building & Parks	13,591,500			1,020,200	1,953,900		16,565,600
Equipment Services	12,704,300						12,704,300
Water Fund Operating Units & Fixed Charges			22,718,800				22,718,800
Subtotal	39,702,300	12,889,000	22,887,200	1,020,200	1,953,900	20,298,700	98,751,300
Interfund & Intrafund Credits - Equipment Services	12,522,100						12,522,100
Net Total	27,180,200	12,889,000	22,887,200	1,020,200	1,953,900	20,298,700	86,229,200


Operating Budget By Fund
Refuse
24%
General
31%
Cemetery
2%
War Memorial
1%
Water
27%
Local Works
15%

ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	38,384,558	39,433,900	40,223,000	40,655,600
Materials & Supplies	9,240,866	10,163,200	10,694,200	10,458,200
Services	35,424,097	36,486,000	38,085,700	38,100,200
Other	8,916,732	9,362,600	9,362,600	9,537,300
Total	91,966,253	95,445,700	98,365,500	98,751,300
Interfund Credit*	-6,159,840	-6,179,900	-6,461,500	-6,736,600
Intrafund Credit*	-4,881,542	-5,495,400	-5,745,900	-5,785,500
Total	80,924,871	83,770,400	86,158,100	86,229,200
Appropriation by Activity				
Office of the Commissioner	3,229,753	3,226,700	3,325,100	3,322,400
Architecture & Engineering	7,185,884	7,159,600	7,658,300	7,279,600
Operations	32,773,259	34,702,100	35,311,700	36,160,600
Buildings and Parks	15,811,673	16,208,000	16,507,200	16,565,600
Equipment Services	11,508,475	12,287,300	12,746,700	12,704,300
Water	21,457,209	21,862,000	22,816,500	22,718,800
Total	91,966,253	95,445,700	98,365,500	98,751,300
Interfund Credit*	-6,159,840	-6,179,900	-6,461,500	-6,736,600
Intrafund Credit*	-4,881,542	-5,495,400	-5,745,900	-5,785,500
Total	80,924,871	83,770,400	86,158,100	86,229,200
Employee Years by Activity				
Office of the Commissioner	53.8	54.6	55.7	54.7
Architecture & Engineering	53.1	54.0	56.5	56.5
Operations	249.4	252.6	253.1	254.1
Buildings and Parks	160.1	160.6	162.2	161.3
Equipment Services	65.6	66.5	66.9	65.9
Water	133.8	136.2	137.2	138.2
Total	715.8	724.5	731.6	730.7

*Reflects chargeback for motor equipment service.

Mission Statement

Office of the Commissioner:

To support the City of Rochester's *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:

Environmental Quality supports the City of Rochester's *Values and Guiding Principles* by providing efficient, high quality environmental compliance and pollution prevention, brownfield investigation cleanup and redevelopment, Port of Rochester redevelopment and environmental planning services including brownfield area-wide planning, energy management and climate action planning, regional sustainability planning, and harbor management planning for the City of Rochester and the public.

These services meet legal and regulatory requirements for City facilities, abate and prevent environmental problems, leverage outside funding sources, respond to energy and climate challenges, encourage sustainable redevelopment, and improve property valuations in order to protect, preserve and enhance the natural and built environment of the City of Rochester and the Genesee Finger Lakes region.

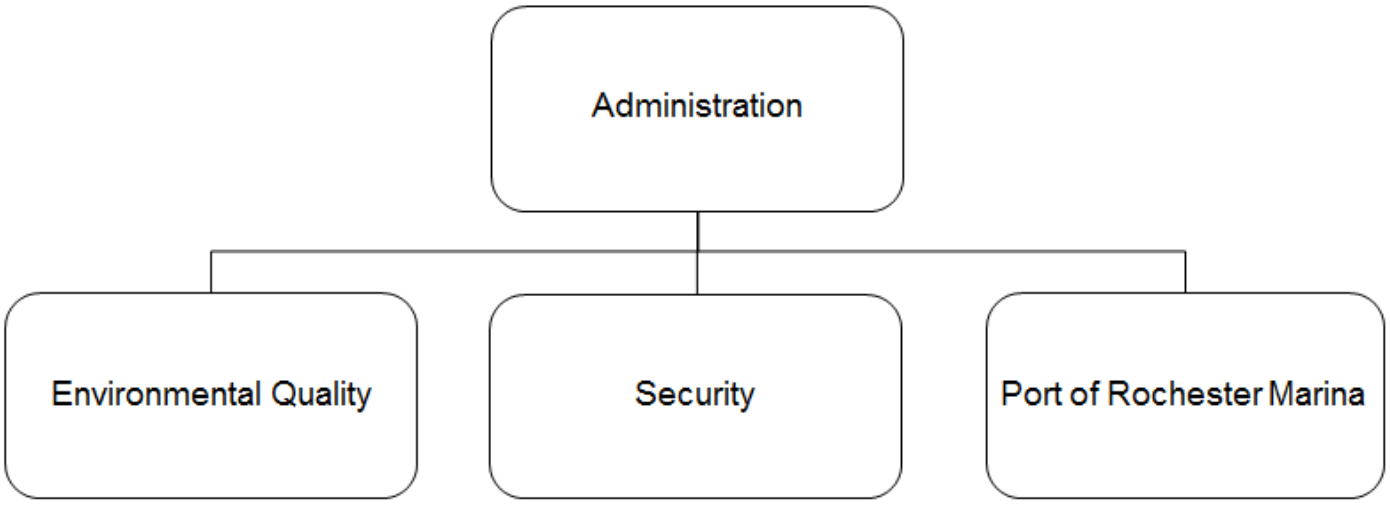
Security:

Security supports the Mayor's public safety initiatives by helping to provide a safe environment for employees and the public. This is accomplished by providing personal security for key City staff and visitors to our facilities, security guard services at select City facilities, routine surveillance of City properties, and the monitoring of security alarms installed at City facilities.

Port of Rochester Marina:

The mission of the Port of Rochester Marina is to provide a first class boating experience for transient boaters, seasonal slip rentals, and patrons using the City's boat launch as well as encouraging tourism in part through cruise ship and excursion vessel visits to the Rochester harbor.

Organization



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

Security:

- 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

Port of Rochester Marina:

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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin local community choice aggregation program development process	Innovation and Efficiency	First Quarter
Complete climate vulnerability assessment	Safer and More Vibrant Neighborhoods	First Quarter
Begin remedial investigation at 68-92 Genesee Street	Safer and More Vibrant Neighborhoods	Second Quarter
Begin climate adaptation plan	Safer and More Vibrant Neighborhoods	Second Quarter
Complete remedy selection for City-owned properties south of Flint Street	Safer and More Vibrant Neighborhoods	Second Quarter
Work with smart cities committee to create an ordinance to regulate telecommunication equipment in the rights-of-way	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
New York State cleanup agreements and orders	21	22	25	29
City facility compliance inspections	36	76	76	36
Renewal energy generated at city properties (KWh)	32,251	1,842,000	2,020,000	2,546,000
Cleanup cost per acre ($):				
● Planned residential site reuse	0	0	1,315,800	48,200
● Planned commercial/industrial reuse	693,500	0	683,800	753,500
Sites remediated	2	0	3	8
Acres remediated	0.87	0	1.36	6.61
Marina occupancy				
Seasonal slips	95%	60%	60%	80%
Transient slips	50%	50%	50%	50%
Security incidents:				
Auto accidents	110	75	N/A	80
Alarm troubles	334	325	N/A	300
911 calls	317	220	N/A	220
Property damage	82	52	N/A	50
LEARNING & INNOVATION				
Security employee certifications				
● Stop the Bleeding (Supervisory training)	5	5	N/A	5
● Stop the Bleeding (Security officers)	0	41	N/A	41

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	3,325,100	3,322,400	-2,700
Employee Years	55.7	54.7	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
50,200	2,500	1,400	0	0	-56,800	-2,700

Major Change

A Telecommunications Manager position is added to coordinate and manage telecommunications policy	99,600
Supervisor of Administrative Services transfers to Buildings and Parks	-86,500
Workforce Development Program Coordinator transfers to the Department of Recreation and Youth Services during 2017-18	-69,900
Costs decrease for annual kickball tournament	-50,000
Funds are added for MWBE tracking services	50,000

Program Change

The Office of the Commissioner will pursue contractual services to assist with MWBE tracking and goal monitoring.

A Telecommunications Manager position is added to oversee telecommunications providers' use of public rights of way and to ensure compliance with master license agreements. This position will be responsible for defining, planning and coordinating the City's telecommunications policy.

The Office of the Commissioner will provide oversight and management for the implementation of projects approved in the New York State funded initiative "ROC The Riverway".

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	2,829,926	2,869,500	2,880,100	2,873,500
Materials & Supplies	35,018	43,900	43,900	44,500
Services	364,809	313,300	401,100	404,400
Other	0	0	0	0
Total	3,229,753	3,226,700	3,325,100	3,322,400
Appropriation by Activity				
Administration	666,500	693,100	782,700	802,400
Environmental Quality	806,364	638,500	654,300	616,600
Security	1,689,237	1,831,300	1,824,300	1,839,500
Port of Rochester Marina	67,652	63,800	63,800	63,900
Total	3,229,753	3,226,700	3,325,100	3,322,400
Employee Years by Activity				
Administration	6.2	6.4	7.3	7.3
Environmental Quality	8.8	7.9	8.2	7.2
Security	38.8	40.3	40.2	40.2
Total	53.8	54.6	55.7	54.7

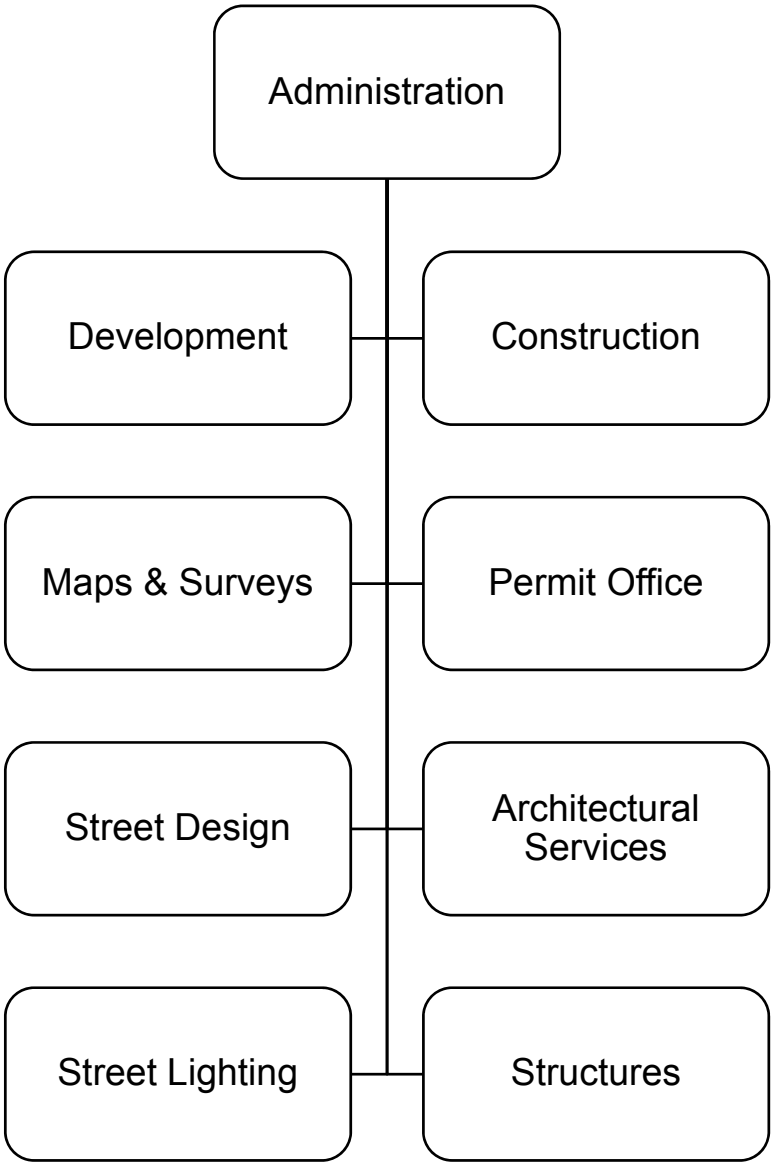
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Environmental Quality	Security
Br.	Title	Budget 2017-18	Proposed 2018-19			
36	Commissioner	1	1	1		
33	Director of Security	0	1			1
32	Manager of Environmental Quality	1	1		1	
32	Assistant Commissioner of DES	1	1	1		
31	Director of Security	1	0			
31	Telecommunications Manager	0	1	1		
29	Associate Environmental Specialist	1	1		1	
26	Operations Analyst	1	0			
26	Supervisor of Administrative Services	1	0			
25	Coordinator of Administrative Services	1	1		1	
25	Superintendent of Security	1	1			1
25	Senior Environmental Specialist	0	1		1	
24	Community Liaison	1	0			
24	Senior Administrative Analyst	0	1	1		
23	Assistant to Director of Security	1	1			1
23	Environmental Specialist	1	1		1	
23	Environmental Specialist/Remediation	1	0			
23	Operations Assistant	0	1	1		
23	Workforce Development Coordinator	1	0			
21	Environmental Technician	1	1		1	
18	Municipal Assistant	0	1	1		
18	Secretary to the Commissioner	1	0			
16	Supervising Security Guard	5	5			5
52	Security Guard	15	15			15
EMPLOYEE YEARS						
Full Time		36.0	35.0	6.0	6.0	23.0
Overtime		1.4	1.4	0.0	0.0	1.4
Part Time, Temporary, Seasonal		18.7	18.7	1.3	1.2	16.2
Less: Vacancy Allowance		0.4	0.4	0.0	0.0	0.4
Total		55.7	54.7	7.3	7.2	40.2

Mission Statement

To support the City of Rochester's *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 a 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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin installation of LED street lighting phase III (grant funded)	Innovation and Efficiency	First Quarter
Begin construction of two federally funded preventive maintenance contracts	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of Convention Center Terrace repairs	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin design of East Main Street reconstruction between Goodman and Culver	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin design of South Avenue/Elmwood Avenue (131K)	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete construction of Driving Park Bridge	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Begin construction of Rundel Library structural repairs	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Complete construction of Elmwood Avenue/Collegetown Cycle Track	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Mt. Hope Avenue Phase II	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Scottsville/Elmwood Avenue	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of West River Wall	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Eastman Trail	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Brewery Line Trail	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Development:				
Projects designed ($000,000):				
● In-house	0.55	0.68	0.26	0.27
● Consultants	3.10	2.80	0.88	2.62
Structures:				
Projects designed ($000,000):				
● Consultants	1.37	2.18	4.895	3.09
Administration/Street Design:				
Value of street improvement projects designed ($000,000):				
● In-house	9.49	6.32	3.852	3.44
● Consultants	7.71	9.20	14.58	14.18
Architectural Services:				
Facilities in building renovation program	148	153	153	153
Value of projects designed ($000,000):				
● In-house	0.98	0.64	0.068	0.16
● Consultant	10.94	11.07	9.369	9.96
Street Lighting:				
City maintained lights	28,185	28,329	28,400	28,379
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service	6,360	6,000	6,000	5,500

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	7,658,300	7,279,600	-378,700
Employee Years	56.5	56.5	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
45,800	20,800	-6,400	0	0	-438,900	-378,700

Major Change

Street Lighting HLP reduced due to impacts of grant funded LED lighting program	-265,000
Materials and services adjustments reflect historical spending	-173,900

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	3,828,133	3,925,100	4,114,500	4,160,300
Materials & Supplies	186,926	239,400	318,400	265,100
Services	3,170,825	2,995,100	3,225,400	2,854,200
Other	0	0	0	0
Total	7,185,884	7,159,600	7,658,300	7,279,600
Appropriation by Activity				
Administration	1,489,405	1,409,100	1,449,500	1,493,800
Development	170,376	173,800	169,400	180,600
Construction	519,939	559,800	516,900	571,100
Maps & Surveys	395,532	372,100	458,800	434,300
Permit Office	274,702	254,500	261,200	252,600
Street Design	799,740	824,300	808,500	811,900
Architectural Services	789,319	819,500	939,800	927,500
Street Lighting	2,648,442	2,662,500	2,956,500	2,533,600
Structures	98,429	84,000	97,700	74,200
Total	7,185,884	7,159,600	7,658,300	7,279,600
Employee Years by Activity				
Administration	8.8	8.9	9.8	9.8
Development	2.1	2.2	2.0	2.0
Construction	6.7	6.8	6.6	6.6
Maps & Surveys	6.0	6.1	7.1	7.1
Permit Office	3.5	3.7	3.9	3.9
Street Design	12.2	12.3	12.5	12.5
Architectural Services	10.1	10.2	10.8	10.8
Street Lighting	2.8	2.9	2.9	2.9
Structures	0.9	0.9	0.9	0.9
Total	53.1	54.0	56.5	56.5

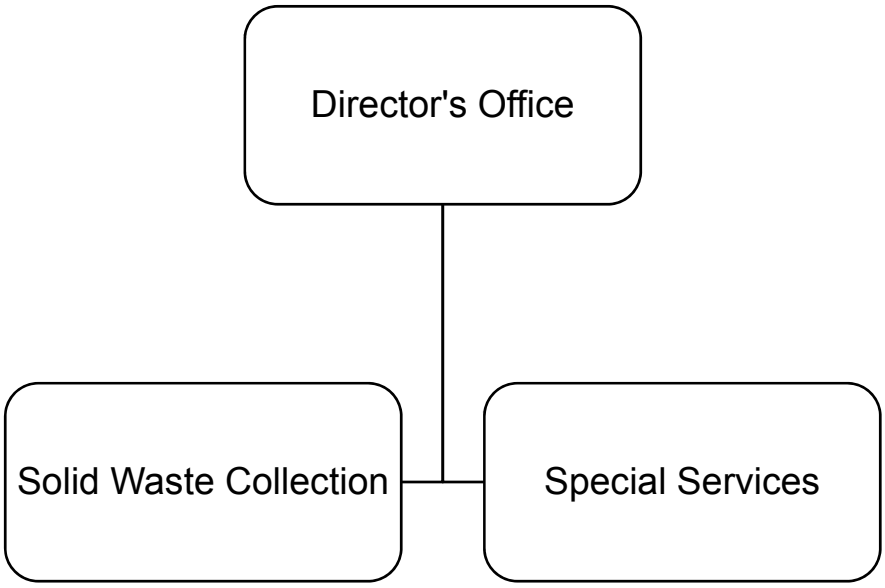
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2017-18	Proposed 2018-19									
35	City Engineer	1	1	1								
33	Managing Engineer-Construction	0	1			1						
32	Assistant City Engineer	1	1							1		
32	Managing Engineer-Construction	1	0									
32	Managing Engineer-Street Design	1	1						1			
30	Senior Structural Engineer/Bridges	1	0									
29	Assistant Manager of Street Design	0	1						1			
29	Manager of Special Projects	1	1	1								
29	Principal Staff Assistant	1	1	1								
29	Senior Landscape Architect	1	1		1							
29	Senior Structural Engineer/Bridges	0	1									1
28	Manager of Maps & Surveys	1	1				1					
28	Street Program Coordinator	1	1						1			
27	Senior Architect	2	2							2		
27	Street Lighting Program Coordinator	1	1								1	
27	Transportation Specialist	1	1	1								
26	Engineer III	3	5			2			2	1		
26	Permit Coordinator	1	1					1				
25	Asst. Street Lighting Program Coordinator	1	1								1	
24	Architect	2	2							2		
24	Assistant Landscape Architect	1	1		1							
24	Engineer II	8	6			2			4			
24	Field Surveyor	1	1				1					
24	Senior Administrative Analyst	1	1	1								
23	Project Manager	1	1	1								
21	Assistant Architect	3	3							3		
21	Assistant Field Surveyor	0	1				1					
21	Engineer I	2	1						1			
21	Supervising Engineering Technician	1	1			1						
21	Supervisor of Mapping	1	1				1					
18	Assistant Field Surveyor	1	0									
18	Head Account Clerk	1	1	1								
18	Junior Architect	1	1							1		
18	Principal Engineering Technician-CADD	1	1						1			
18	Senior Survey Technician	0	2				2					
17	Accountant	2	2	2								
16	Administrative Assistant	1	1	1								
16	Senior Survey Technician	2	0									
15	Senior Engineering Technician	4	3					2	1			
11	Secretary	1	1							1		
11	Clerk I	0	1								1	
10	Engineering Aide	0	1					1				
9	Clerk II	1	1				1					
9	Clerk II with Typing	1	0									
EMPLOYEE YEARS												
Full Time		56.0	56.0	10.0	2.0	6.0	7.0	4.0	12.0	11.0	3.0	1.0
Overtime		0.7	0.7	0.1	0.1	0.2	0.1	0.1	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		1.6	1.6	0.0	0.0	0.6	0.2	0.0	0.8	0.0	0.0	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
Total		56.5	56.5	9.8	2.0	6.6	7.1	3.9	12.5	10.8	2.9	0.9

Mission Statement

To support the City of Rochester's *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

2018-19 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Continue collaboration with Center for Disability Rights to improve accessibility issues	Safer and More Vibrant Neighborhoods	Ongoing
Continue use of alternative pavement solutions for road surface and sidewalks	Innovation and Efficiency	Ongoing
Continue evaluation of measures and methods of managing solid waste	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	89,682	90,000	90,442	90,442
Commercial refuse tons collected and disposed	10,091	10,000	11,000	11,000
Recycling tons collected and diverted from landfill	7,336	7,000	7,900	8,800
Special Services:				
Roadway plow runs	12	16	17	17
Sidewalk plow runs	9	9	12	12
Arterial sidewalk plow runs	2	3	3	3
Roadway plow runs completed successfully	95.63%	95.0%	95.0%	97.0%
Compost returned through materials give back site	365	450	500	500
% of streets swept on schedule	88.85%	90.0%	90.0%	90.0%
% of potholes filled within 2 business days	98.9%	97.0%	95.0%	99.0%

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	35,311,700	36,160,600	848,900
Employee Years	253.1	254.1	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
252,100	238,700	263,900	0	-6,300	100,500	848,900

Major Change Highlights

Adopt-A-Block program funding increases to match year-round programming needs	102,800
Materials and services are reduced as an efficiency measure	-94,200
Costs increase for transfer and haul rate for Refuse per contract with Monroe County	88,100
Funds are added for study to evaluate potential efficiency measures in Refuse	60,000
Eliminate a vacant Operations Supervisor as an efficiency measure	-56,200

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	13,326,633	13,560,700	13,613,600	13,809,500
Materials & Supplies	1,813,635	2,165,500	2,195,400	2,102,700
Services	17,632,991	18,586,900	19,113,700	19,726,800
Other	0	389,000	389,000	521,600
Total	32,773,259	34,702,100	35,311,700	36,160,600
Appropriation by Activity				
Director's Office	582,284	596,600	581,200	572,000
Solid Waste Collection	16,714,870	17,786,400	17,728,800	18,287,200
Special Services	15,476,105	16,319,100	17,001,700	17,301,400
Total	32,773,259	34,702,100	35,311,700	36,160,600
Employee Years by Activity				
Director's Office	5.2	5.2	5.1	5.1
Solid Waste Collection	104.6	105.4	106.2	106.2
Special Services	139.6	142.0	141.8	142.8
Total	249.4	252.6	253.1	254.1

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	581,200	572,000	-9,200
Employee Years	5.1	5.1	0.0

Change Detail

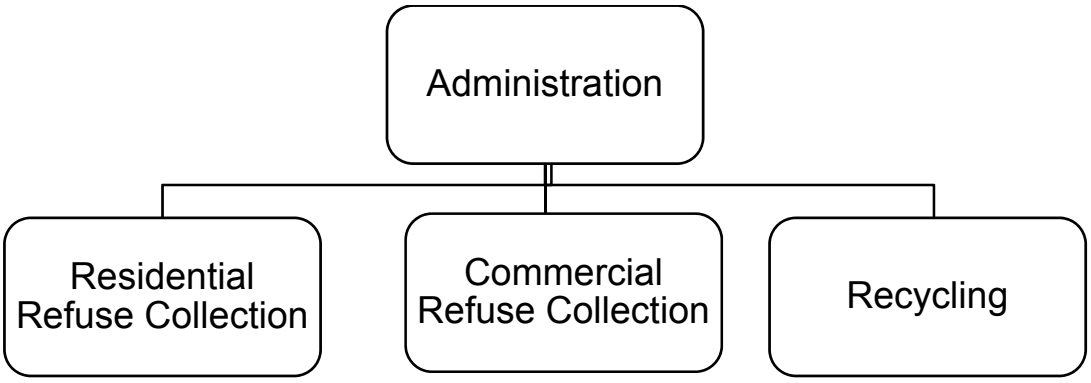
Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-8,700	1,000	-1,500	0	0	0	-9,200

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

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	477,092	480,600	461,200	452,500
Materials & Supplies	0	6,700	6,700	6,800
Services	105,192	109,300	113,300	112,700
Other	0	0	0	0
Total	582,284	596,600	581,200	572,000
Appropriation by Activity				
Director's Office	582,284	596,600	581,200	572,000
Employee Years by Activity	5.2	5.2	5.1	5.1

FULL TIME POSITIONS			
Br.	Title	Budget 2017-18	Proposed 2018-19
35	Director of Operations	1	1
29	Principal Staff Assistant	2	1
24	Senior Administrative Analyst	1	1
23	Project Manager	0	1
23	Senior GIS Analyst	1	1
EMPLOYEE YEARS			
Full Time		5.0	5.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.1	0.1
Less: Vacancy Allowance		0.0	0.0
Total		5.1	5.1

Organization



Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	17,728,800	18,287,200	558,400
Employee Years	106.2	106.2	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
9,700	194,400	205,000	0	1,200	148,100	558,400

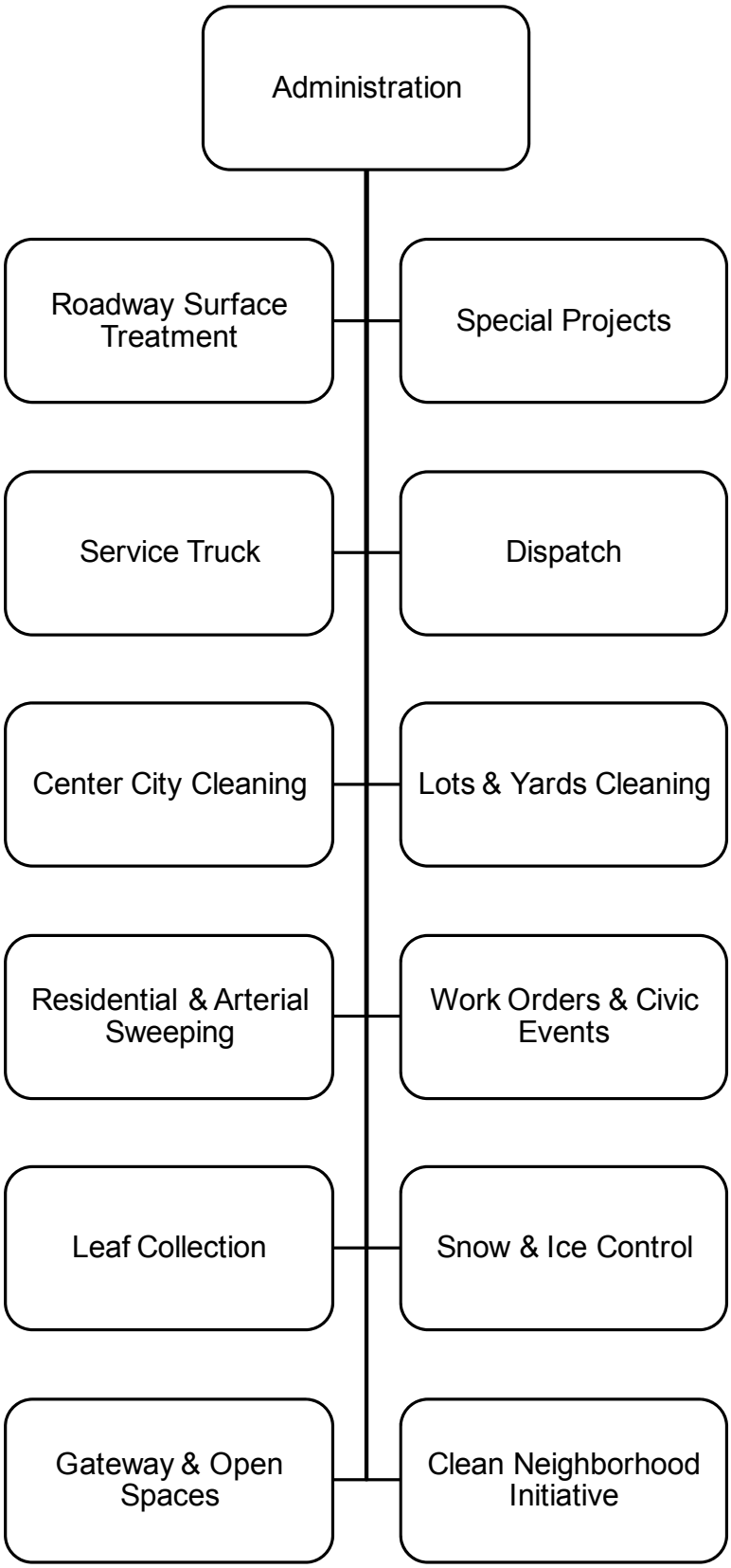
Major Change

Costs increase for transfer and haul rate for Refuse per contract with Monroe County	88,100
Funds are added for study to evaluate potential efficiency measures	60,000

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	6,174,191	6,242,500	6,329,700	6,339,400
Materials & Supplies	132,837	199,600	199,600	203,000
Services	10,407,842	10,955,300	10,810,500	11,223,200
Other	0	389,000	389,000	521,600
Total	16,714,870	17,786,400	17,728,800	18,287,200
Appropriation by Activity				
Administration	2,868,366	3,353,700	3,459,500	3,567,800
Residential Refuse Collection	10,606,479	11,189,600	10,945,100	11,378,100
Commercial Refuse Collection	1,801,286	2,146,600	2,036,700	2,055,700
Recycling	1,438,739	1,096,500	1,287,500	1,285,600
Total	16,714,870	17,786,400	17,728,800	18,287,200
Employee Years by Activity				
Administration	12.2	12.5	12.7	11.7
Residential Refuse Collection	63.4	63.6	64.0	65.0
Commercial Refuse Collection	16.2	16.3	16.3	16.3
Recycling	12.8	13.0	13.2	13.2
Total	104.6	105.4	106.2	106.2

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2017-18	Proposed 2018-19				
30	Refuse Operations Manager	1	1	1			
25	Assistant Manager of Solid Waste Refuse	1	1	1			
23	Asst. Operations Superintendent	4	4		3		1
23	Commercial Accounts Representative	1	1			1	
23	Recycling Coordinator	1	1				1
23	Technology Applications Specialist	1	1	1			
18	Municipal Assistant	1	0				
17	Accountant	1	1	1			
16	Fleet Maintenance Technician	1	1	1			
16	Research Assistant	0	1	1			
9	Clerk II	1	1	1			
69	Environmental Services Operator I	76	76		53	14	9
64	Dispatcher	1	1	1			
63	Sr. Code Inspector	1	1	1			
EMPLOYEE YEARS							
Full Time		91.0	91.0	9.0	56.0	15.0	11.0
Overtime		11.4	11.4	0.5	6.8	1.6	2.5
Part Time, Temporary, Seasonal		5.3	5.3	2.2	3.1	0.0	0.0
Less: Vacancy Allowance		1.5	1.5	0.0	0.9	0.3	0.3
Total		106.2	106.2	11.7	65.0	16.3	13.2

Organization



Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	17,001,700	17,301,400	299,700
Employee Years	141.8	142.8	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
251,100	43,300	60,400	0	-7,500	-47,600	299,700

Major Change

Adopt-A-Block program funding increases to match year-round programming needs	102,800
Materials and services are reduced an efficiency measure	-94,200
Eliminate a vacant Operations Supervisor as an efficiency measure	-56,200

Program Change

The personnel tables in Special Services and Buildings and Parks were updated to accurately reflect changes to full time and part time positions resulting from the departmental re-organization in 2015-16.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	6,675,350	6,837,600	6,822,700	7,017,600
Materials & Supplies	1,680,798	1,959,200	1,989,100	1,892,900
Services	7,119,957	7,522,300	8,189,900	8,390,900
Other	0	0	0	0
Total	15,476,105	16,319,100	17,001,700	17,301,400
Appropriation by Activity				
Administration	2,389,513	2,484,200	2,524,000	2,593,000
Roadway Surface Treatment	1,107,447	1,118,200	1,144,100	1,151,400
Special Projects	1,038,479	1,100,400	1,110,800	1,036,900
Service Truck	108,852	112,400	123,400	125,900
Dispatch	282,649	260,600	246,100	233,100
Center City Cleaning	236,708	242,500	293,800	281,500
Lots & Yards Cleaning	1,070,570	1,079,200	1,168,700	1,176,500
Residential & Arterial Sweeping	601,718	684,400	722,800	734,600
Work Orders & Civic Events	785,965	842,400	843,500	1,001,400
Leaf Collection	1,129,576	985,600	1,131,000	1,146,000
Snow & Ice Control	6,069,027	6,916,600	7,198,000	7,218,900
Gateway & Open Spaces	138,367	148,900	147,300	176,500
Clean Neighborhood Initiative	517,234	343,700	348,200	425,700
Total	15,476,105	16,319,100	17,001,700	17,301,400
Employee Years by Activity				
Administration	12.4	12.5	12.3	12.3
Roadway Surface Treatment	15.8	15.9	15.9	15.6
Special Projects	13.0	13.0	13.0	12.9
Service Truck	1.9	1.9	1.9	1.9
Dispatch	3.5	3.7	3.7	3.7
Center City Cleaning	5.6	5.6	5.6	5.5
Lots & Yards Cleaning	8.3	8.4	8.4	8.4
Residential & Arterial Sweeping	6.2	6.2	6.2	6.2
Work Orders & Civic Events	10.6	10.6	10.6	12.5
Leaf Collection	11.4	11.5	11.5	11.5
Snow & Ice Control	48.4	50.2	50.2	49.0
Gateway & Open Spaces	2.0	2.0	2.0	2.8
Clean Neighborhood Initiative	0.5	0.5	0.5	0.5
Total	139.6	142.0	141.8	142.8

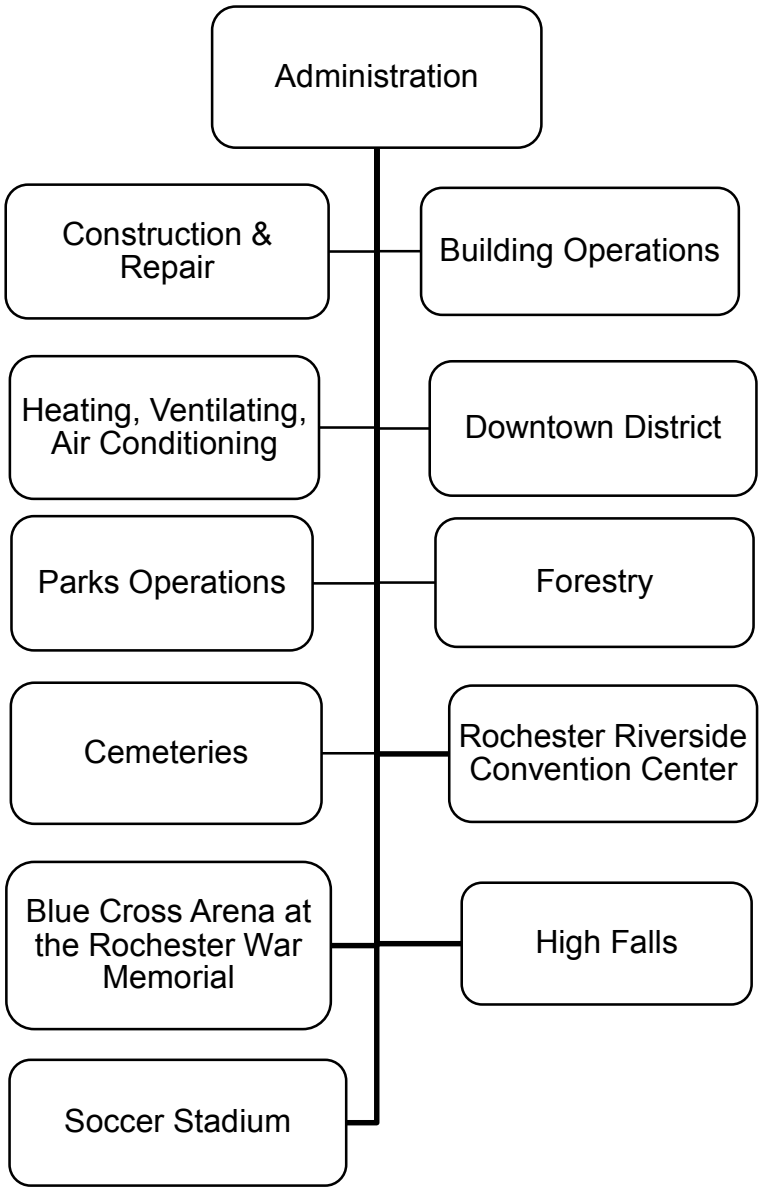
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS		Budget 2017-18	Proposed 2018-19	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	Gateway & Open Spaces	Clean Neigh-borhood Initiative
Br.	Title															
26	Coordinator of Special Services	1.0	1.0	1.0												
25	Operations Superintendent-St. Maint	1.0	1.0	1.0												
23	Asst. Operations Superintendent	5.0	8.0	1.0						0.6	1.2	1.6	0.6	2.4	0.6	
23	Technology Applications Specialist	1.0	1.0	1.0												
21	Supervising Engineering Technician	0.0	1.0	1.0												
19	Operations Supervisor	2.6	0.0													
19	Op. Supervisor, St. Maintenance	3.0	2.0		1.0	0.6								0.4		
18	Municipal Assistant	1.0	1.0	1.0												
18	Principal Engineering Technician	1.0	0.0													
16	Fleet Maintenance Technician	2.0	2.0	2.0												
15	Senior Dispatcher	1.0	1.0					1.0								
9	Clerk II Bilingual	1.0	1.0	1.0												
9	Clerk II	1.0	1.0	1.0												
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	26.2	29.0		1.5	3.9				3.3	3.8	5.0	2.1	8.8	0.6	
57	Construction Supply Handler	1.0	1.0	1.0									0.1	0.3		
56	Grounds Equipment Operator	1.6	1.0							0.6			2.2	13.8	1.1	
41	Operations Worker	43.9	45.0		8.0	5.5	1.0		4.5	2.7	1.0	5.2				
EMPLOYEE YEARS																
Full Time		99.3	102.0	11.0	12.5	11.0	1.0	3.0	4.5	7.2	6.0	11.8	5.0	26.7	2.3	0.0
Overtime		31.3	31.3	1.0	2.8	1.2	0.6	0.8	0.9	1.0	0.4	0.8	3.7	17.6	0.0	0.5
Part Time, Temporary, Seasonal		15.7	14.0	0.6	1.0	1.3	0.4	0.0	0.3	0.6	0.0	0.2	3.2	5.8	0.6	0.0
Less: Vacancy Allowance		4.5	4.5	0.3	0.7	0.6	0.1	0.1	0.2	0.4	0.2	0.3	0.4	1.1	0.1	0.0
Total		141.8	142.8	12.3	15.6	12.9	1.9	3.7	5.5	8.4	6.2	12.5	11.5	49.0	2.8	0.5

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* through planning and maintenance of the City's buildings and open spaces

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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Expand scattering garden at Mount Hope Cemetery in accordance with master plan	Innovation and Efficiency	Second Quarter
Increase tree planting in the Northeast Quadrant	Safer and More Vibrant Neighborhoods	Fourth Quarter
Enhance cemetery tree maintenance	Safer and More Vibrant Neighborhoods	Ongoing
Continue Emerald Ash Borer monitoring	Safer and More Vibrant Neighborhoods	Ongoing
Continue Oak wilt prevention measures	Safer and More Vibrant Neighborhoods	Ongoing
Continue Hemlock Wooly Adelgid monitoring	Safer and More Vibrant Neighborhoods	Ongoing
Utilize LED lighting to minimize energy usage	Innovation and Efficiency	Ongoing
Upgrade to energy efficient HVAC equipment	Innovation and Efficiency	Ongoing
Conserve water by installing low usage fixtures at City facilities	Innovation and Efficiency	Ongoing
Improve on-time delivery to our customers	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Building Services:				
City building inventory	182	181	181	186
Buildings maintained (excludes foreclosed properties)	182	181	181	186
CUSTOMER PERSPECTIVE				
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	16,507,200	16,565,600	58,400
Employee Years	162.2	161.3	-0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
150,900	88,100	27,400	0	5,600	-213,600	58,400

Major Change

Supervisor of Administrative Services transfers from Commissioner's Office	86,500
Soccer stadium HLP expenses decrease due to lower utilization	-84,300
Materials and services adjustments reflect historical spending and increased efficiencies	-79,900
Eliminate vacant Assistant Operations Superintendent as an efficiency measure	-65,700
Eliminate vacant Accountant as an efficiency measure	-45,200
A one-time grant does not recur	-25,000

Program Change

The personnel tables in Special Services and Buildings and Parks were updated to accurately reflect changes to full time and part time positions resulting from the departmental re-organization in 2015-16.

Rochester Riverside Convention Center

	2017-18 Budget	2018-19 Budget
Revenues		
Building & Equipment Rental	1,196,000	1,059,000
Service Fees	406,500	297,770
Commissions: Decorator/AV	113,750	137,650
Food & Beverage service	4,913,985	4,577,893
Riverside Production	472,000	455,000
Riverside Parking	1,523,330	1,580,882
Convention Services	215,000	215,000
Interest	600	600
Monroe County Hotel/Motel Tax	795,000	795,000
TOTAL REVENUES	**9,636,165**	**9,118,795**
Expenses		
Administration	1,064,141	1,023,034
Operations	3,059,163	2,958,462
Sales	445,330	458,030
Food and Beverage	3,719,347	3,349,864
Riverside Productions	403,530	385,047
Riverside Parking	1,310,854	1,310,558
Convention Services	215,000	215,000
Cash Capital	70,000	70,000
Debt Service	216,275	217,921
TOTAL EXPENSES	**10,503,640**	**9,987,916**
City Subsidy	867,475	869,121

War Memorial/Blue Cross Arena Fund

	2017-18 Budget	2018-19 Budget
Revenues		
War Memorial Revenue		
Concessions	0	0
Surtax	424,000	200,000
Suites	32,500	12,000
Utilities	345,000	258,000
Name	195,000	195,000
Premium & Interest	10,900	6,600
Hotel/Motel Tax	905,000	905,000
TOTAL REVENUES	**1,912,400**	**1,576,600**
Expenses		
Operating	1,087,900	1,020,200
Undistributed	13,400	49,600
Cash Capital	277,000	444,000
Debt Service	1,371,800	1,327,037
TOTAL EXPENSES	**2,750,100**	**2,840,837**
City Subsidy	**837,700**	**1,264,237**

Port of Rochester

	2017-18 Budget	2018-19 Budget
Revenues		
Retail Establishment Rent	115,000	90,000
TOTAL REVENUES	**115,000**	**90,000**
Expenses		
Cleaning Supplies	12,500	12,500
Miscellaneous Supplies	16,700	16,700
Heat, Light & Power	215,000	215,000
Building Maintenance Wages	70,000	133,000
Fuel	1,900	1,900
Security Detail	368,526	375,900
Professional Fees	60,000	60,000
TOTAL EXPENSES	**744,626**	**815,000**
Net Income/Loss	**-629,626**	**-725,000**

Soccer Stadium

	2017-18 Budget	2018-19 Budget
Revenues		
TOTAL REVENUES	**50,000**	**73,300**
Expenses		
Heat, Light & Power	291,000	206,700
Repairs, Supplies	44,200	74,300
Building maintenance	14,800	14,800
Pure Water Charges	21,600	20,000
Water Charges	14,000	14,000
Insurance	102,400	65,000
Maintenance Mechanic	23,100	23,100
Seasonal Building Maint.	20,700	20,700
Modular Lockers Rent	7,400	7,400
Taxes	47,200	30,000
Refuse Charges	3,200	0
Cash Capital	50,000	50,000
TOTAL EXPENSES	**639,600**	**526,000**
Net Income/Loss	**-589,600**	**-452,700**

High Falls Center

	2017-18 Budget	2018-19 Budget
Expenses		
Salaries	-	-
Heat, Light & Power	15,000	12,000
Water Charges	3,000	-
Professional Fees	37,100	25,000
County Taxes	7,100	4,000
Telephone	2,800	2,600
Cash Capital	25,000	-
Miscellaneous	4,000	3,000
TOTAL EXPENSES	**94,000**	**46,600**
Net Income/Loss	**-94,000**	**-46,600**

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	7,782,033	7,872,200	8,141,300	8,267,800
Materials & Supplies	1,332,702	1,398,300	1,367,400	1,369,700
Services	6,696,938	6,937,500	6,998,500	6,928,100
Other	0	0	0	0
Total	15,811,673	16,208,000	16,507,200	16,565,600
Appropriation by Activity				
Administration	855,859	911,800	917,600	866,300
Construction & Repair	1,962,057	1,716,500	1,882,100	1,877,900
Building Operations	3,701,931	3,888,700	3,747,300	3,949,900
Heating, Ventilating, Air Conditioning	1,206,584	1,235,800	1,197,900	1,237,600
Rochester Riverside Convention Center	1,376,201	1,376,200	1,376,200	1,376,200
Blue Cross Arena at the Rochester War Memorial	796,751	1,011,300	1,087,900	1,020,200
High Falls	52,466	69,000	69,000	46,600
Soccer Stadium	128,580	94,200	196,600	137,200
Parks Operations	2,336,995	2,463,300	2,425,100	2,313,200
Forestry	994,322	1,002,400	1,060,200	1,087,500
Downtown District	672,154	715,200	682,700	699,100
Cemeteries	1,727,773	1,723,600	1,864,600	1,953,900
Total	15,811,673	16,208,000	16,507,200	16,565,600
Employee Years by Activity				
Administration	8.3	8.3	8.3	8.2
Construction & Repair	21.0	21.1	21.2	21.2
Building Operations	40.8	41.0	41.2	45.4
Heating, Ventilating, Air Conditioning	13.0	13.1	13.2	13.2
Parks Operations	29.4	29.4	30.3	25.4
Forestry	15.0	15.1	15.1	15.1
Downtown District	11.0	11.0	11.0	10.9
Cemeteries	21.6	21.6	21.9	21.9
Total	160.1	160.6	162.2	161.3

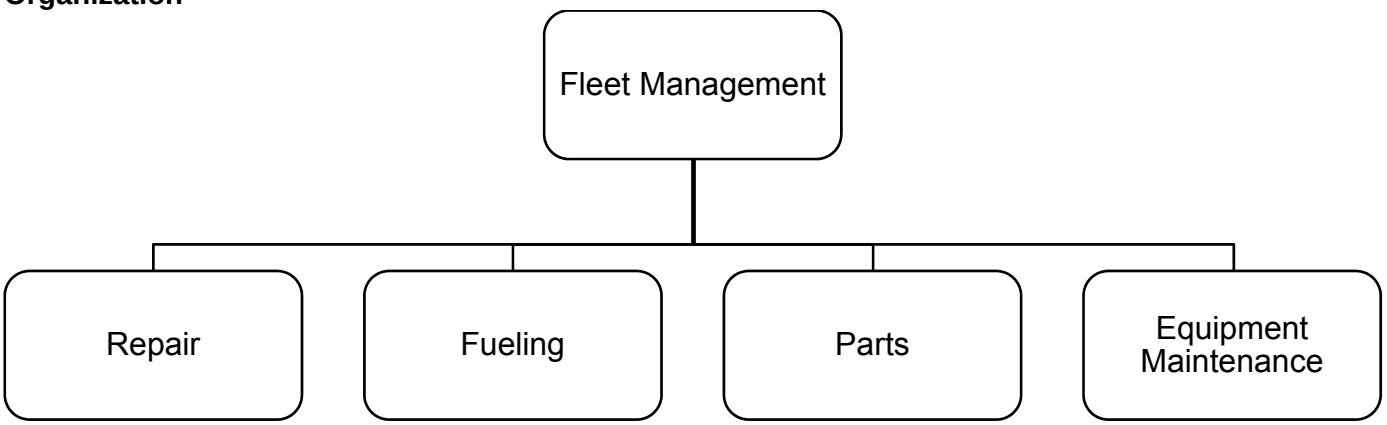
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin-istration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	Forestry	Downtown District	Cemeteries
Br.	Title	Budget 2017-18	Proposed 2018-19								
35	Director of Buildings & Parks	1.0	1.0	1.0							
31	Manager of Building Services	1.0	1.0	1.0							
30	Cemetery Manager	1.0	1.0								1.0
30	City Forester	1.0	1.0						1.0		
26	Supervisor of Administrative Services	0.0	1.0								1.0
26	Assistant to the Director	1.0	1.0	1.0							
24	Superintendent of Construction & Repair	1.0	1.0		1.0						
23	Assistant Operations Superintendent	4.0	3.0					1.0		1.0	1.0
23	Asst. Superintendent of Construction & Repair	1.0	1.0		1.0						
23	Mechanical Engineer	1.0	1.0				1.0				
23	Superintendent Building Operations	2.0	2.0			2.0					
21	Supervisor of Electrical Trades	1.0	1.0		1.0						
21	Supervisor Structures & Equipment	2.0	2.0		2.0						
20	GIS Analyst/Forestry	1.0	1.0						1.0		
20	Adminstrative Analyst	0.0	1.0	1.0							
19	Cemetery Operations Supervisor	2.0	2.0								2.0
19	Forestry Operations Supervisor	1.0	1.0						1.0		
19	Operations Supervisor	1.4	1.0					1.0			
19	Parks Operations Supervisor	1.0	1.0					1.0			
18	Building Supervisor	1.0	1.0			1.0					
18	Municipal Assistant	1.0	0.0								
18	Senior Supervising Stock Clerk	1.0	1.0	1.0							
17	Forestry Technician	3.0	3.0						3.0		
17	Accountant	1.0	0.0								
16	Cemetery Sales Coordinator	1.0	1.0								1.0
13	Cemetery Sales Counselor	1.0	1.0								1.0
12	Billing Specialist	0.0	1.0	1.0							
11	Cemetery Service Representative	1.0	1.0								1.0
11	Cemetery Service Representative Bilingual	1.0	1.0								1.0
11	Secretary	1.0	1.0	1.0							
10	Senior Account Clerk	1.0	0.0								
9	Clerk II	1.0	0.0								
7	Clerk III w/typing	1.0	2.0	1.0					1.0		
1	Cleaner	8.0	8.0			8.0					
66	Laborer 6 day	1.0	1.0					1.0			
65	Sr. Forestry Worker	3.0	3.0						3.0		
65	Sr. Maintenance Mechanic/Buildings	3.0	3.0		1.0	2.0					
65	Sr. Maintenance Mechanic/Carpentry	4.0	4.0		3.0			1.0			
65	Sr. Maintenance Mechanic/Mason	1.0	1.0		1.0						
65	Sr. Maintenance Mechanic/Pipefitter	2.0	2.0		2.0						
62	Locksmith	1.0	1.0		1.0						
62	Senior Maintenance Mechanic	3.0	3.0		3.0						
62	Senior Operations Worker	2.8	0.0								
61	Forestry Worker	3.0	3.0						3.0		
61	Rosarian	1.0	1.0					1.0			
60	Maintenance Mechanic	4.0	4.0		4.0						
57	Maintenance Worker	3.0	3.0			3.0					
56	Ground Equipment Operator	18.4	19.0					11.0		7.0	1.0
52	Building Maintenance Helper	10.0	10.0			10.0					
42	Cemetery Worker	3.0	3.0								3.0
41	Operations Worker	3.1	2.0					1.0		1.0	
41	Parks Operations Worker	2.0	2.0					2.0			
153	Supervising HVAC Engineer	1.0	1.0				1.0				
152	Lead HVAC Engineer	1.0	1.0				1.0				
151	HVAC Engineer	2.0	2.0				2.0				
150	Assistant HVAC Engineer	6.0	6.0				6.0				
149	Assistant HVAC Engineer Trainee	1.0	1.0				1.0				
EMPLOYEE YEARS											
Full Time		125.7	121.0	8.0	20.0	26.0	12.0	20.0	13.0	9.0	13.0
Overtime		11.4	11.4	0.1	1.9	2.1	0.7	3.0	1.0	1.2	1.4
Part Time, Temporary, Seasonal		30.6	34.4	0.3	0.2	18.9	1.0	3.6	1.8	1.0	7.6
Less: Vacancy Allowance		5.5	5.5	0.2	0.9	1.6	0.5	1.2	0.7	0.3	0.1
Total		162.2	161.3	8.2	21.2	45.4	13.2	25.4	15.1	10.9	21.9

Mission

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* through the coordination of the purchase, maintenance and repair of the City's fleet.

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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue purchasing program to identify and replace conventional fueled vehicles with alternative fueled vehicles to reduce emissions footprint	Safer and More Vibrant Neighborhoods	Ongoing
Enhance technician training program and upgrade shop repair capabilities	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	82.9%	82%	80%	80%
FINANCIAL/COST				
Equipment Services:				
Dollars collected from warranted in-house repairs ($)	208,188	192,000	100,000	125,000
LEARNING & INNOVATION				
Equipment Services:				
Mechanics who possess Automotive Service Excellence certificates	72%	75%	75%	75%
Equipment Services technician training hours	16.59	22	24	24

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	539,300	182,200	-357,100
Employee Years	66.9	65.9	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
55,100	6,300	-243,800	0	0	-174,700	-357,100

Major Change

Materials and services adjustments to reflect historical spending	-91,800
Eliminate Warranty Specialist as an efficiency measure	-82,900

Motor Equipment Chargebacks

Department/Bureau	2017-18	2018-19
CITY COUNCIL & CLERK	600	600
ADMINISTRATION		
Mayor's Office	5,000	4,000
Management & Budget	0	0
Communications	900	900
Human Resource Mgt.	2,500	2,500
Total	8,400	7,400
INFORMATION TECHNOLOGY	15,900	11,900
FINANCE		
Treasury	8,300	8,300
Accounting	0	0
Purchasing	0	0
Parking	76,900	76,900
Total	85,200	85,200
NEIGHBORHOOD & BUSINESS DEVELOPMENT	6,200	6,200
LAW	0	0
EMERGENCY COMMUNICATIONS	9,500	9,500

Department/Bureau	2017-18	2018-19
ENVIRONMENTAL SERVICES		
Commissioner	79,000	79,000
Architecture & Engineering	14,700	14,700
Operations	6,256,700	6,520,000
Buildings & Parks	794,800	813,800
Equipment Services	225,000	255,000
Water	508,200	508,200
Total	7,878,400	8,190,700
POLICE	3,893,400	3,893,400
FIRE	226,500	226,500
LIBRARY		
Central Library	3,500	3,500
Community Library	4,700	12,100
Total	8,200	15,600
RECREATION & YOUTH SERVICES		
Commissioner	1,600	1,600
Recreation	73,500	73,500
Total	75,100	75,100
Total Interfund	6,461,500	6,736,600
Total Intrafund	5,745,900	5,785,500
CITY TOTAL	12,207,400	12,522,100

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	3,586,104	3,723,600	3,787,700	3,759,900
Materials & Supplies	4,501,548	4,955,400	5,289,400	5,283,500
Services	1,170,823	1,358,300	1,419,600	1,368,800
Other	2,250,000	2,250,000	2,250,000	2,292,100
Total	11,508,475	12,287,300	12,746,700	12,704,300
Interfund Credit*	-6,159,840	-6,179,900	-6,461,500	-6,736,600
Intrafund Credit*	-4,881,542	-5,495,400	-5,745,900	-5,785,500
Total	467,093	612,000	539,300	182,200
Appropriation by Activity				
Fleet Management	3,377,314	3,334,000	3,334,100	3,405,700
Repair	3,124,550	3,363,700	3,494,300	3,366,500
Fueling	2,135,632	2,590,000	2,902,000	2,902,300
Parts	2,772,191	2,877,100	2,886,700	2,898,400
Equipment Maintenance	98,788	122,500	129,600	131,400
Total	11,508,475	12,287,300	12,746,700	12,704,300
Interfund Credit*	-6,159,840	-6,179,900	-6,461,500	-6,736,600
Intrafund Credit*	-4,881,542	-5,495,400	-5,745,900	-5,785,500
Total	467,093	612,000	539,300	182,200
Employee Years by Activity				
Fleet Management	8.1	8.2	8.2	8.2
Repair	49.1	49.5	49.7	48.7
Parts	7.3	7.5	7.6	7.6
Equipment Maintenance	1.1	1.3	1.4	1.4
Total	65.6	66.5	66.9	65.9

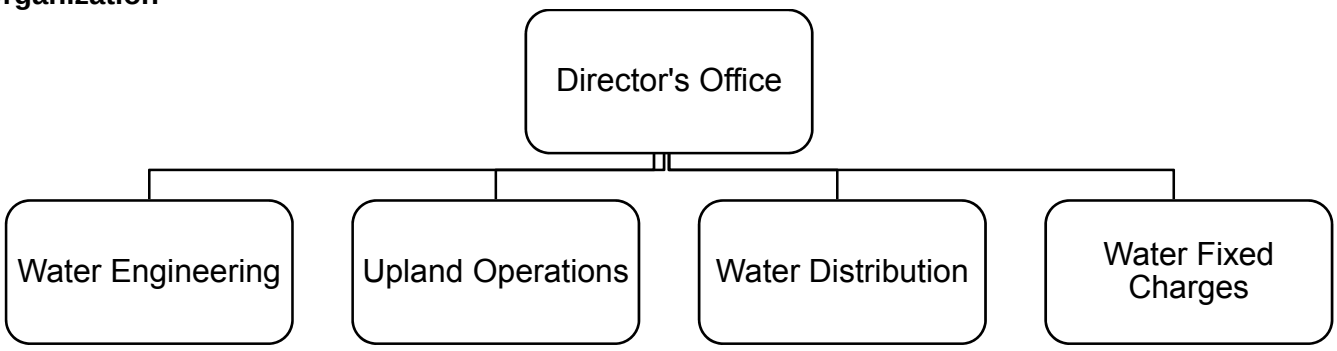
*Reflects chargeback for motor equipment service.

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2017-18	Proposed 2018-19				
35	Director of Equipment Services	0	1	1			
33	Director of Equipment Services	1	0				
26	Service Manager	0	1		1		
25	Service Manager	1	0				
25	Technology Application Coordinator	1	1	1			
25	Warranty Specialist	1	0				
24	Automotive Parts & Materials Manager	1	1			1	
23	Assistant Service Manager	5	4	1	3		
20	Administrative Analyst	1	1	1			
20	Senior Accountant	1	0				
19	Senior Equipment Mechanic	1	1				1
18	Management Trainee	0	1	1			
18	Equipment Trainer	1	1	1			
15	Heavy Mechanic II	5	7		7		
14	Sr. Auto Maintenance Mechanic	7	8		8		
14	Senior Auto Parts Clerk	3	3			3	
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	2	1			1	
10	Senior Account Clerk	1	1	1			
9	Stock Clerk	0	1			1	
71	Master Truck Technician	15	13		13		
70	Master Automotive Technician	8	8		8		
65	Auto Machinist	1	1			1	
61	Tire Repairer	1	1		1		
59	Heavy Equipment Aide	1	1		1		
58	Auto Aide	1	1		1		
EMPLOYEE YEARS							
Full Time		61.0	60.0	7.0	45.0	7.0	1.0
Overtime		6.4	6.4	0.1	5.5	0.7	0.1
Part Time, Temporary, Seasonal		2.1	2.1	1.1	0.4	0.1	0.5
Less: Vacancy Allowance		2.6	2.6	0.0	2.2	0.2	0.2
Total		66.9	65.9	8.2	48.7	7.6	1.4

Mission Statement

To support the City of *Rochester's 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.

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Replace or rehabilitate 43,700 feet of distribution water mains to maintain system integrity	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 4,000 radio read meters annually. Anticipated program completion by 2023-24	Innovation and Efficiency	Fourth Quarter
Maintain high level (>90%) customer satisfaction	Safer and More Vibrant Neighborhoods	Ongoing
Maximize production and operational efficiencies at Hemlock Filtration Plant	Innovation and Efficiency	Ongoing
Reduce and maintain non-revenue water at an acceptable level	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Engineering:				
Distribution system water main breaks & leaks per 100 miles of water main	7	10	12	12
Percentage of water mains in distribution system with corrosion inhibited lining	75.1%	76.8%	77.5%	79.5%
Water Production & Treatment:				
Filtration plant production (million gallons per day)	36.7	37.6	37.0	37.0
Water Distribution:				
Non-Revenue Water (MGD)	4.6	5.0	5.8	5.5
Customer satisfaction callbacks – percent of customers satisfied with service	98%	98%	95%	95%
Radio read meter installations	3,704	4,500	4,000	4,000
Percent of customer meters converted to radio read	53%	60%	59%	67%

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	22,816,500	22,718,800	-97,700
Employee Years	137.2	138.2	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
98,800	36,200	-41,500	0	0	-191,200	-97,700

Major Change Highlights

Anticipated property tax increase on water infrastructure outside city limits results in additional expense	200,000
Materials and services adjustments to reflect historical spending	-262,500
Reduced purchase of water from MCWA results in savings	-128,700

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,980,400	2,002,200	21,800
Employee Years	15.1	15.1	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
39,500	10,500	5,800	0	0	-34,000	21,800

Major Change

Materials and services adjustments reflect historical spending	-34,000

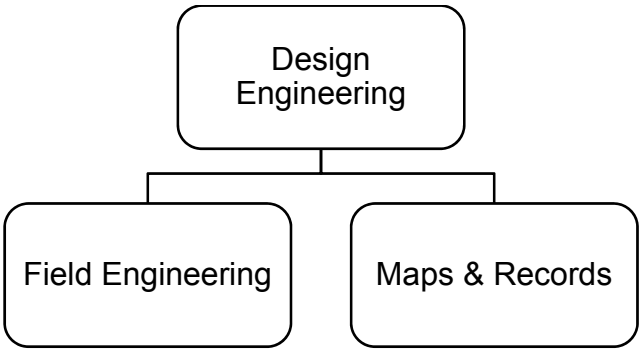
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER – DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	765,657	839,900	907,300	946,800
Materials & Supplies	486,878	424,900	452,300	460,100
Services	552,647	605,100	620,800	595,300
Other	0	0	0	0
Total	1,805,182	1,869,900	1,980,400	2,002,200
Appropriation by Activity				
Director's Office	1,805,182	1,869,900	1,980,400	2,002,200
Employee Years by Activity				
Director's Office	14.8	15.1	15.1	15.1

FULL TIME POSITIONS

Br.	Title	Budget 2017-18	Proposed 2018-19
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
25	Materials, Equip & Facilities Coordinator	1	1
24	Senior Administrative Analyst	1	1
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
15	Principal Finance Clerk	1	1
13	Supervising Stock Clerk	1	1
9	Clerk II	1	1
7	Clerk III w/Typing	1	1
65	Sr. Maintenance Mechanic-Welder	1	1
63	Water Maintenance Worker/Construction	1	1
57	Garage Attendant	1	1
EMPLOYEE YEARS			
Full Time		13.0	13.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		1.6	1.6
Less: Vacancy Allowance		0.0	0.0
Total		15.1	15.1

Organization



Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,088,400	1,091,600	3,200
Employee Years	13.8	13.8	0.0

Change Detail

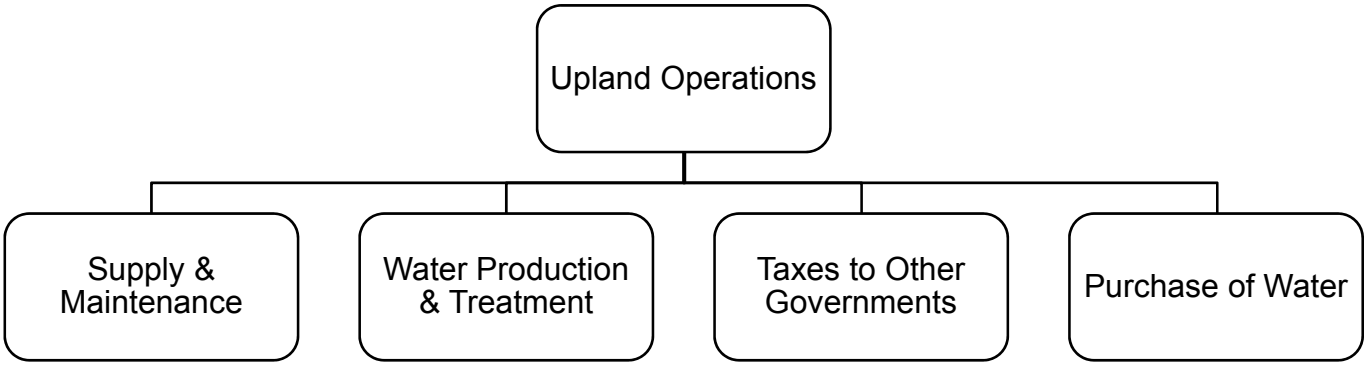
Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
5,700	700	-3,200	0	0	0	3,200

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	804,532	977,200	994,300	1,000,000
Materials & Supplies	2,285	15,300	15,300	15,500
Services	47,858	63,100	78,800	76,100
Other	0	0	0	0
Total	854,675	1,055,600	1,088,400	1,091,600
Appropriation by Activity				
Design Engineering	90,803	157,000	871,500	146,600
Field Engineering	680,048	798,800	145,600	870,600
Maps & Records	83,824	99,800	71,300	74,400
Total	854,675	1,055,600	1,088,400	1,091,600
Employee Years by Activity				
Design Engineering	9.3	10.0	10.1	10.1
Field Engineering	2.6	2.8	2.8	2.8
Maps & Records	0.9	0.9	0.9	0.9
Total	12.8	13.7	13.8	13.8

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2017-18	Proposed 2018-19			
31	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	1	1	1		
28	Engineer IV/Water	1	1	1		
26	Engineer III/Water	1	1	1		
24	Engineer II/Water	1	1	1		
23	Senior GIS Analyst	1	1	1		
21	Supervising Engineering Technician	1	1	1		
18	Principal Engineering Technician	1	1			1
18	Principal Engineering Technician-CADD	3	3	2	1	
12	Engineering Technician	1	1		1	
EMPLOYEE YEARS						
Full Time		12.0	12.0	9.0	2.0	1.0
Overtime		1.1	1.1	0.2	0.9	0.0
Part Time, Temporary, Seasonal		1.0	1.0	1.0	0.0	0.0
Less: Vacancy Allowance		0.3	0.3	0.1	0.1	0.1
Total		13.8	13.8	10.1	2.8	0.9

Organization



Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	5,943,000	5,857,600	-85,400
Employee Years	40.7	41.7	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-17,800	22,800	5,000	0	0	-95,400	-85,400

Major Change

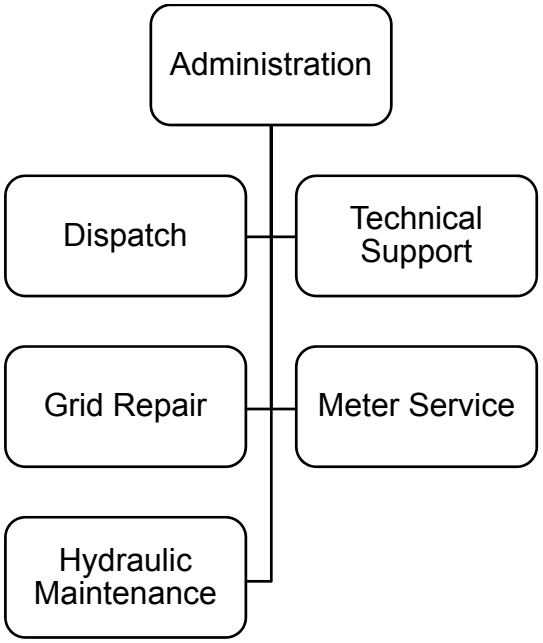
Anticipated property tax increase on water infrastructure outside city limits results in additional expense	200,000
Materials and services adjustments to reflect historical spending	-166,700
Reduced purchase of water from MCWA results in savings	-128,700

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	2,175,596	2,241,000	2,388,500	2,370,700
Materials & Supplies	850,067	865,500	957,100	861,200
Services	2,287,161	2,085,500	2,597,400	2,625,700
Other	0	0	0	0
Total	5,312,824	5,192,000	5,943,000	5,857,600
Appropriation by Activity				
Supply & Maintenance	841,649	929,200	949,700	931,200
Water Production & Treatment	2,906,280	2,921,000	3,153,500	3,000,300
Taxes to Other Governments	832,598	844,000	854,300	1,069,300
Purchase of Water	732,297	497,800	985,500	856,800
Total	5,312,824	5,192,000	5,943,000	5,857,600
Employee Years by Activity				
Supply & Maintenance	10.0	10.1	10.3	10.3
Water Production & Treatment	29.5	29.7	30.4	31.4
	39.5	39.8	40.7	41.7

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2017-18	Proposed 2018-19		
32	Manager of Water Production	1	1		1
30	Chief of Water Quality Operations	1	1		1
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	1	1	
25	Automated System Control Specialist	1	1		1
23	Asst Auto System Control Specialist	0	1		1
23	Asst Superintendent Water Plant Maint	1	1		1
23	Water Quality Chemist	1	1		1
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Operations Supervisor/Corrosion	1	1	1	
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Assistant to the Manager of Water Production	0	1		1
18	Reservoir Operator	1	1		1
18	Senior Water Plant Operator	3	3		3
18	Water Operations Supervisor/Upland	1	1	1	
16	Administrative Assistant	1	0		
16	Fleet Maintenance Technician	0	1	1	
16	Water Plant Operator	3	3		3
15	Sr. Maint. Mech./Water Treatment	1	1		1
15	Water Quality Lab Assistant	1	1		1
65	Expediter	1	0		
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maintenance Mechanic Water Supply	4	4	4	
61	Maint. Mechanic/Water Treatment	3	3		3
EMPLOYEE YEARS					
Full Time		34.0	35.0	9.0	26.0
Overtime		3.4	3.4	1.2	2.2
Part Time, Temporary, Seasonal		3.9	3.9	0.3	3.6
Less: Vacancy Allowance		0.6	0.6	0.2	0.4
Total		40.7	41.7	10.3	31.4

Organization



Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	4,579,200	4,591,000	11,800
Employee Years	67.6	67.6	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
71,400	2,200	0	0	0	-61,800	11,800

Major Change

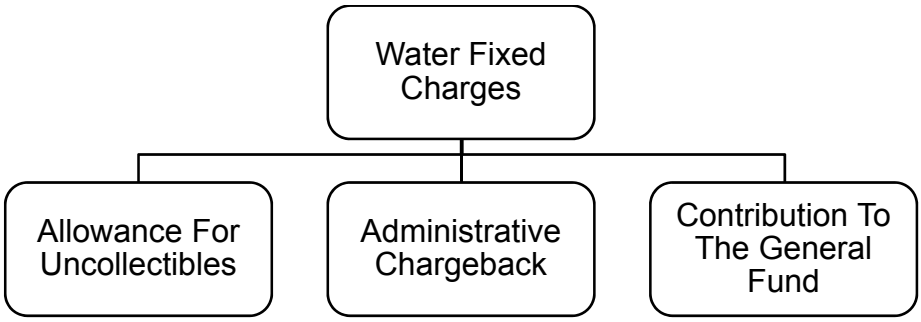
Materials and services adjustments to reflect historical spending	-61,800

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	3,285,944	3,424,700	3,395,700	3,467,100
Materials & Supplies	31,807	55,000	55,000	55,900
Services	1,047,245	1,039,300	1,128,500	1,068,000
Other	-156,868	0	0	0
Total	4,208,128	4,519,000	4,579,200	4,591,000
Appropriation by Activity				
Administration	648,302	675,100	738,400	748,600
Dispatch	367,666	367,500	350,800	356,200
Technical Support	453,436	432,600	400,100	412,700
Grid Repair	1,699,460	1,715,700	1,808,000	1,773,100
Meter Services	656,279	779,300	742,700	752,500
Hydraulic Maintenance	382,985	548,800	539,200	547,900
Total	4,208,128	4,519,000	4,579,200	4,591,000
Employee Years by Activity				
Administration	3.7	3.9	3.9	3.9
Dispatch	6.5	6.6	6.6	6.6
Technical Support	8.3	8.4	8.4	8.4
Grid Repair	22.6	22.8	22.8	22.8
Meter Service	15.0	15.2	15.2	15.2
Hydraulic Maintenance	10.6	10.7	10.7	10.7
Total	66.7	67.6	67.6	67.6

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2017-18	Proposed 2018-19						
31	Manager of Water Distribution	1	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	1	1					1	
18	Supervising Water Distribution Technician	2	2			1			1
18	Water Operations Supervisor	3	3				3		
11	Clerk I	1	1	1					
65	Sr. Maint. Mech./Water Grid	1	1				1		
65	Sr. Maint. Mech./Hydraulic Maintenance	1	0						
64	Water Distribution Technician	18	18			6		7	5
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	14	14				14		
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	4	5			1	1		3
61	Meter Reader	4	4					4	
52	Water Service Trainee	1	1				1		
EMPLOYEE YEARS									
Full Time		64.0	64.0	4.0	6.0	8.0	21.0	15.0	10.0
Overtime		5.1	5.1	0.0	0.9	0.8	1.7	0.8	0.9
Part Time, Temporary, Seasonal		1.0	1.0	0.0	0.0	0.0	0.7	0.0	0.3
Less: Vacancy Allowance		2.5	2.5	0.1	0.3	0.4	0.6	0.6	0.5
Total		67.6	67.6	3.9	6.6	8.4	22.8	15.2	10.7

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. 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

	2017-18	2018-19	Change
Budget	9,225,500	9,176,400	-49,100

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	-49,100	0	0	0	-49,100

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	2,452,800	2,501,900	2,501,900	2,452,800
Other	6,823,600	6,723,600	6,723,600	6,723,600
Total	9,276,400	9,225,500	9,225,500	9,176,400
Appropriation by Activity				
Allowance for Uncollectibles	1,450,000	1,350,000	1,350,000	1,350,000
Administrative Chargeback	2,452,800	2,501,900	2,501,900	2,452,800
Contribution to the General Fund	5,373,600	5,373,600	5,373,600	5,373,600
Total	9,276,400	9,225,500	9,225,500	9,176,400

Mission Statement

Emergency Communications (911):

To support the City of Rochester's *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/One Call to City Hall:

To support the City of Rochester's *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.

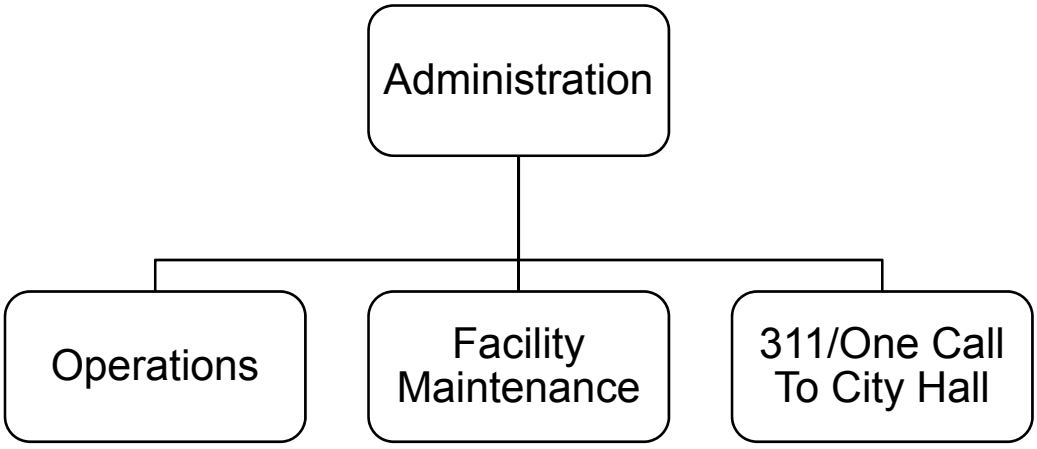
Being Accountable

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 necessary data to appropriate departments for their analysis on requests that have come through the Call Center.

Organization



Department Highlights

Emergency Communications (911):
The proposed budget for Administration and Operations reflects the funding level requested by Emergency Communications for the 2018 County Budget. There is a six month overlap in fiscal years between the City and County. The budgets of the City and County will be closely monitored to ensure that County funding is sufficient for the entire fiscal year. New hire classes are planned for fall 2018 and spring 2019.

The replacement and upgrade of the Computer-Aided Dispatch (CAD) system will continue. A new CAD system vendor has been selected and the planning phase of the CAD replacement project is underway. The project is funded by the County and is expected to be completed by early 2020.

311/One Call to City Hall:
Live representatives will continue to be available seven days per week and Sunday hours will be enhanced by two hours.

Vital Customers

Emergency Communications (911):
- ❑ 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 agencies

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.

311/One Call to City Hall:
- ❑ 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 (911):
- ❑ 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
- ❑ Oversee facility maintenance and repair

311/One Call to City Hall:
- ❑ 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
- ❑ Provide responses to case inquires
- ❑ Report on Call Center performance

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete Lagan system upgrade	Innovation and Efficiency	First Quarter
Work with consultant to improve the ability of ECD to efficiently receive text-based messages	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Third Quarter
Continue to implement phased capital improvements required to retain operational reliability at the current location for Operations (HVAC and electrical replacements)	Innovation and Efficiency	Fourth Quarter
Continue Computer-Aided Dispatch (CAD) computer system replacement and upgrade	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Emergency Communications (911):				
911 calls received (excluding administrative calls)	1,204,047	1,143,690	1,275,000	1,175,000
Calls dispatched:				
● Police (includes police-initiated)	980,140	999,334	990,000	990,000
● Fire	102,830	101,994	96,000	100,000
● Emergency medical service	129,629	133,132	136,000	138,000
● Total dispatched	1,212,599	1,234,460	1,222,000	1,228,000
Ring time (average in seconds)	6.2	6.2	6.0	6.0
CALEA accreditation compliance (%)	100	100	99	100
NYSSA accreditation compliance (%)	100	100	100	100
Text messages to 911	2,154	1,864	2,400	2,000
CUSTOMER SERVICE				
Emergency Communications (911):				
Caller complaints	146	130	200	180
Caller customer satisfaction (scale =1-4; 4 = best)	3.8	3.8	3.8	3.8
311/One Call to City Hall:				
Total calls received from external sources	461,290	395,536	410,000	400,000
Calls answered within 30 seconds (%)	79.0	75.4	80.0	75.0
Call abandon rate (%)	7.0	10.2	8.0	10.2
FINANCIAL/COSTS				
Emergency Communications (911):				
Operating cost per call ($)	10.24	10.93	9.69	11.12

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
311/One Call to City Hall:				
Operating cost per call ($)	2.53	2.79	2.88	2.90
LEARNING & INNOVATION				
Emergency Communications (911):				
Employee Training (hours)	23,315	18,318	19,000	19,000
311/One Call to City Hall:				
Average number training hours per employee	50	46	60	55

CALEA - Commission on Accreditation for Law Enforcement Agencies, Inc.
NYSSA - New York State Sheriffs' Association

Year-To-Year Comparison

Main Functions	Budget 2017-18	Budget 2018-19	Change	Percent Change
Administration	647,400	679,500	32,100	5.0%
Operations	11,775,500	12,140,500	365,000	3.1%
Facility Maintenance	231,500	248,400	16,900	7.3%
311/One Call To City Hall	1,206,800	1,158,800	-48,000	-4.0%
Total	13,861,200	14,227,200	366,000	2.6%
Employee Years	228.1	226.7	-1.4	-0.6%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
279,500	10,300	1,300	0	0	74,900	366,000

Major Change

Telephone line increases to match projected expenses, call recording system renewal, and text connectivity	113,500
Two vacant part time positions and one vacant seasonal position in 311/One Call to City Hall are eliminated as an efficiency measure	-50,800
Net decrease in overtime to correspond with requested 2018 County level based on estimated need	-28,100
Funding increases for the Urban Fellows program	22,700
Funding is added for switchgear maintenance at the 911 Center	12,000
Net increase in Administration and Operations supplies and services to correspond with requested County levels and to reflect actual experience	9,500
Reduction in 311/One Call to City Hall overtime based on estimated need	-3,900

Program Change

Below is a table showing the change to 311/One Call to City Hall hours. Sunday hours will be enhanced by two hours.

Day of the Week	2017-18 Operating Hours	2018-19 Operating Hours
Monday – Friday	7:00am – 11:00pm	7:00am – 11:00pm
Saturday	8:00am – 4:00pm	8:00am – 4:00pm
Sunday	10:00am – 4:00pm	10:00am – 6:00pm

The KPI for the 2017-18 operating cost per call does not include the budget amendment for the AFSCME wage adjustment which occurred later in the fiscal year. The 2017-18 estimate includes the budget amendment for the AFSCME wage adjustment.

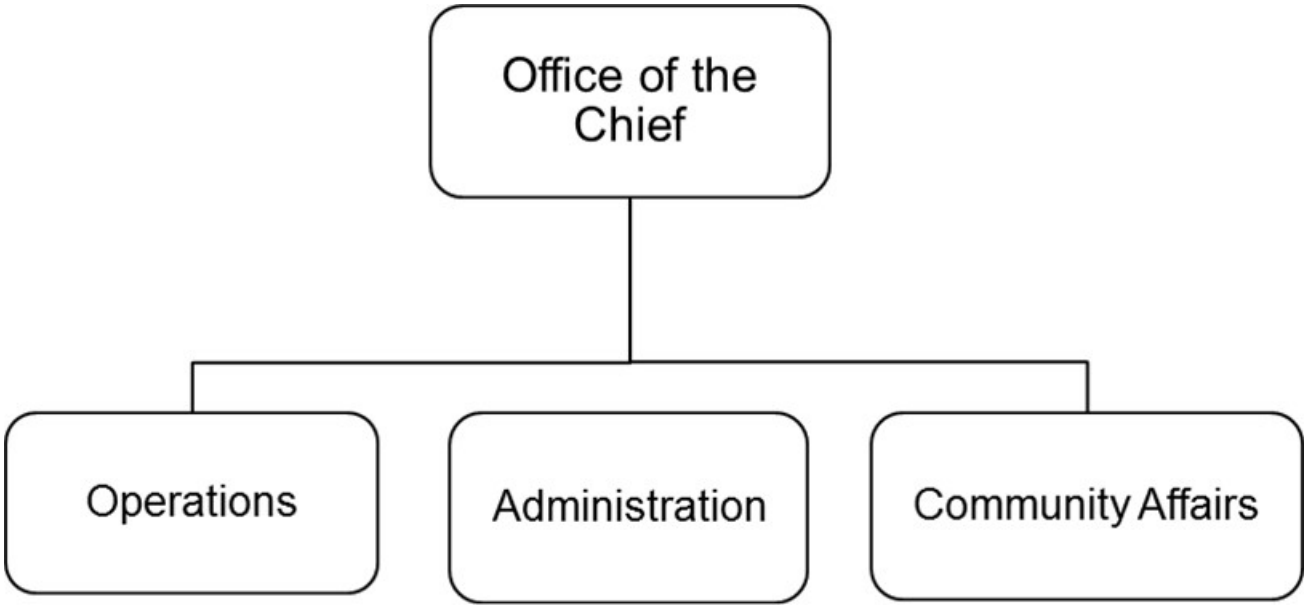
EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	12,412,256	12,389,900	12,839,700	13,059,100
Materials & Supplies	114,552	82,700	100,400	102,800
Services	968,834	1,136,600	921,100	1,065,300
Other	0	0	0	0
Total	13,495,642	13,609,200	13,861,200	14,227,200
Appropriation by Activity				
Administration	690,168	648,200	647,400	679,500
Operations	11,420,638	11,641,200	11,775,500	12,140,500
Facility Maintenance	215,694	216,200	231,500	248,400
311/One Call To City Hall	1,169,142	1,103,600	1,206,800	1,158,800
Total	13,495,642	13,609,200	13,861,200	14,227,200
Employee Years by Activity				
Administration	6.8	6.7	7.2	7.5
Operations	195.0	193.8	198.6	198.4
311/One Call To City Hall	22.9	21.1	22.3	20.8
Total	224.7	221.6	228.1	226.7

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2017-18	Proposed 2018-19			
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	3	3		3	
23	Sr. GIS Analyst	1	1		1	
22	Knowledge Base Coordinator	1	1			1
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	16	16		16	
190	EMD Quality Improvement Coordinator II	1	1		1	
170	Dispatcher II	27	27		27	
150	Dispatcher I	94	94		94	
150	Dispatcher I Bilingual	2	2		2	
110	Telecommunicator	41	41		41	
110	Telecommunicator Bilingual	2	2		2	
EMPLOYEE YEARS						
Full Time		214.0	214.0	7.0	188.0	19.0
Overtime		9.7	9.5	0.0	8.9	0.6
Part Time, Temporary, Seasonal		4.4	3.2	0.5	1.5	1.2
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		228.1	226.7	7.5	198.4	20.8

Mission Statement

To support the City of Rochester's *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

- ❑ Provide public safety services
- ❑ 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

Departmental Highlights

- **Police Academy** – The budget includes funding for a Police Academy class of up to 23 police recruits in September 2018. RPD recruits must complete a 10-month period of Academy and field training before they can be deployed for street duties. This recruit class allows RPD's staffing levels to continue to reflect the highest number of personnel available during the summer months, which historically is the busiest time of the year. As a result, vital operations and services continue at a consistent level. In addition, five Police Officers will be reassigned within Patrol from crime prevention and the downtown detail to patrol beat assignments.

- **Community Affairs Bureau** – In an effort to increase opportunities for community policing, community engagement and community outreach, a Community Affairs Bureau is created. The Bureau will play a critical role in the department's refocused approach to achieving and sustaining gains against crime by strengthening community relationships and trust.

Highlights of the Department's 2018-19 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2018-19 Strategic Goals & Objectives Highlights

Highlights	Priorities Supported	Projected Completion
Office of the Chief:		
Enhance external platform for data dissemination and analysis – Develop internal tools to analyze data and improve efficiency	Innovation and Efficiency	Ongoing
Operations:		
Commence relocation of section offices	Safer and More Vibrant Neighborhoods	Ongoing
Develop relationship between new police sections and the neighborhoods they serve – Continue to enhance police and community relationships	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community	Safer and More Vibrant Neighborhoods	Ongoing

Highlights	Priorities Supported	Projected Completion
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives	Safer and More Vibrant Neighborhoods	Ongoing
Administration:		
Replace first generation body worn cameras with a more technologically advanced version	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Second Quarter
Increase quality of departmental functions – Maintain NYS Law Enforcement Accreditation Program and enhance document management processes	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Community Affairs:		
Convene monthly meetings with various city departments to ensure accountability on quality of life issues within the geographical confines of our city, ensuring nuisance locations are addressed through cooperation with various city government entities	Safer and More Vibrant Neighborhoods	Second Quarter
Establish a youth advisory council to work with young adults in our community to strengthen and build upon the relationships between police and youth	Safer and More Vibrant Neighborhoods	Third Quarter
Enhance RPD’s communications initiatives and develop a long term communications strategy – establish communications task force	Safer and More Vibrant Neighborhoods	Third Quarter
Develop relationship between new police sections and the neighborhoods they serve – Continue to enhance police and community relationships	Safer and More Vibrant Neighborhoods	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority candidates	Safer and More Vibrant Neighborhoods	Ongoing
Continue to work with our community partner Wegmans in an effort to groom current Wegmans employees who are graduates of the Wegmans Hillside Scholarship Program to take and pass the written and physical agility exams to become RPD Officers, to increase the diversity and quality of candidates to become RPD Officers	Safer and More Vibrant Neighborhoods	Ongoing

Highlights	Priorities Supported	Projected Completion
Continue to enhance the current Police Training Advisory Council to allow citizens an opportunity to provide input into police training and have an independent voice to report back to the community on police training matters	Safer and More Vibrant Neighborhoods	Ongoing
Increase the department's accessibility to residents by creating opportunities for relationships in a non-enforcement encounter	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

Bureau	Budget 2017-18	Budget 2018-19	Change	Change
Office of the Chief	5,869,300	5,990,300	121,000	2.1%
Operations	69,093,100	65,323,700	-3,769,400	-5.5%
Administration	15,608,800	15,607,300	-1,500	0.0%
Community Affairs	0	3,458,900	3,458,900	N/A
Total	90,571,200	90,380,200	-191,000	-0.2%
Employee Years	939.9	937.7	-2.2	-0.2%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
345,400	102,100	65,600	-266,300	-22,400	-415,400	-191,000

Major Change Highlights

Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Deputy Chief of Community Engagement and Relations was eliminated during 2017-18	-140,100
A Deputy Chief of Communications was added during 2017-18	140,100
A Police Commander was added during 2017-18	138,900
A Police Lieutenant is eliminated	-110,000
Funds are provided for renewal of agreement for Conflict Counsel	87,000
PetSmart animal services grants end	-83,900
A Police Evidence Technician was added during 2017-18	54,700
Three vacant part time Animal Care Technicians are eliminated	-53,500
Net change in STOP DWI grant	-51,300
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding	-46,100
A Senior Photo Lab Technician was eliminated during 2017-18	-45,700
An Animal Care Technician II is added	40,200
A part time Volunteer Coordinator is added	33,800
Appropriation of forfeiture funds for purchase of seized vehicles & software for professional services section data management and transfer solution does not recur	-31,400
Funding for administration of police medical claims processing is transferred to the budget of Undistributed Expenses	-31,000
A part time Police Evidence Technician was eliminated during 2017-18	-27,000
A special event overtime credit is adjusted to reflect actual experience	-26,000
Animal Society for Prevention of Cruelty to Animals grant ends	-25,000

Appropriation of forfeiture funds for community programs does not recur	-25,000
The allocation for ammunition is increased to reflect actual need	20,000
Supplies and services allocations are adjusted to reflect actual experience	19,000
Net change in NYS grants for overtime	-18,500
A vacant part time Clerk III with Typing is eliminated as an efficiency measure	-18,400
Appropriation of forfeiture funds for training does not recur	-15,000
Net change in PETCO Foundation animal services grant	-14,000
Supplies and services allocations are adjusted to reflect actual experience	12,400
Net change in Underage Tobacco Compliance grant	10,800

Assignment of Authorized Positions
2009-10 to 2018-19

	Office of the Chief & Administration			Operations & Community Affairs			Department Total		
Year	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
2018-19	63	69	132	665	55	720	728	124	852
2017-18	67	69	136	661	54	715	728	123	851
2016-17	62	67	129	665	56	721	727	123	850
2015-16	63	65	128	663	56	719	726	121	847
2014-15	45	67	112	681	56	737	726	123	849
2013-14	45	66	111	681	76	757	726	142	868
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5
2011-12	45	100.5	145.5	681	43	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

Authorized Sworn Positions
2014-15 to 2018-19

Positions	2014-15	2015-16	2016-17	2017-18	2018-19
Chief	1	1	1	1	1
Executive Deputy Chief	1	1	0	0	0
Deputy Chief	2	2	2	2	2
DC of Communications	0	0	0	0	1
DC Community Engagement	0	0	0	1	0
Commander	3	2	2	2	3
Captain	11	13	13	13	13
Lieutenant	34	32	32	32	31
Sergeant	89	95	95	95	95
Police Investigator	80	80	82	82	82
Police Officer	505	500	500	500	500
Total	726	726	727	728	728

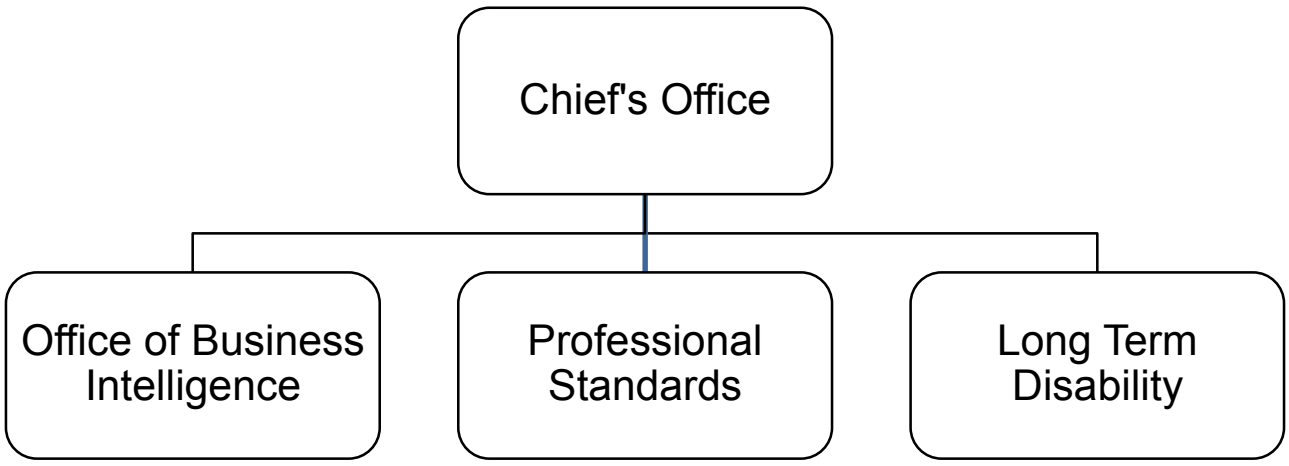
POLICE DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	82,653,422	80,170,100	79,933,400	79,903,700
Materials & Supplies	1,349,947	1,366,700	1,435,200	1,422,800
Services	9,347,808	8,658,100	9,165,300	9,035,800
Other	24,528	41,400	37,300	17,900
Total	93,375,705	90,236,300	90,571,200	90,380,200
Appropriation by Activity				
Office of the Chief	5,243,874	6,039,000	5,869,300	5,990,300
Operations	70,421,676	67,469,300	69,093,100	65,323,700
Administration	17,710,155	16,728,000	15,608,800	15,607,300
Community Affairs	0	0	0	3,458,900
Total	93,375,705	90,236,300	90,571,200	90,380,200
Employee Years by Activity				
Office of the Chief	34.0	44.0	42.8	42.9
Operations	764.3	754.3	764.6	728.1
Administration	154.3	141.7	132.5	128.9
Community Affairs	0.0	0.0	0.0	37.8
Total	952.6	940.0	939.9	937.7
NBD Allocation - Dollars	2,344,100	2,344,100	2,344,100	1,954,800
NBD Allocation - Employee Years	26.5	26.5	26.5	21.5

Mission Statement

To support the City of Rochester's *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
- ❑ Informs community and coordinates responses to inquiries from news media and public

Office of Business Intelligence

- ❑ Conducts strategic planning, policy development, public relations
- ❑ Responsible for planning, developing, conducting, and reviewing strategic projects based on department initiatives related to resource allocation, operational effectiveness, and business intelligence
- ❑ Maintains the Department's Open Data technology and facilitates the data transfer for the public mapping application
- ❑ Develops products to facilitate information and intelligence sharing, resource monitoring, planning, and decision making
- ❑ Evaluates business processes to ensure quality and accuracy of data used, methods, calculations, and report results
- ❑ Provides statistical data in support of grant, budget, media, and Freedom of Information Law (FOIL) requests

Professional Standards

- ❑ Investigates complaints of police actions of 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
- ❑ Provides administrative review of police vehicle pursuits
- ❑ Provides administrative and investigative support for Corporation Counsel

Long Term Disability

- ❑ Includes sworn employees with long term medical conditions precluding full duty status

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Enhance external platform for data dissemination and analysis – Develop internal tools to analyze data and improve efficiency	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	11	13	13	13
Civil suit investigations completed	60	38	60	52
Fleet accident reports reviewed	130	134	122	124
Subject resistance reports reviewed	793	804	729	779
Administrative inquiries	289	286	375	308

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	5,869,300	5,990,300	121,000
Employee Years	42.8	42.9	0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
56,700	29,400	4,000	0	0	30,900	121,000

Major Change

A Deputy Chief of Community Engagement and Relations was eliminated during 2017-18	-140,100
A Deputy Chief of Communications was added during 2017-18	140,100
A Deputy Chief of Communications is transferred to Community Affairs	-140,100
A Police Commander was added during 2017-18	138,900
Funds are provided for renewal of agreement for Conflict Counsel	87,000

Appropriation of forfeiture funds for purchase of seized vehicles & software for professional services section data management and transfer solution does not recur	-31,400
Appropriation of forfeiture funds for community programs does not recur	-25,000
Appropriation of forfeiture funds for training does not recur	-15,000
Reallocation of overtime funds to reflect actual experience	11,900
Supplies and services allocations are adjusted to reflect actual experience	5,100
Funds for dues are transferred to the Community Affairs	-500

Program Change

A Police Commander was added during 2017-18 to manage administrative activities. As a result, a Police Captain was eliminated in the Bureau of Administration.

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

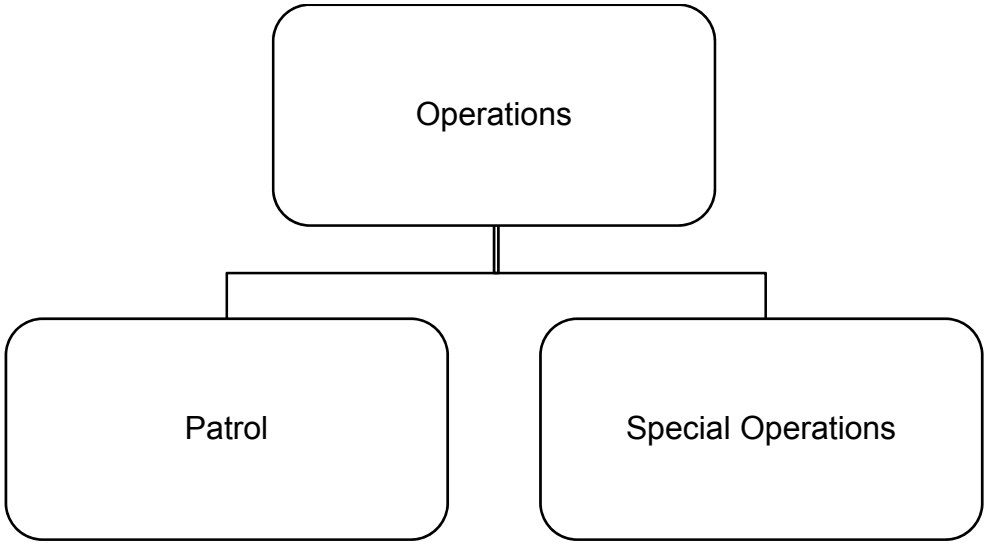
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	3,346,391	4,195,900	4,109,200	4,176,600
Materials & Supplies	46,449	21,100	45,500	14,100
Services	1,851,035	1,822,000	1,714,600	1,799,600
Other	0	0	0	0
Total	5,243,874	6,039,000	5,869,300	5,990,300
Appropriation by Activity				
Chief's Office	3,367,419	3,514,900	3,331,900	3,392,100
Office of Business Intelligence	0	344,000	342,400	354,000
Professional Standards	1,249,423	1,219,200	1,085,900	1,127,500
Long Term Disability	627,032	960,900	1,109,100	1,116,700
Total	5,243,874	6,039,000	5,869,300	5,990,300
Employee Years by Activity				
Chief's Office	15.2	17.1	15.6	15.7
Office of Business Intelligence	0.0	4.0	4.0	4.0
Professional Standards	11.6	11.6	10.2	10.2
Long Term Disability	7.2	11.3	13.0	13.0
Total	34.0	44.0	42.8	42.9

FULL TIME POSITIONS				Chief's Office	Office of Business Intelligence	Professional Standards	Long Term Disability
Br.	Title	Budget 2017-18	Proposed 2018-19				
98	Chief of Police	1	1	1			
97	Deputy Chief of Police	2	2	2			
97	Dep Chief of Police Comm Engagement	1	0				
96	Police Commander	2	3	3			
94	Police Lieutenant	2	2	1		1	
92	Police Sergeant	9	9	3		6	
191	Police Investigator	3	3	3			
90	Police Officer	14	14			1	13
33	Director of Business Intelligence	1	1		1		
26	Information Services Analyst I	1	1		1		
24	Crime Research Specialist	2	2		2		
21	Police Steno	2	2			2	
18	Secretary to the Chief	1	1	1			
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
Full Time		42.0	42.0	15.0	4.0	10.0	13.0
Overtime		0.3	0.4	0.2	0.0	0.2	0.0
Part Time, Temporary, Seasonal		0.5	0.5	0.5	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		42.8	42.9	15.7	4.0	10.2	13.0

Mission

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by managing the Patrol Sections and Special Operations Division.

Organization



2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Commence relocation of section offices	Safer and More Vibrant Neighborhoods	Ongoing
Develop relationship between new police sections and the neighborhoods they serve – Continue to enhance police and community relationships	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	69,093,100	65,323,700	-3,769,400
Employee Years	764.6	728.1	-36.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
230,300	8,400	-3,300	-442,700	-22,400	-3,539,700	-3,769,400

Major Change Highlights

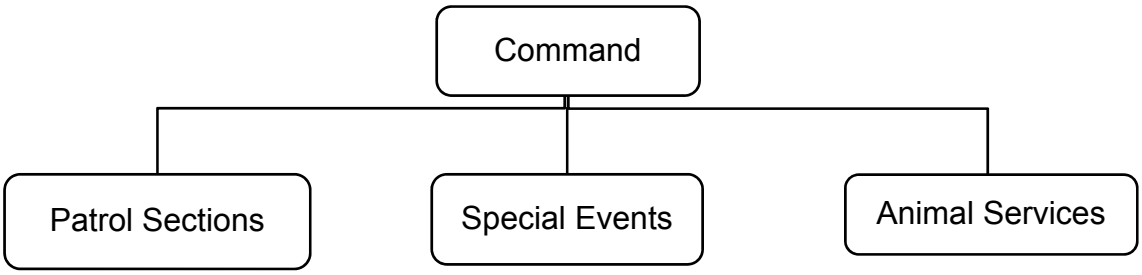
The Community Policing Unit (four Police Lieutenants and seventeen Police Officers are transferred to Community Affairs	-1,954,800
The Youth Services Unit (one Police Sergeant and twelve Police Officers) is transferred to Community Affairs	-1,133,100
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Police Lieutenant is eliminated	-110,000
Reallocation of overtime funds to reflect actual experience	-94,800
One Police Officer is transferred from Research and Evaluation	85,600
One Police Officer is transferred from Technical Services	85,600
PetSmart animal services grants end	-83,900

A Police Evidence Technician was added during 2017-18	54,700
Three vacant part time Animal Care Technicians are eliminated	-53,500
Net change in STOP DWI grant	-51,300
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding	-46,100
A Senior Photo Lab Technician was eliminated during 2017-18	-45,700
An Animal Care Technician II is added	40,200
A part time Volunteer Coordinator is added	33,800
A part time Police Evidence Technician was eliminated during 2017-18	-27,000
A special event overtime credit is adjusted to reflect actual experience	-26,000
Animal Society for Prevention of Cruelty to Animals grant ends	-25,000
Supplies and services allocations are adjusted to reflect actual experience	21,400
Net change in PETCO Foundation animal services grant	-14,000
Net change in Underage Tobacco Compliance grant	10,800
Net change in Family and Victims grants	-4,200
Net change in STOP DWI Crackdown	-1,600
Maddie's Fund animal services grant ends	-800

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	67,666,439	65,708,400	67,257,800	63,864,400
Materials & Supplies	511,054	549,400	584,500	519,900
Services	2,227,975	1,170,100	1,213,500	921,500
Other	16,208	41,400	37,300	17,900
Total	70,421,676	67,469,300	69,093,100	65,323,700
Appropriation by Activity				
Patrol	48,344,413	47,039,100	49,729,900	46,997,600
Special Operations	22,077,263	20,430,200	19,363,200	18,326,100
Total	70,421,676	67,469,300	69,093,100	65,323,700
Employee Years by Activity				
Patrol	535.6	527.4	556.4	528.9
Special Operations	228.7	226.9	208.2	199.2
Total	764.3	754.3	764.6	728.1

Organization



Critical Processes

Patrol Sections

- ❑ 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, works to resolve conflicts and proactively address disputes, identification of criminal offenders and criminal activity, and apprehension of offenders
- ❑ Conducts periodic reviews of patrol and investigative activities to analyze crime patterns, current disputes, and response strategies
- ❑ Works with neighborhood Police-Citizen Interaction Committees (PCIC) to develop targeted crime prevention and response programs
- ❑ Plans responses to unusual occurrences or emergency incidents

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

Animal Services

- ❑ Makes available unclaimed companion animals for public adoption
- ❑ Provides shelter, veterinary care, and husbandry for impounded animals
- ❑ Evaluates behavior for all dogs impounded
- ❑ Responds to complaints regarding companion animals; impounds unleashed, surrendered and stray pets, injured animals, and menacing dogs; issues warnings and summons for animal ordinance violations
- ❑ Enforces local laws related to control and regulation of companion animals
- ❑ Provides pet care information to citizens to mitigate public safety, animal welfare and nuisance concerns
- ❑ Assists police department with incidents involving animals
- ❑ Operates low-income spay/neuter program
- ❑ Operates volunteer program, foster program, and rescue partners program

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Commence relocation of section offices	Safer and More Vibrant Neighborhoods	Ongoing
Develop relationship between new police sections and the neighborhoods they serve – Continue to enhance police and community relationships	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Patrol Sections:				
Calls for service				
Non-Discretionary				
Critical CFS	49,849	49,084	50,177	49,402
Urgent CFS	89,566	88,570	94,727	89,535
Normal CFS	61,765	62,005	64,432	62,117
Discretionary (Officer – Initiated)	138,450	141,293	141,870	140,916
Total	339,630	340,952	351,206	341,970
Domestic Violence calls	30,466	29,832	31,073	30,138
Arrests:				
Adult Felony	1,888	1,939	1,959	1,928
Total Adult Arrests	12,216	13,071	13,067	12,846
Youth Felony (Under 18)	185	221	240	213
Total Youth Arrests (Under 18)	973	1,091	1,271	1,081
Juvenile Felony (Under 16)	80	115	125	108
Total Juvenile Arrests (Under 16)	273	379	462	361
% Juveniles Diverted	38.3	41.8	42.0	40.9
Other Police Activity:				
Field information forms completed	8,589	8,739	8,181	8,786
Firearms seized	873	958	942	945
Crime guns seized	408	479	441	459
Adult Warrants served	4,126	4,363	4,316	4,292
Juvenile Warrants served	269	279	361	286

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Crimes cleared (%):				
● Homicide	64.8	52.6	60.5	58.5
● Rape	39.8	31.8	44.3	35.7
● Robbery	30.6	33.1	30.0	32.2
● Aggravated Assault	57.1	54.4	56.2	55.8
● Burglary	10.6	7.8	11.6	9.4
● Larceny	12.8	12.4	12.6	12.7
● Motor Vehicle Theft	20.5	15.4	20.9	17.5
● Arson	6.9	8.9	6.5	7.9
Clearance rate for all crimes (Part I and II)	29.8	29.6	29.3	29.8
CUSTOMER PERSPECTIVE				
Reported crimes:				
• Homicide	37	30	36	32
• Rape	83	71	79	74
• Robbery	751	697	673	709
• Aggravated Assault	856	895	868	885
Part I Crime - Violent	1,727	1,693	1,656	1,700
• Burglary	1,423	1,371	1,625	1,424
• Larceny	6,025	5,960	5,807	5,975
• Motor Vehicle Theft	546	567	593	564
Part I Crime – Property	7,994	7,898	8,025	7,963
Total Part I Crime	9,721	9,591	9,681	9,663
Part II Crime	12,483	12,237	12,719	12,385
Total Reported Crime	22,204	21,828	22,400	22,048
Narcotics-related offenses	1,218	1,209	1,213	1,217
Weapon-related offenses	402	434	373	417
Shooting victims	165	196	205	200
Response Time (call to arrival)				
Critical Priority Average (minutes)	15.35	15.43	14.57	15.30
Urgent priority average (minutes)	17.63	17.74	17.10	17.61
Normal priority (minutes)	29.10	28.80	27.78	28.75
% Primary car assigned responded	63.4	63.2	62.0	63.3
Animal Services				
Service requests	9,617	10,208	12,500	9,000
• Shelter	1,184	1,784	1,500	1,500
• Field	8,433	8,424	11,000	7,500
Tickets issued	659	558	800	550
Total Intakes to Shelter:	3,377	3,707	3,640	3,640
• Surrender - Cats	537	592	550	550
• Surrender - Dogs	520	576	550	550
• Strays - Cats	1,013	1,194	1,100	1,100
• Strays – Dogs	1,307	1,345	1,440	1,440
Save Rate (%)	89.6	89.0	87.0	88.0
Length of stay (days)				
• Cats	10.9	13.9	N/A	12.0
• Dogs	10.6	8.8	N/A	10.0
Spayed/Neutered	2,075	2,062	2,200	2,000

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Dog Licenses (Animal Services only)	1,179	1,254	1,200	1,200

N/A – Not Applicable
** - Not Available

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	49,729,900	46,997,600	-2,732,300
Employee Years	556.4	528.9	-27.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
177,300	2,100	-3,200	-555,300	-15,100	-2,338,100	-2,732,300

Major Change

The Community Policing Unit (four Police Lieutenants and seventeen Police Officers are transferred to Community Affairs	-1,954,800
Reallocation of overtime funds to reflect actual experience	-317,700
A Police Lieutenant is eliminated	-110,000
One Police Officer is transferred from Research and Evaluation	85,600
One Police Officer is transferred from Technical Services	85,600
PetSmart animal services grants end	-83,900
Three vacant part time Animal Care Technicians are eliminated	-53,500
An Animal Care Technician II is added	40,200
A part time Volunteer Coordinator is added	33,800
A special event overtime credit is adjusted to reflect actual experience	-26,000
Animal Society for Prevention of Cruelty to Animals grant ends	-25,000
Net change in PETCO Foundation animal services grant	-14,000
Supplies and services allocations are adjusted to reflect actual experience	2,400
Maddie's Fund animal services grant ends	-800

Program Change

Five Police Officers are reassigned within Patrol from crime prevention and the downtown detail to patrol beat assignments. The Length of Stay indicator is added in Animal Services to provide additional data to more fully reflect demand for service.

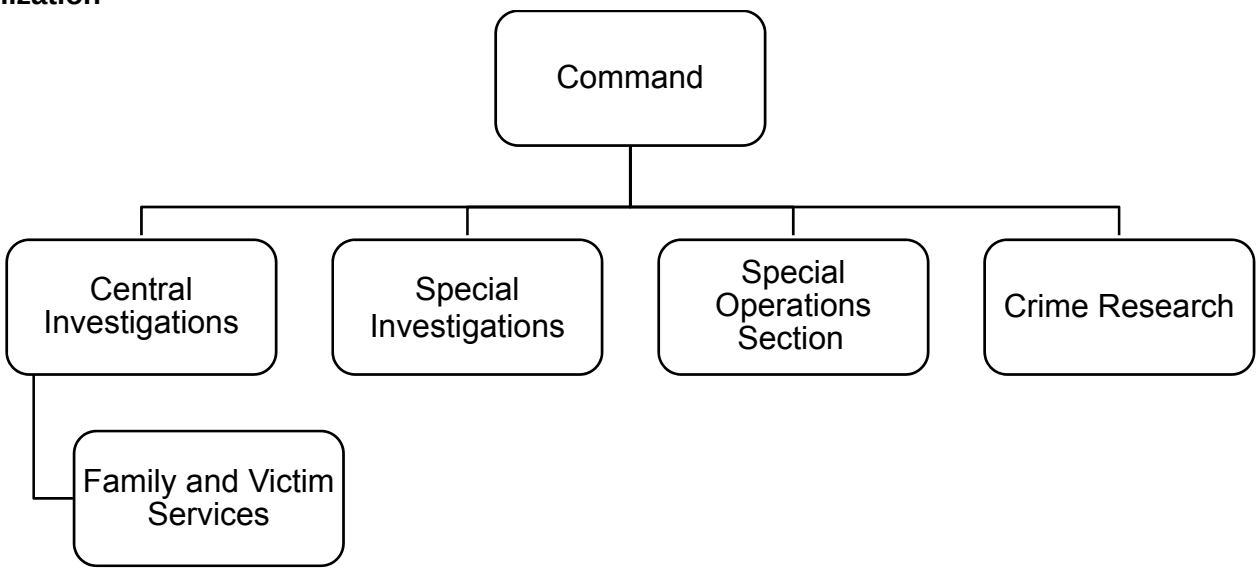
POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	47,407,848	45,988,300	48,626,100	46,064,300
Materials & Supplies	321,803	360,100	379,100	336,500
Services	614,763	683,700	717,700	596,800
Other	0	7,000	7,000	0
Total	48,344,413	47,039,100	49,729,900	46,997,600
Appropriation by Activity				
Command	420,198	369,600	560,600	515,800
Patrol Sections	46,441,459	45,098,100	46,697,200	43,962,100
Special Events	150,996	141,100	939,900	1,042,900
Animal Services	1,331,761	1,430,300	1,532,200	1,476,800
Total	48,344,413	47,039,100	49,729,900	46,997,600
Employee Years by Activity				
Command	3.8	3.4	5.3	5.3
Patrol Sections	505.3	498.5	524.5	497.0
Special Events	2.9	2.8	2.6	2.6
Animal Services	23.6	22.7	24.0	24.0
Total	535.6	527.4	556.4	528.9

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Sections	Special Events	Animal Services
Br.	Title	Budget 2017-18	Proposed 2018-19				
95	Police Captain	8	8	3	5		
94	Police Lieutenant	21	16		15	1	
92	Police Sergeant	57	57		57		
191	Police Investigator	31	31		31		
90	Police Officer	384	369		368	1	
28	Director of Animal Services	1	1				1
26	Shelter Veterinarian	1	1				1
18	Animal Shelter Manager	1	1				1
18	Supervisor of Animal Control	1	1				1
14	Assistant Supervisor of Animal Control	1	1				1
13	Administrative Secretary	1	1	1			
12	Animal Control Officer	5	5				5
11	Animal Services Client Specialist	2	2				2
10	Veterinary Technician	2	2				2
9	Clerk II	1	1		1		
7	Clerk III with Typing	2	2		2		
6	Animal Care Technician II	5	6				6
EMPLOYEE YEARS							
Full Time		524.0	505.0	4.0	479.0	2.0	20.0
Overtime		33.6	29.1	1.3	25.9	0.6	1.3
Part Time, Temporary, Seasonal		12.0	11.0	0.0	8.0	0.0	3.0
Less: Vacancy Allowance		13.2	16.2	0.0	15.9	0.0	0.3
Total		556.4	528.9	5.3	497.0	2.6	24.0

Organization



Critical Processes

Special Operations Division

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

Central Investigations Section

- The Major Crimes Unit investigates all homicides, bank robberies, child abuse cases, arsons, missing persons, and other assignments assigned by Central Investigations commanding officer
- The Investigative Support Unit
  - License Investigation investigates applicants for licenses issued by the City of Rochester that require approval by the Chief of Police. Administers City's alarm ordinance and 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
  - Economic Crimes investigates complex financial crimes, organized groups involved in counterfeiting, forgery and / or retail theft, and elder-abuse financial exploitation. Acts as liaison with federal, state, and local enforcement agencies and bank clearing house to coordinate economic crime investigations and intelligence sharing

Family and Victim 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
- Unit costs are partially underwritten by grants

Special Investigations Section

- ❑ Investigates illegal narcotics activities, vice, illegal weapons, trafficking, organized crime
- ❑ Provides surveillance and intelligence services in support of investigations
- ❑ Works 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
- ❑ Responsible for suppression of gambling, prostitution, and pornography
- ❑ Surveillance and Electronic Support Unit is responsible for technical surveillance equipment used in investigative efforts
- ❑ Firearms Suppression Unit conducts activities such as Project Exile, weapon tracing and weapon crime intelligence

Special Operations Section

- ❑ Provides specialized field support services
- ❑ Tactical Unit provides directed patrol, crime-specific details, proactive investigative efforts
- ❑ The K-9 Unit provides canine support services to building searches and in tracking, as well as in nitrate and narcotic searches
- ❑ The Mounted Patrol provides highly visible patrol and crowd control presence Downtown, at special events, and in the event of disturbance
- ❑ The Traffic Enforcement Unit
    - o Enforces vehicle and parking regulations
    - o Coordinates the School Traffic Officer program
    - o Conducts alcohol-related enforcement counter measures and proactive traffic direction and control throughout the city
    - o Handles complaints or suggestions concerning traffic-engineering deficiencies and transmits related data to Traffic Control Board

Crime Research Unit

- ❑ Responsible for developing, collecting, collating, analyzing, and disseminating intelligence, crime and calls for service information
- ❑ Conducts spatial analysis of crimes and provides crime mapping support to the Department
- ❑ Provides timely and pertinent information relevant to assisting investigations, identifying crime series and patterns, reporting on trends in police data, as well as providing analysis related to matters of public safety
- ❑ Information collected is used to develop problem solving and community policing strategies for crime prevention and reduction

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Central Investigations:				
Investigations conducted:				
• Homicides	34	36	45	36
• Other death	15	22	10	19
• Bank robbery	19	14	17	17
• Physical child abuse	16	24	30	20
• Sexual child abuse	267	258	265	262
• Arson	240	704	330	N/A
Missing persons cases handled	1,750	1,586	1,744	1,750
Licenses processed	7,878	7,000	8,320	7,000
Crime scenes processed	8,949	3,428	9,100	3,428
Registered sex offenders managed	1,100	1,137	1,100	1,130
State Automated Biometric Identification System (SABIS) identifications	241	240	245	240
Family & Victims Services:				
FACIT responses	2,484	3,536	3,500	3,500
Victim assistance contacts	4,366	4,350	4,000	4,350
Special Investigations:				
Cases open	575	383	690	610
Cases closed	519	345	785	550
Narcotics/Intelligence arrests	138	91	150	150
GRANET Arrests	122	81	90	95
Drugs seized:				
● Cocaine (kilograms)	14.8	9.8	4.4	4.4
● Heroin (grams)	6,596	4,397	3,200	3,400
● Marijuana (pounds)	1,307	871	610	1,323
Weapons seized	75	49	80	70
Vehicles seized	3	1	4	3
Cash seized ($)	102,058	68,038	50,000	50,000

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Crime Analysis:				
Bulletins produced	1,004	1,011	915	994
Patterns identified	56	48	59	49
Violent disputes identified	97	77	105	91

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	19,363,200	18,326,100	-1,037,100
Employee Years	208.2	199.2	-9.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
53,000	6,300	-100	112,600	-7,300	-1,201,600	-1,037,100

Major Change

The Youth Services Unit (one Police Sergeant and twelve Police Officers) is transferred to Community Affairs	-1,133,100
Reallocation of overtime funds to reflect actual experience	222,900
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Police Evidence Technician was added during 2017-18	54,700
Net change in STOP DWI grant	-51,300
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding	-46,100
A Senior Photo Lab Technician was eliminated during 2017-18	-45,700
A part time Police Evidence Technician was eliminated during 2017-18	-27,000
Supplies and services allocations are adjusted to reflect actual experience	19,000
Net change in Underage Tobacco Compliance grant	10,800
Net change in Family and Victims grants	-4,200
Net change in STOP DWI Crackdown	-1,600

Program Change

The Fire Department tracks arson investigations conducted and data is reported in the Fire budget. Investigations conducted is changed to cases open. Marijuana seized is now reported in pounds as opposed to kilograms.

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	20,258,592	19,720,100	18,631,700	17,800,100
Materials & Supplies	189,251	189,300	205,400	183,400
Services	1,613,213	486,400	495,800	324,700
Other	16,208	34,400	30,300	17,900
Total	22,077,263	20,430,200	19,363,200	18,326,100
Appropriation by Activity				
Command	916,630	752,600	861,200	943,200
Central Investigations	6,320,645	5,986,000	5,346,500	5,395,700
Family & Victim Services	758,571	819,200	917,900	935,100
Special Investigations	5,176,579	4,933,600	4,421,300	4,298,700
Special Operations Section	8,494,548	7,706,200	7,576,400	6,499,800
Crime Research	410,290	232,600	239,900	253,600
Total	22,077,263	20,430,200	19,363,200	18,326,100
Employee Years by Activity				
Command	8.7	8.2	8.2	8.2
Central Investigations	73.2	73.4	63.4	64.4
Family & Victim Services	15.0	16.0	17.4	17.4
Special Investigations	48.5	48.2	39.8	41.8
Special Operations Section	78.4	78.1	76.5	64.5
Crime Research	4.9	3.0	2.9	2.9
Total	228.7	226.9	208.2	199.2

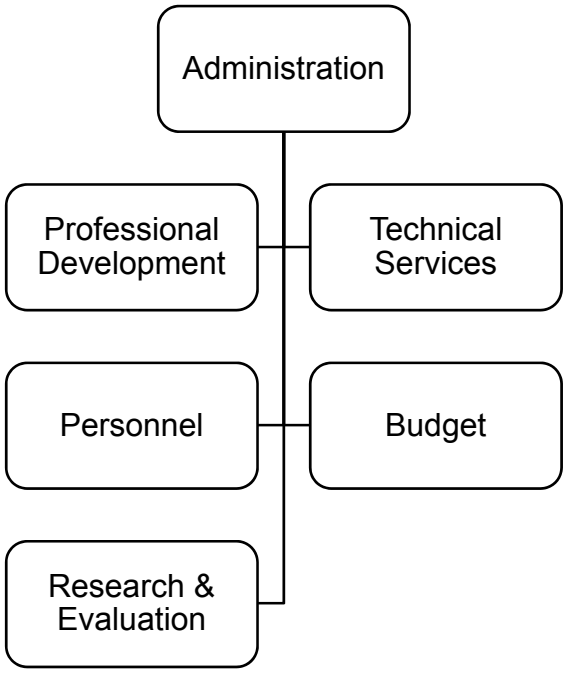
FULL TIME POSITIONS				Command	Central Investigations	Family and Victim Services	Special Investigations	Special Operations Section	Crime Research
Br.	Title	Budget 2017-18	Proposed 2018-19						
95	Police Captain	3	3	2			1		
94	Police Lieutenant	6	6	2	2		2		
92	Police Sergeant	20	19	1	7		6	5	
191	Police Investigator	48	48	1	21		24	2	
90	Police Officer	83	71		13		4	54	
27	Senior Crime Research Specialist	1	1						1
24	Crime Research Specialist	2	2						2
20	Crisis Counseling Coordinator	1	1			1			
20	Victim Services Coordinator	1	1			1			
18	Counseling Specialist	4	4			4			
16	Police Evidence Technician	8	9		9				
14	Victim Assistance Counselor	4	4			4			
11	Senior Photo Lab Technician	2	1		1				
9	Clerk II	4	4	1	1		2		
7	Clerk III with Typing	4	4		3	1			
EMPLOYEE YEARS									
Full Time		191.0	178.0	7.0	57.0	11.0	39.0	61.0	3.0
Overtime		10.1	14.1	1.2	7.3	0.2	3.0	2.4	0.0
Part Time, Temporary, Seasonal		9.4	9.4	0.0	0.4	6.5	0.0	2.5	0.0
Less: Vacancy Allowance		2.3	2.3	0.0	0.3	0.3	0.2	1.4	0.1
Total		208.2	199.2	8.2	64.4	17.4	41.8	64.5	2.9

POLICE DEPARTMENT
ADMINISTRATION

Mission

To support the City of Rochester's *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 coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records
  - In-Service Training plans and develops training and special programs
  - Academy and Field Training 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 Department of Human Resource Management to conduct background research on candidates

- **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.
  - Liaison to Monroe County Public Safety Radio Center for the maintenance and issuing of all police portable and car radios, and vehicle computers
  - Provides support to the Police Department and other law enforcement agencies regarding criminal history checks, wants and warrants, teletype requests, missing persons, etc.
  - Conducts manual and automated record and warrant checks, using both local files and the statewide e-Justice system
  - Processes all requests for crime, incident and motor vehicle accident reports, background check applications and fingerprint requests for the City of Rochester

- Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles
- The Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies
- The Headquarters Unit responds to walk-up complaints and information requests, issues copies of reports as legally required, takes all bail for the City of Rochester and is responsible for Public Safety Building security
- The 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
- The Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records
- The Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems
- The 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
- The Identification Unit takes fingerprints, maintains manual and automated photograph and fingerprint files, and processes all DNA collection
- The Paralegal Unit assists sworn personnel in 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
- The Call Reduction Unit handles all eligible crime incidents and added information reports via phone for the City of Rochester
- 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 communications with police officers on the street

- **Personnel** provides medical and 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.

- **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 Department of Human Resource Management in administration of department's health and safety program

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Replace first generation body worn cameras with a more technologically advanced version	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Second Quarter
Increase quality of departmental functions – Maintain NYS Law Enforcement Accreditation Program and enhance document management processes	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	19,470	36,000	36,000	36,000
Vehicles disposed of:				
● Sold at auction	998	900	900	900
● Sold for salvage	88	25	5	25
Arrests resulting from surveillance camera footage	115	100	100	100
Research & Evaluation:				
Inspections	49	49	49	33
Grants submitted	29	24	21	21
Grants received	26	22	21	21
FINANCIAL/COST				
Average sale price (vehicles) ($)	299	300	300	250
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	45	25	25	23
New officers trained:				
● Academy	44	24	25	20
● Field Training	44	24	25	20

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	0	15,607,300	15,607,300
Employee Years	132.5	128.9	-3.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
58,400	64,300	64,900	176,900	0	-366,000	-1,500

Major Change

A Police Captain was eliminated during 2017-18	-123,800
One Police Officer is transferred from Research and Evaluation to Patrol	-85,600
One Police Officer is transferred from Technical Services to Patrol	-85,600
One Police Officer is transferred from Professional Development to Community Affairs	-85,600
Reallocation of overtime funds to reflect actual experience	82,900
Funding for administration of police medical claims processing is transferred to the budget of Undistributed Expenses	-31,000
The allocation for ammunition is increased to reflect actual need	20,000
Net change in NYS grants for overtime	-18,500
A vacant part time Clerk III with Typing is eliminated as an efficiency measure	-18,400
Overtime funds for recruitment are transferred to Community Affairs	-10,000
Professional services funding is transferred to Community Affairs	-8,500
Net change in Gun Involved Violence Elimination (GIVE) grant	7,800
NYS Archives Disaster Recovery grant does not recur	-5,500
Supplies and services allocations are adjusted to reflect actual experience	4,900
Net change in Bomb Squad grant	-3,700
Funding for recruitment supplies are transferred to Community Affairs	-3,000
Net change in NYS Child Passenger Safety grant	-2,400

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	11,640,593	10,265,800	8,566,400	8,433,800
Materials & Supplies	792,444	796,200	805,200	867,800
Services	5,268,798	5,666,000	6,237,200	6,305,700
Other	8,320	0	0	0
Total	17,710,155	16,728,000	15,608,800	15,607,300
Appropriation by Activity				
Professional Development	4,435,805	3,612,200	2,598,700	2,618,300
Technical Services	10,487,193	10,319,600	9,612,200	9,658,900
Personnel	966,795	1,105,400	1,266,500	1,272,500
Budget	654,134	643,300	676,100	707,900
Research & Evaluation	1,166,228	1,047,500	1,455,300	1,349,700
Total	17,710,155	16,728,000	15,608,800	15,607,300
Employee Years by Activity				
Professional Development	46.0	41.0	35.1	34.1
Technical Services	90.6	85.3	78.7	77.2
Personnel	4.0	4.1	3.3	3.3
Budget	3.4	2.9	2.9	2.9
Research & Evaluation	10.3	8.4	12.5	11.4
Total	154.3	141.7	132.5	128.9

POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

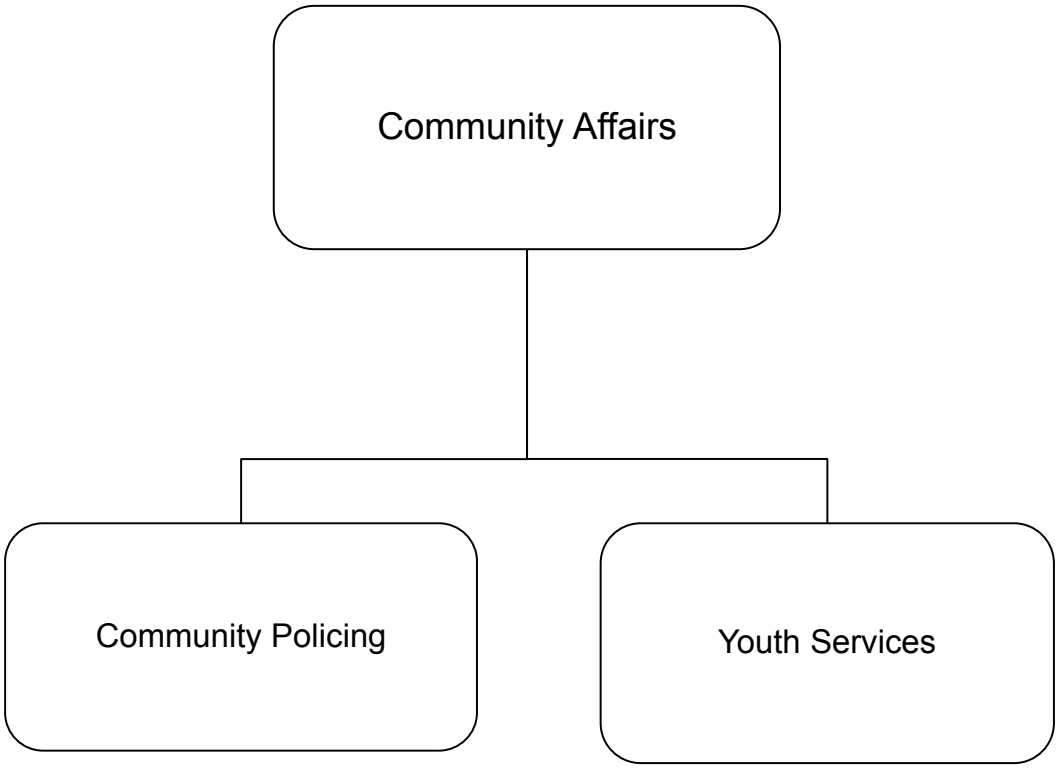
FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2017-18	Proposed 2018-19					
95	Police Captain	2	1					1
94	Police Lieutenant	3	3	1	1			1
92	Police Sergeant	9	9	3	5			1
90	Police Officer	19	16	5	10			1
26	Associate Administrative Analyst	1	1				1	
26	Manager of Police Property	1	1		1			
25	Technology Application Coordinator	1	1					1
24	Digital Media Specialist	1	1					1
24	Police Program Grants Specialist	1	1					1
23	Personnel Management Supervisor	1	1			1		
18	Senior Police Identification Technician	1	1		1			
16	Fleet Maintenance Technician	1	1		1			
16	Personnel Management Assistant	1	1			1		
16	Senior Property Clerk	2	2		2			
14	Police Paralegal	2	2		2			
14	Police Paralegal Bilingual	1	1		1			
13	Administrative Secretary	1	1	1				
11	Clerk I	1	1		1			
11	Lead Police Information Clerk	3	3		3			
11	Police Identification Technician Trick	3	3		3			
9	Clerk II	6	6		5		1	
9	Clerk II with Typing	4	4	1	1	1	1	
9	Lot Attendant	5	5		5			
9	Police Information Clerk	15	15		15			
9	Property Clerk	4	4		4			
7	Clerk III	1	1		1			
7	Clerk III with Typing	4	4		4			
EMPLOYEE YEARS								
Full Time		94.0	90.0	11.0	66.0	3.0	3.0	7.0
Overtime		10.0	11.0	2.3	4.1	0.1	0.0	4.5
Part Time, Temporary, Seasonal		34.1	33.6	20.9	12.4	0.3	0.0	0.0
Less: Vacancy Allowance		5.6	5.7	0.1	5.3	0.1	0.1	0.1
Total		132.5	128.9	34.1	77.2	3.3	2.9	11.4

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by playing a critical role in the department's refocused approach to achieving and sustaining gains against crime and improving the quality of life in the city's neighborhoods by strengthening community relationships and trust.

Organization



Critical Processes

Community Affairs Bureau

- ❑ Enhances current communications initiatives (internally & externally) and develops a long-term communications strategy with the goal of improving police-community relations
- ❑ Partners with community leaders, civic organizations, block associations, and citizens to educate them on police policies / practices, and to develop solutions to challenges that arise within the city's many diverse communities
- ❑ Works closely with our communities and ensures that RPD's priorities mirror local priorities in an effort to build trust, confidence, and legitimacy within the communities we serve, creating additional opportunities for relationships to develop in a non-enforcement encounter with all segments of our community (youth & adults)
- ❑ Allows communities to have a voice at the most local level in how they are policed and how they are engaged, thus establishing meaningful, structured, and sustained initiatives within the community; while at the same time working to reduce crime through police-community partnerships and improve perceptions of the police

Community Policing Unit

- ❑ Informs community members and local businesses about crime trends, while working with them on preventative measures and security
- ❑ Provides valuable information about topics such as safeguarding businesses, homes, vehicles, and personal property
- ❑ Works to improve the perception of the Police Department via engagement opportunities and initiatives that are collaboratively community and department driven

Youth Services Unit

- ❑ Administers department's youth initiatives and serve as a liaison to Family Court and other social agencies
- ❑ Focuses on the well-being of the city's young people, working collaboratively with various department commands, school officials and other agencies to prevent and reduce youth crime and victimization
- ❑ Identifies "at-risk" youth and design diversion, intervention, and educational programs for these groups, and also identify youth that could benefit from positive programs offered by the Police Department and other City entities
- ❑ During summer months, works collaboratively with other departments and organizations involved in student programs

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Convene monthly meetings with various city departments to ensure accountability on quality of life issues within the geographical confines of our city, ensuring nuisance locations are addressed through cooperation with various city government entities	Safer and More Vibrant Neighborhoods	Second Quarter
Establish a youth advisory council to work with young adults in our community to strengthen and build upon the relationships between police and youth	Safer and More Vibrant Neighborhoods	Third Quarter
Enhance RPD’s communications initiatives and develop a long term communications strategy – establish communications task force	Safer and More Vibrant Neighborhoods	Third Quarter

Develop relationship between new police sections and the neighborhoods they serve – Continue to enhance police and community relationships	Safer and More Vibrant Neighborhoods	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority candidates	Safer and More Vibrant Neighborhoods	Ongoing
Continue to work with our community partner Wegmans in an effort to groom current Wegmans employees who are graduates of the Wegmans Hillside Scholarship Program to take and pass the written and physical agility exams to become RPD Officers, to increase the diversity and quality of candidates to become RPD Officers	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance the current Police Training Advisory Council to allow citizens an opportunity to provide input into police training and have an independent voice to report back to the community on police training matters	Safer and More Vibrant Neighborhoods	Ongoing
Increase the department's accessibility to residents by creating opportunities for relationships in a non-enforcement encounter	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Community meetings attended	N/A	N/A	N/A	230
Community outreaches conducted	N/A	N/A	N/A	60
Applicants for Police Officer exam	1,895	1,605	2,000	2,000
Recruitment events held	N/A	N/A	N/A	45

N/A – Not Available

Year-To-Year Comparison

2017-18	2018-19	Change
0	3,458,900	3,458,900
0.0	37.8	37.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	-500	0	3,459,400	3,458,900

Major Change

The Community Policing Unit (four Police Lieutenants and seventeen Police Officers are transferred to Community Affairs	1,954,800
The Youth Services Unit (one Police Sergeant and twelve Police Officers) is transferred to Community Affairs	1,133,100
A Deputy Chief of Communications is transferred from the Chief's Office	140,100
A Police Captain is added	123,800

One Police Officer is transferred from Professional Development	85,600
Overtime funds for recruitment are transferred to Community Affairs	10,000
Professional services funding is transferred to Community Affairs	8,500
Funding for recruitment supplies are transferred to Community Affairs	3,000
Funds for dues are transferred from the Chief's Office	500

Program Change

The newly created Bureau of Community Affairs will play a critical role in the Police Department's refocused approach to achieving and sustaining gains against crime by strengthening community relationships and trust.

A Police Captain is created to assist in the administration of the Bureau. As a result, a Police Lieutenant is eliminated in Patrol.

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	0	0	0	3,428,900
Materials & Supplies	0	0	0	21,000
Services	0	0	0	9,000
Other	0	0	0	0
Total	0	0	0	3,458,900
Appropriation by Activity				
Command	0	0	0	371,000
Community Policing	0	0	0	1,954,800
Youth Services	0	0	0	1,133,100
Total	0	0	0	3,458,900
Employee Years by Activity				
Command	0.0	0.0	0.0	3.1
Community Policing	0.0	0.0	0.0	21.5
Youth Services	0.0	0.0	0.0	13.2
Total	0.0	0.0	0.0	37.8

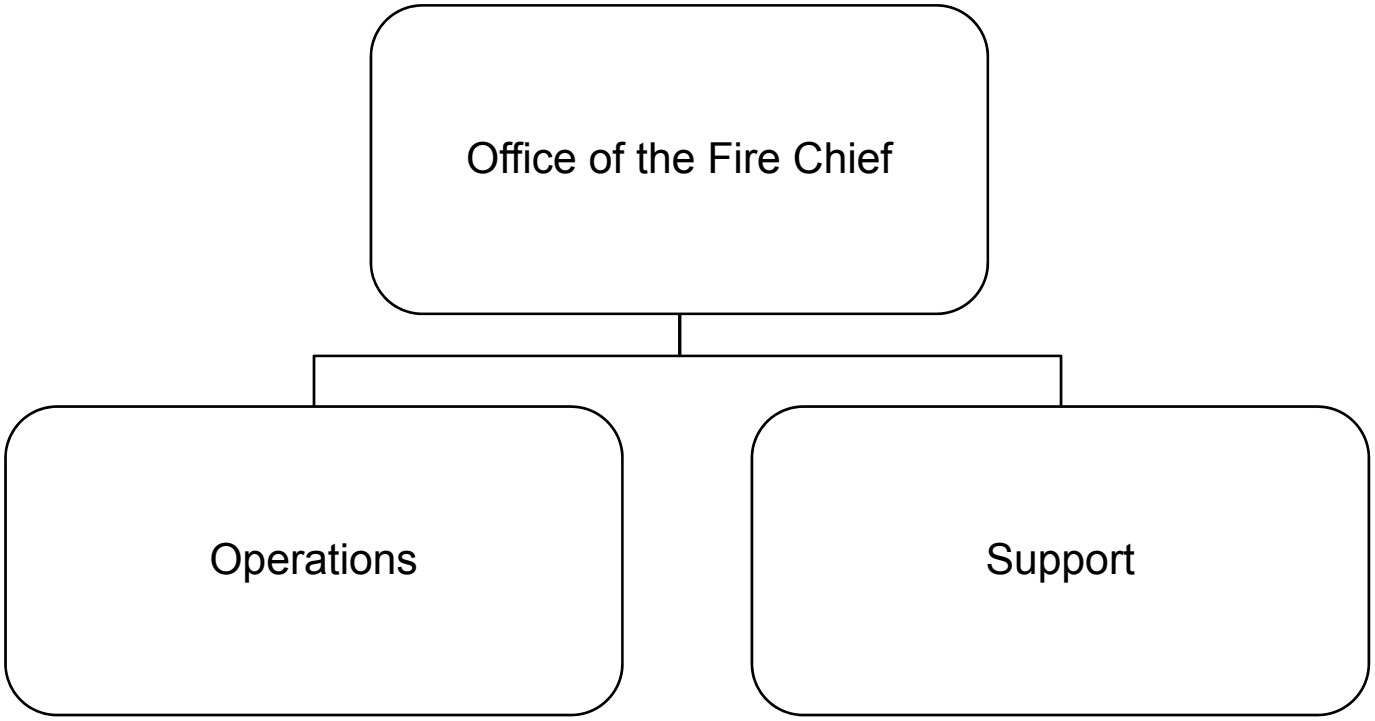
FULL TIME POSITIONS				Command	Community Policing	Youth Services
Br.	Title	Budget 2017-18	Proposed 2018-19			
97	Deputy Chief of Communications	0	1	1		
95	Police Captain	0	1	1		
94	Police Lieutenant	0	4		4	
92	Police Sergeant	0	1			1
90	Police Officer	0	30	1	17	12
EMPLOYEE YEARS						
Full Time		0.0	37.0	3.0	21.0	13.0
Overtime		0.0	0.8	0.1	0.5	0.2
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		0.0	37.8	3.1	21.5	13.2

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

Br.	Title	Budget 2017-18	Proposed 2018-19
94	Police Lieutenant	5	4
90	Police Officer	21	17
EMPLOYEE YEARS			
Full Time		26.0	21.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		26.5	21.5

Mission Statement

To support the City of Rochester's *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

Department Highlights

The proposed budget includes funding for a planned recruit class of 26 to begin January 2019. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel. The proposed budget assumes the department will begin the fiscal year with a small overhire instead of vacancies as in the prior fiscal year; and as a result overtime is reduced to reflect the appropriate funding level needed.

Portions of the 2015, 2016, and 2017 State Homeland Security Program (SHSP) grants are complete. Structural collapse technical rescue training, Citizen Emergency Response Team (CERT) training, and hazmat incident command training will be administered during 2018-19 with the remaining SHSP grant funds.

Funding is included from the 2016 Complex Coordinated Terrorist Attacks (CCTA) grant. The grant is provided to support enhancement of preparedness to build capacity for prevention and response to complex coordinated terrorist attacks. The grant funds will be used to provide training and awareness for multi-agency coordinated response to terrorist events through seminars, workshops and functional exercises to enhance capabilities of unified command.

Highlights of the Department's 2018-19 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2018-19 Strategic Goals & Objectives Highlights	Priorities Supported	Projected Completion
Office of the Fire Chief:		
Work with Office of Management & Budget to analyze and review opportunities and potential impacts of recommendations from third-party organizational evaluation of the fire suppression deployment model	Innovation and Efficiency	Second Quarter
Conduct candidate vetting process and hire firefighter recruits	More Jobs	Second Quarter
Implement Phase I of the firehouse security project	Safer and More Vibrant Neighborhoods	Third Quarter

Highlights	Priorities Supported	Projected Completion
Operations:		
Develop the Continuity of Operations Plan (COOP) and Hazardous Material Response Plan (HMRP) which are supportive plans to the Comprehensive Emergency Management Plan (CEMP)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Train firefighter recruits	Safer and More Vibrant Neighborhoods	Fourth Quarter
Support:		
Implement new prevention programs targeting deaf and hearing impaired population	Safer and More Vibrant Neighborhoods	First Quarter

Year-To-Year Comparison

Bureaus	Budget 2017-18	Budget 2018-19	Change	Percent Change
Office of the Fire Chief	2,308,600	2,395,800	87,200	3.8%
Operations	44,088,800	45,153,500	1,064,700	2.4%
Support	3,900,100	4,019,900	119,800	3.1%
Total	50,297,500	51,569,200	1,271,700	2.5%
Employee Years	520.8	521.5	0.7	0.1%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,061,800	43,000	-1,200	384,000	0	-215,900	1,271,700

Major Change Highlights

Net decrease in overtime based on projected need	-216,200
Net change in State Homeland Security Program grants	-90,100
2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant is awarded	59,000
Funding is added for development of the Continuity of Operations Plan (COOP) and Hazardous Material Response Plan (HMRP)	25,000
Increase in services to reflect actual need	16,400
One-time Hartford grant for fire prevention and safety educational equipment does not recur	-10,000

Assignment of Authorized Positions
2007-08 to 2018-19

	Office of the Chief & Support			Operations			Department Total		
Year	Uniform	Civilian	Total	Uniform	Civilian	Total	Uniform	Civilian	Total
2018-19	38	19	57	443	2	445	481	21	502
2017-18	38	19	57	443	2	445	481	21	502
2016-17	38	19	57	443	2	445	481	21	502
2015-16	38	19	57	443	2	445	481	21	502
2014-15	38	19	57	443	2	445	481	21	502
2013-14	36	20	56	445	2	447	481	22	503
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

FIRE DEPARTMENT
EXPENDITURE SUMMARY

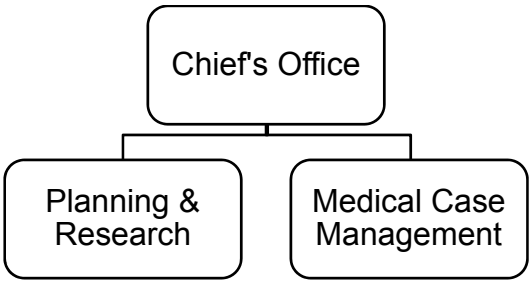
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	46,039,159	46,483,800	46,712,800	47,947,900
Materials & Supplies	617,428	649,600	654,800	644,400
Services	3,003,160	2,937,900	2,905,500	2,970,400
Other	7,190	22,600	24,400	6,500
Total	49,666,937	50,093,900	50,297,500	51,569,200
Appropriation by Activity				
Office of the Fire Chief	2,281,530	2,375,800	2,308,600	2,395,800
Operations	43,410,135	43,628,700	44,088,800	45,153,500
Support	3,975,272	4,089,400	3,900,100	4,019,900
Total	49,666,937	50,093,900	50,297,500	51,569,200
Employee Years by Activity				
Office of the Fire Chief	22.0	21.5	21.0	22.0
Operations	461.7	457.6	458.6	458.0
Support	41.9	43.2	41.2	41.5
Total	525.6	522.3	520.8	521.5

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Mission Statement

To support the City of Rochester's *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
- ❑ Oversees department's contract administration, including Emergency Medical Service (EMS) and Medical Director services
- ❑ Oversees administration of the Protectives contract
- ❑ Coordinates department's facilities maintenance and acts as liaison with Department of Environmental Services/Architectural Services for building renovations
- ❑ Oversees Fire Code records management
- ❑ Administers and coordinates grants
- ❑ 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, Monroe County Public Safety Communications, Rochester Police Department, and Neighborhood & Business Development
- ❑ Maintains Rochester's radio fire alarm system
- ❑ Oversees case management of all duty related injuries/illnesses and claims for on duty injury coverage

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Work with Office of Management & Budget to analyze and review opportunities and potential impacts of recommendations from third-party organizational evaluation of the fire suppression deployment model	Innovation and Efficiency	Second Quarter
Conduct candidate vetting process and hire recruit class	More Jobs	Second Quarter
Implement Phase I of the firehouse security project	Safer and More Vibrant Neighborhoods	Third Quarter

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	2,308,600	2,395,800	87,200
Employee Years	21.0	22.0	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
40,600	4,900	1,500	85,500	0	-45,300	87,200

Major Change

Net change in State Homeland Security Program grants	-90,100
Funding is added for development of the Continuity of Operations Plan (COOP) and Hazardous Material Response Plan (HMRP)	25,000
Overtime increases based on projected need	19,800

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

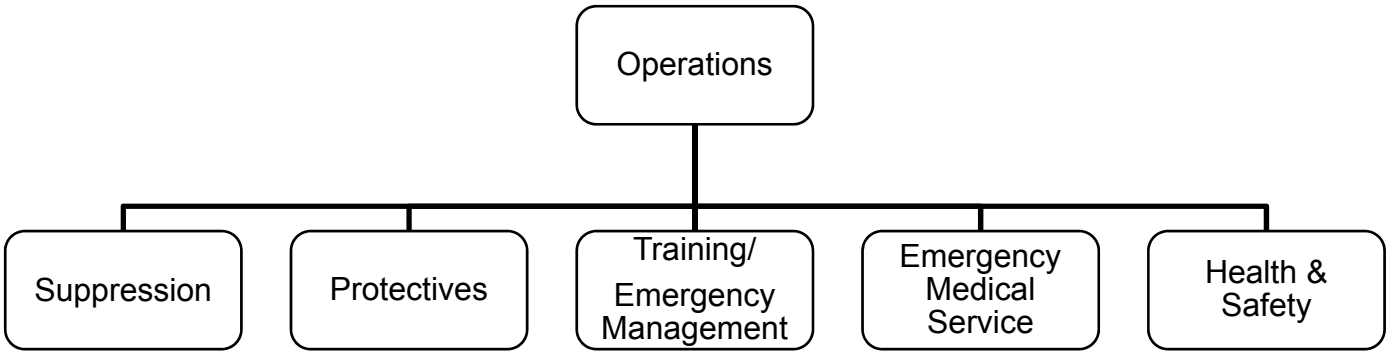
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,949,676	2,012,600	1,956,900	2,049,300
Materials & Supplies	20,190	25,300	33,000	33,500
Services	307,374	319,900	298,100	310,400
Other	4,290	18,000	20,600	2,600
Total	2,281,530	2,375,800	2,308,600	2,395,800
Appropriation by Activity				
Chief's Office	1,153,125	1,268,700	1,252,900	1,214,000
Planning and Research	566,391	596,400	520,500	636,000
Medical Case Management	562,014	510,700	535,200	545,800
Total	2,281,530	2,375,800	2,308,600	2,395,800
Employee Years by Activity				
Chief's Office	10.7	10.9	10.9	10.9
Planning & Research	4.8	4.6	4.1	5.1
Medical Case Management	6.5	6.0	6.0	6.0
Total	22.0	21.5	21.0	22.0

FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2017-18	Proposed 2018-19			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	1	1		
85	Battalion Chief	1	1		1	
84	Fire Captain	2	2	1	1	
82	Fire Lieutenant	2	2			2
80	Firefighter	6	6	1	1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	1	1		
20	Administrative Analyst	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
9	Clerk II	2	2	2		
EMPLOYEE YEARS						
Full Time		21.0	21.0	10.0	5.0	6.0
Overtime		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.7	0.7	0.7	0.0	0.0
Less: Vacancy Allowance		1.0	0.0	0.0	0.0	0.0
Total		21.0	22.0	10.9	5.1	6.0

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles,* the Operations Bureau fights fires, provides emergency medical services, 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
- ❑ Conducts code enforcement inspections
- ❑ Attends community events as requested

Protectives

- ❑ Protectives, Inc. of Rochester, N.Y. is comprised of volunteers who respond to fire alarms to safeguard and salvage property using a City fire vehicle and other equipment

Training/Emergency Management

- ❑ 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 Career Pathways to Public Safety program in conjunction with Rochester City School District and the Firefighter Trainee program
- ❑ Special Operations oversees eleven specialty teams: Confined Space Rescue, Foam, Gators, Hazardous Materials Response, High Rise Support, Ice Rescue, Rope Rescue, Structural Collapse Rescue, Trench Rescue, Vehicle Extrication, and Water Rescue
- ❑ Develops and maintains grant funding from the State Homeland Security Program
- ❑ Administers City's Emergency Management Plan
- ❑ Coordinates special events emergency management planning city-wide including Incident Action Plan (IAP) development
- ❑ 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
- ❑ Trains Emergency Medical Technicians

Emergency Medical Service

- ❑ Coordinates delivery of Emergency Medical Services program, including training, certification, testing for:
  - o Emergency Medical Technician (EMT)
  - o Cardiopulmonary Resuscitation (CPR)
  - o Continuing Medical Education (CME)
- ❑ Purchases and maintains EMS equipment and supplies

Health & Safety

- ❑ Ensures compliance with all Public Employees Safety and Health (PESH) and Occupational and Safety Health Administration (OSHA) standards 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
- ❑ Monitors workplace 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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop the Continuity of Operations Plan (COOP) and Hazardous Material Response Plan (HMRP) which are supportive plans to the Comprehensive Emergency Management Plan (CEMP)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Train firefighter recruits	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	424	84	80	508
Emergency Medical Technician (EMT) re-certifications	226	122	158	152
Health & Safety:				
Firefighter injury reviews	75	80	80	80
Incident responses by line safety officer-Car 99	1,196	1,300	1,300	1,300
CUSTOMER PERSPECTIVE				
Suppression:				
Incidents:				
● Structure fire	621	558	700	650
● Outside fire	636	558	700	650
● Overpressure, rupture	528	620	700	650
● Rescue & EMS	18,221	18,884	18,000	18,000

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
● Hazardous condition	3,374	3,020	3,200	3,100
● Service call	2,265	2,450	2,400	2,400
● Good intent call	2,970	3,298	3,000	3,000
● False alarm & false call	4,191	4,198	4,200	4,200
● Severe weather	71	20	20	20
● Other	1,723	1,942	1,800	1,800
● Total incidents	34,600	35,548	34,720	34,470
Vacant structure fires	39	42	40	40
Unit responses by fire station and unit:				
● 272 Allen Street (Engine 13, Truck 10)	3,665	4,104	4,600	4,300
● 185 N. Chestnut St (Engine 17, Rescue 11)	3,733	3,750	4,200	4,000
● 1207 N. Clinton Ave (Engine 2)	3,492	3,484	3,500	3,500
● 1477 Dewey Ave (Engine 10, Truck 2)	3,406	3,394	4,000	3,700
● 1051 Emerson St (Engine 3)	1,476	1,430	1,600	1,600
● 57 Gardiner Ave (Truck 5)	2,601	2,460	2,300	2,350
● 873 Genesee St (Engine 7)	2,862	2,808	2,600	2,650
● 740 N Goodman St (Engine 9)	2,765	2,842	2,900	2,900
● 704 Hudson Ave (Engine 16, Truck 6)	4,376	4,400	4,800	4,600
● 4090 Lake Ave (Engine 19)	972	928	1,000	1,000
● 450 Lyell Ave (Engine 5)	3,195	3,364	3,200	3,200
● 315 Monroe Ave (Engine 1)	2,858	2,862	2,800	2,800
● 1281 South Ave (Truck 3)	1,765	1,644	1,600	1,650
● 977 University Ave (Truck 4)	1,660	1,856	1,600	1,600
● 160 Wisconsin St (Engine 12)	1,623	1,662	1,800	1,800
● 2695 West Henrietta Rd (W. Brighton Engine 8)	1,067	1,108	1,100	1,100
● Battalion 1	1,137	1,042	1,200	1,100
● Battalion 2	1,509	1,446	1,600	1,500
● Total responses	44,162	44,584	46,400	45,350
Smoke detector installation	982	1,178	1,000	1,000
CO detector installations	627	778	800	800

LEARNING & INNOVATION

Training/Emergency Management:				
Recruits trained	34	27	26	26
Uniformed personnel training hours	122,460	108,000	106,000	108,000
Special Operations drills held	311	56	650	56

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	44,088,800	45,153,500	1,064,700
Employee Years	458.6	458.0	-0.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
924,100	30,300	-1,800	298,500	0	-186,400	1,064,700

Major Change

Overtime decreases based on projected need	-261,800
2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant is awarded	59,000
Increase in professional services based on actual need	9,800
Increase in maintenance and repair based on historical experience	6,600

Program Change

The number of personnel receiving recertification fluctuates annually because EMT certifications are renewed every three years and CPR certifications are renewed every two years.

The method of counting the Special Operations drills KPI has changed to eliminate redundancy. Multiple companies attending each Special Operations drill was previously included in the count. The 2017-18 estimate and 2018-19 budget only include the number of special operations training drills held, within which multiple fire companies participate.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	40,562,523	40,857,500	41,315,900	42,335,700
Materials & Supplies	226,074	213,100	282,100	275,500
Services	2,618,638	2,553,500	2,487,000	2,538,400
Other	2,900	4,600	3,800	3,900
Total	43,410,135	43,628,700	44,088,800	45,153,500
Appropriation by Activity				
Suppression	40,252,376	40,450,500	41,256,600	42,233,200
Protectives	53,000	54,000	54,000	54,900
Training/Emergency Management	2,259,586	2,244,300	1,889,300	1,959,500
Emergency Medical Service	206,915	223,300	225,700	233,200
Health & Safety	638,258	656,600	663,200	672,700
Total	43,410,135	43,628,700	44,088,800	45,153,500
Employee Years by Activity				
Suppression	440.0	435.9	439.9	439.3
Training/Emergency Management	13.1	13.0	10.0	10.0
Emergency Medical Service	2.1	2.1	2.1	2.1
Health & Safety	6.5	6.6	6.6	6.6
Total	461.7	457.6	458.6	458.0

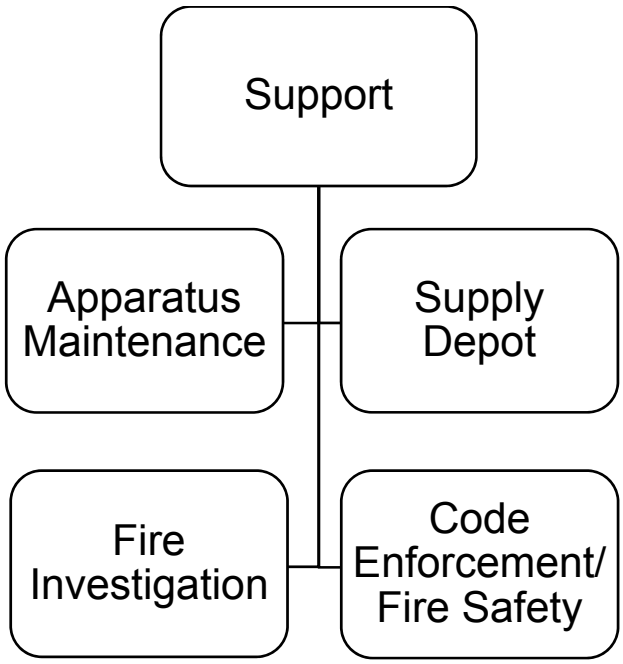
FULL TIME POSITIONS				Suppression	Training/ Emergency Management	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2017-18	Proposed 2018-19				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	11	11	9	1		1
84	Fire Captain	36	36	29	2	1	4
82	Fire Lieutenant	68	68	66	2		
80	Firefighter	323	323	322		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		445.0	445.0	430.0	7.0	2.0	6.0
Overtime		13.1	9.1	7.9	0.5	0.1	0.6
Part Time, Temporary, Seasonal		9.5	9.5	7.0	2.5	0.0	0.0
Less: Vacancy Allowance		9.0	5.6	5.6	0.0	0.0	0.0
Total		458.6	458.0	439.3	10.0	2.1	6.6

FIRE DEPARTMENT
SUPPORT

Mission Statement

To support the City of Rochester's *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

- ❑ Repairs and 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 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/Fire Safety

- ❑ Inspects residential, commercial, industrial, and institutional properties
- ❑ Cites 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
- ❑ Issues permits for maintaining, storing, handling, and transporting hazardous materials; inspects vehicles, buildings, and storage places
- ❑ Maintains information file on structures that records inspections, permit issuance, fire prevention measures
- ❑ Conducts community risk reduction educational programs to develop public awareness of fire safety prevention measures

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement new prevention programs targeting our deaf and hearing impaired population	Safer and More Vibrant Neighborhoods	First Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Apparatus Maintenance:				
Apparatus maintenance and repairs	1,863	2,200	2,100	2,200
Supply Depot:				
Breathing apparatus repair and testing	1,350	2,800	2,300	1,200
Turnout Gear repairs	2,888	1,200	5,000	1,200
Fire Investigation:				
Initial fire investigation responses	809	821	845	820
Arson or incendiary fires (adult & juvenile)	197	186	210	190
Fires with undetermined cause	39	52	55	50
Juvenile fire-setter incidents	94	83	90	85
Fire investigations closed	640	546	545	550
Juvenile contacts	123	94	150	100
Arrests:				
● Adult	97	79	70	70
● Juvenile	29	31	30	30
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	84	51	90	50
Code Enforcement:				
Permits issued	4,277	4,250	4,250	4,300
Property inspections conducted	8,299	8,000	8,050	7,750
Violations cited	2,132	2,200	2,100	2,100

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Fire Safety complaints	68	75	80	80
Fire Safety:				
Community Risk Reduction presentations	280	363	200	500
Community Risk Reduction events	278	260	350	250

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	3,900,100	4,019,900	119,800
Employee Years	41.2	41.5	0.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
97,100	7,800	-900	0	0	15,800	119,800

Major Change

Overtime increases to reflect historical experience	25,800
One-time Hartford grant for fire prevention and safety educational equipment does not recur	-10,000

Program Change

Routine self-contained breathing apparatus (SCBA) repair activity returns to normal levels in 2018-19 following a one-time upgrade in 2017-18 to existing stock of SCBA.

More frequent laundering of turnout gear and earlier detection of repairs in 2017-18 has reduced the number of larger and more costly repairs. In addition multiple repairs to any piece are now counted as one repair.

Prior counts of the juvenile diversions (referrals to FRY) KPI included juvenile arrests and referrals to FRY program. The 2017-18 estimate and 2018-19 budget each correct for that and only include referrals to FRY.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	3,526,960	3,613,700	3,440,000	3,562,900
Materials & Supplies	371,164	411,200	339,700	335,400
Services	77,148	64,500	120,400	121,600
Other	0	0	0	0
Total	3,975,272	4,089,400	3,900,100	4,019,900
Appropriation by Activity				
Apparatus Maintenance	779,746	870,400	906,200	928,900
Supply Depot	464,836	520,800	421,600	440,100
Fire Investigation	1,272,770	1,216,900	1,182,200	1,209,100
Code Enforcement/Fire Safety	1,457,920	1,481,300	1,390,100	1,441,800
Total	3,975,272	4,089,400	3,900,100	4,019,900
Employee Years by Activity				
Apparatus Maintenance	7.8	8.4	8.7	8.7
Supply Depot	3.9	4.4	3.6	3.7
Fire Investigation	13.8	13.4	13.1	13.1
Code Enforcement/Fire Safety	16.4	17.0	15.8	16.0
Total	41.9	43.2	41.2	41.5

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

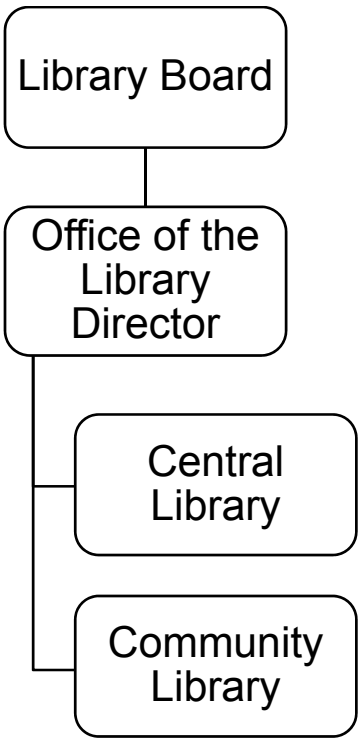
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2017-18	Proposed 2018-19				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	4	4		2	1	1
80	Firefighter	19	19		1	9	9
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
28	Supt. Fire Equipment Maintenance	1	1	1			
9	Clerk II	1	1				1
9	Clerk II with Typing	2	2			1	1
EMPLOYEE YEARS							
Full Time		36.0	36.0	8.0	3.0	11.0	14.0
Overtime		4.2	4.5	0.7	0.2	2.1	1.5
Part Time, Temporary, Seasonal		1.0	1.0	0.0	0.5	0.0	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		41.2	41.5	8.7	3.7	13.1	16.0

Mission Statement

- To support the City of Rochester's *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.
- The mission of the Rochester Public Library is to engage the community in life-long learning for all through equal access to information, technology, gathering spaces and expert staff. Their vision is that community members live rich and fulfilling lives through their relationships with the Library. The values that the Library supports are: Community; Learning & Knowledge; Imagination & Innovation; Diversity & Inclusiveness; and Engagement & Collaboration.
- 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.

Departmental Highlights

The proposed budget for the Central Library continues to assume a flat level of funding from Monroe County. Salary and wage adjustments as well as slight increases in fringe benefit expense continue to necessitate expense and service reductions. In 2018-19, several divisions will merge functions within the Library to promote efficiencies and minimize the impact of any personnel reductions on services to the public. Further detail of these mergers can be found in Program Changes. The planned reorganization of the Central Library Administration and Branch Administration functions results in the shift of some shared positions between Central and Community. The Library continues to evaluate opportunities to consolidate areas of operation to minimize the impact on services to the public.

The proposed budget for the Branch Libraries includes a series of capital reductions and deferrals in favor of a greater focus on the use of full time staff in branch operations. Two part time Librarian positions will transition to full time at Arnett and Douglass to allow for additional children's programming and service hours. The AmeriCorps grant ends December 31, 2018; however, the financial literacy and early childhood programs will be maintained.

The proposed budget also anticipates the permanent closure to the public of the High Falls Interpretive Center and Museum at its current Brown's Race location. The expiration of the 1993 funding and covenant agreement with the NYS Office of Parks, Recreation and Historic Preservation will allow for the closure of this space. Public operations will continue until November 30, 2018 with removal of the Center exhibits expected to occur by January 31, 2019.

Highlights of the Department's 2018-19 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
Central & Community:		
Implement next phase of marketing and advocacy plan to increase public awareness of Rochester Public Library	Better Schools and Educational Opportunities	Second Quarter
Implement next phase of strategic plan to focus on adult services, including expansion of English for Speakers of Other Languages (ESOL), citizenship, computer literacy, financial literacy, and job readiness training	Better Schools and Educational Opportunities, More Jobs	Fourth Quarter

Highlights	Priorities Supported	Projected Completion
Central:		
Provide programming and project support for Central Library capital projects including Rundel North Terrace design and public art installation, Master Space Plan Phase 4 (Technology Center) and Rundel Loading Dock construction	Safer and More Vibrant Neighborhoods	Third Quarter
Community:		
Leverage final Branch Facilities and Operations Master Plan study expected in August, 2018 and NYSED construction grant funds to begin first phase of branch facility renovation projects in Capital Improvement Plan (CIP)	Safer and More Vibrant Neighborhoods	Second Quarter

Year-To-Year Comparison

Bureau	Budget 2017-18	Budget 2018-19	Change	Percent Change
Central Library	7,344,600	7,445,700	101,100	1.4%
Community Library	4,556,500	4,525,900	-30,600	-0.7%
Total	11,901,100	11,971,600	70,500	0.6%
Employee Years	133.4	132.8	-0.7	-0.5%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
219,000	34,100	5,100	-2,600	-100	-185,000	70,500

Major Change Highlights

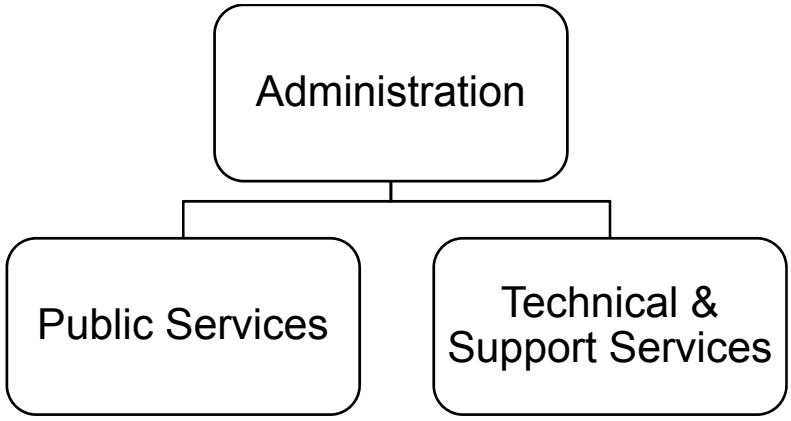
A vacant Librarian IV position is eliminated as part of the reorganization of Central and Branch Library Administration functions	-101,000
A manager position is created to provide supervision for Central Public Services	69,800
Net reduction in library material purchases due to budget constraints and non-renewal of AmeriCorps grant	-63,700
One time bullet aid from NYS does not recur	-51,000
Two part time Librarian I's convert to full time at Arnett and Douglass to provide more children's services and staff support, also allowing for more service hours	45,800
Efficiencies in heat, light and power reduce expense	-45,000
An Administrative Assistant position is created in Central to assist with transition of acquisitions to Library Finance office	43,800
Three vacant part time positions in Community dedicated to book distribution program are eliminated, reduced distribution is planned for 2018-19 using existing staff	-41,400

Vacant part time Librarian I shifts to full time in Branch Administration to continue outreach services, partially supported by a charitable trust donation	24,600
Productivity improvements result in savings	-19,700
Vacant full time maintenance position in Central is converted to two part time positions to allow more flexibility with scheduling	-10,600
Vacant seasonal tour guide position is eliminated as High Falls Interpretive Center & Museum is scheduled to close	-6,500

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	8,788,959	8,793,300	8,767,000	8,948,800
Materials & Supplies	1,310,912	1,283,700	1,295,300	1,232,300
Services	1,691,131	1,624,600	1,761,720	1,695,500
Other	0	35,000	77,080	95,000
Total	11,791,002	11,736,600	11,901,100	11,971,600
Appropriation by Activity				
Central Library	7,307,498	7,317,300	7,344,600	7,445,700
Community Library	4,483,504	4,419,300	4,556,500	4,525,900
Total	11,791,002	11,736,600	11,901,100	11,971,600
Employee Years by Activity				
Central Library	94.8	92.7	91.2	90.5
Community Library	43.9	40.2	42.2	42.3
Total	138.7	132.9	133.4	132.8

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

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement next phase of marketing and advocacy plan to increase public awareness of Rochester Public Library	Better Schools and Educational Opportunities	Second Quarter
Collaborate with community partners to develop next phase of development of youth media education	Better Schools and Educational Opportunities, More Jobs	Second Quarter
Provide programming and project support for Central Library capital projects including Rundel North Terrace design and public art installation, Master Space Plan Phase 4 (Technology Center) and Rundel Loading Dock construction	Safer and More Vibrant Neighborhoods	Third Quarter
Complete staffing of Technology Center in preparation for 2019 opening, including identification of staff-supported technology training	Safer and More Vibrant Neighborhoods	Third Quarter
Implement next phase of strategic plan to focus on adult services, including expansion of English for Speakers of Other Languages (ESOL), citizenship, computer literacy, financial literacy, and job readiness training	Better Schools and Educational Opportunities, More Jobs	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
CUSTOMER PERSPECTIVE				
Total users	468,752	417,063	550,000	515,000
Total service hours	2,563	2,670	2,780	2,700
Total reference questions	139,951	105,283	162,000	145,000

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Programs presented	1,966	2,457	1,650	1,800
Total program attendance	46,345	50,164	46,000	49,000
Total internet sessions	87,577	78,402	105,000	N/A
Total computer use (hours)	65,383	64,000	N/A	64,000
Wireless use (ping)	52,000	56,215	N/A	56,000
EFFICIENCY				
Circulation per service hour	285	272	212	241
Users per service hour	183	156	198	191
Reference assistance per service hour	55	39	58	54
Internet sessions per service hour	34	29	38	N/A
Computer use per service hour	25.5	24.0	N/A	23.7
Wireless use per service hour	20.3	21.0	N/A	20.7
RESULTS				
Total circulation	730,403	726,725	590,000	650,000
RPL E-Materials circulation	72,251	78,107	75,000	77,000
MCLS E-Materials circulation (system-wide)	483,458	440,000	410,000	440,000

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	7,344,600	7,445,700	101,100
Employee Years	91.2	90.5	-0.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
134,500	20,900	1,000	-2,600	3,100	-55,800	101,100

Major Change

A vacant Librarian IV position partially shared with Branch Library Administration is eliminated	-77,700
A manager position is created to provide supervision for Central Public Services	69,800
An Administrative Assistant position is created to assist with transition of acquisitions to Library Finance office	43,800
Reorganization of Branch and Central Library Administration functions results in realignment of shared positions with Branch Library Administration	-37,200
Net impact of transfer of Library Area Coordinator from Community to implement RPL-wide collections support, replacing vacant Librarian IV position that is eliminated	30,100
Library material purchases reduced due to budget constraints	-24,900
Efficiencies in heat, light and power reduce expense	-20,000
Productivity improvements result in savings	-16,400
Vacant full time maintenance position is converted to two part time positions to allow more flexibility with scheduling	-10,600
Net reduction in other part time wages	-9,700

Professional services increase for new Youth Services division	8,500
Vacant seasonal tour guide position is eliminated as High Falls Interpretive Center & Museum is scheduled to close	-6,500
Postage is reduced to reflect actual need	-5,000

Program Changes

Several divisions have merged functions to reflect current and projected operations in 2018-19. Central Library Administration and Circulation are merged into the Public Services Division. All Library Page positions are consolidated here to be used for deployment to specific project assignments and training. All library collection support and development is consolidated in Central in 2018-19. The Teen and Children's Centers combine into the Youth Services Division which includes ImagineYOU, a digital learning space, and Middle Ground directed towards middle school library users. Finance assumes responsibility for Acquisitions including accounts payable duties. Inter-library Loan combines with Shipping & Delivery. Private event rentals at Central have been introduced, resulting in new rental revenue.

Tracking of "internet sessions" is abandoned in favor of recording total computer use in hours and the use of wireless in pings. Computer use (hours) represents the number of hours that the internal wide-area network is used by library-owned devices. Wireless use is the number of times (pings) that a patron-owned personal device accesses the separate wireless network.

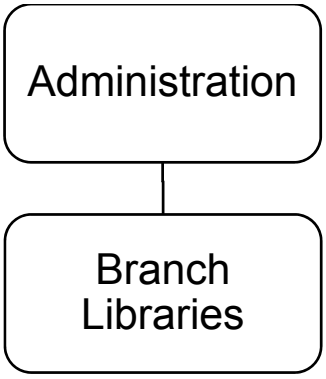
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	5,702,572	5,753,400	5,638,500	5,772,400
Materials & Supplies	651,494	657,300	663,000	635,100
Services	953,432	881,600	976,020	963,200
Other	0	25,000	67,080	75,000
Total	7,307,498	7,317,300	7,344,600	7,445,700
Appropriation by Activity				
Administration	2,179,853	2,127,600	2,181,700	2,322,700
Public Services	3,547,428	3,652,000	3,599,500	3,592,000
Technical & Support Services	1,580,217	1,537,700	1,563,400	1,531,000
Total	7,307,498	7,317,300	7,344,600	7,445,700
Employee Years by Activity				
Administration	23.5	23.7	23.5	24.5
Public Services	46.0	45.7	44.2	44.5
Technical & Support Services	25.3	23.3	23.5	21.5
Total	94.8	92.7	91.2	90.5

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2017-18	Proposed 2018-19			
36	Library Director	1.0	1.0	1.0		
31	Assistant Library Director III	1.5	1.25		0.25	1.0
31	Manager of Library Finance	1.0	1.0	1.0		
28	Computer Operations Supervisor	1.0	1.0			1.0
26	Library Area Coordinator	0.0	1.0			1.0
26	Human Resources Coordinator	1.0	1.0	1.0		
24	Children's Services Consultant	1.0	1.0		1.0	
24	Historical Services Consultant	1.0	1.0		1.0	
24	Librarian IV	1.7	0.0			
24	Public Services Manager	0.0	1.0		1.0	
24	Senior Administrative Analyst	1.0	1.0	1.0		
23	Library Webmaster & Application Specialist	0.0	1.0			1.0
23	Supervisor Library Buildings	1.0	1.0	1.0		
21	Computer Communications Technician	2.0	2.0			2.0
21	Library Automation Specialist	3.0	2.0			2.0
21	Senior Graphic Designer	1.0	1.0	1.0		
20	Circulation Supervisor	1.0	1.0		1.0	
20	Librarian II	11.0	11.0		10.0	1.0
20	Supervising Library Materials Handler	1.0	1.0			1.0
20	Supervisor Audio Visual Services	1.0	1.0		1.0	
20	Youth Services Coordinator	0.5	0.5		0.5	
18	Building Supervisor	0.0	1.0	1.0		
18	Historical Researcher	1.0	1.0		1.0	
18	Librarian I	12.0	11.0		10.0	1.0
18	Librarian I Bilingual	1.0	0.0			
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	0.0	3.25	3.0	0.25	
16	Supervising Security Guard	1.0	1.0	1.0		
14	Graphic Assistant	1.0	1.0	1.0		
14	Junior Accountant	1.0	0.0	0.0		
14	Library Assistant	2.0	4.0		2.0	2.0
13	Administrative Secretary	1.5	0.0			
13	Building Maintenance Foreman	2.0	1.0	1.0		
11	Assistant to Circulation Supervisor	1.0	1.0		1.0	
9	Library Catalog Clerk II	2.0	2.0			2.0
8	Truck Driver	3.0	3.0			3.0
7	Clerk III with Typing	2.0	2.0	1.0	1.0	
7	Maintenance Worker - Library	2.0	1.0	1.0		
3	Materials Processor	1.0	1.0		1.0	
2	Senior Library Page	3.0	3.0		2.0	1.0
1	Cleaner	2.0	2.0	2.0		
52	Security Guard	3.0	3.0	3.0		
EMPLOYEE YEARS						
Full Time		74.2	74.0	21.0	34.0	19.0
Overtime		0.8	0.8	0.3	0.1	0.4
Part Time, Temporary, Seasonal		18.6	18.1	3.5	12.0	2.6
Less: Vacancy Allowance		2.4	2.4	0.3	1.6	0.5
Total		91.2	90.5	24.5	44.5	21.5

Organization



Critical Processes

- ❑ Acquire materials, schedule and deploy personnel to branch libraries
- ❑ Maintain and repair branch libraries
- ❑ Provide convenient access to library services through:
  - ● Loans of printed materials, audio recordings, compact discs, dvds, and electronic materials
  - ● 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, artistic performances, English language learning, and school tutoring
  - ● Referral services to community agencies
  - ● Facilities for meetings and programs sponsored by non-library groups
  - ● Access to the internet and personal computing needs

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement next phase of marketing and advocacy plan to increase public awareness of Rochester Public Library	Better Schools and Educational Opportunities	Second Quarter
Leverage final Branch Facilities and Operations Master Plan study expected in August, 2018 and NYSED construction grant funds to begin first phase of branch facility renovation projects in Capital Improvement Plan (CIP)	Safer and More Vibrant Neighborhoods	Second Quarter
Expand childhood programming and family outreach services in targeted areas, including Arnett, Douglass and Wheatley branch libraries	Safer and More Vibrant Neighborhoods	Second Quarter
Implement next phase of strategic plan to focus on adult services, including expansion of English for Speakers of Other Languages (ESOL), citizenship, computer literacy, financial literacy, and job readiness training	Better Schools and Educational Opportunities, More Jobs	Fourth Quarter

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
CUSTOMER PERSPECTIVE				
Arnett				
Service hours	2,024	2,000	2,010	2,200
Computer use (hours)	23,024	22,100	N/A	22,500
Wireless use (ping)	9,449	9,400	N/A	9,400
Reference questions	33,634	35,700	36,000	36,000
Reference assistance per service hour	17	18	18	16
Average attendance per program	43	32	48	42
Circulation per service hour	27	27	24	24
Programs	474	580	435	500
Program attendance	20,285	18,400	21,000	21,000
Library materials circulated	54,041	53,700	48,000	52,000
Door count	112,657	111,300	115,000	114,000
Library card registrations	562	520	675	600
Charlotte				
Service hours	1,988	1,999	2,010	2,000
Computer use (hours)	4,883	4,900	N/A	4,900
Wireless use (ping)	3,030	3,500	N/A	3,300
Reference questions	15,184	14,200	16,000	15,500
Reference assistance per service hour	8	7	8	8
Average attendance per program	13	15	22	16
Circulation per service hour	48	47	43	46
Programs	605	540	500	550
Program attendance	7,750	8,100	11,000	9,000
Library materials circulated	95,283	93,000	86,900	92,000
Door count	65,606	68,000	75,000	70,000
Library card registrations	273	230	235	250
Douglass				
Service hours	1,797	1,801	1,810	2,000
Computer use (hours)	6,075	6,100	N/A	6,200
Wireless use (ping)	2,720	3,500	N/A	3,100
Reference questions	5,434	6,499	5,800	6,000
Reference assistance per service hour	3	4	3	3
Average attendance per program	14	11	24	17
Circulation per service hour	37	38	31	32
Programs	510	790	420	600
Program attendance	7,033	8,800	9,900	9,900
Library materials circulated	67,045	68,000	56,000	64,000
Door count	57,952	58,700	59,000	61,000
Library card registrations	183	200	200	210
Lincoln				
Service hours	2,021	1,996	2,020	2,020
Computer use (hours)	16,185	15,900	N/A	16,100
Wireless use (ping)	11,665	11,300	N/A	11,000
Reference questions	14,215	13,800	14,000	14,000
Reference assistance per service hour	7	7	7	7
Average attendance per program	19	25	24	24
Circulation per service hour	33	32	29	30
Programs	864	806	710	750

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Program attendance	16,796	20,100	17,000	18,000
Library materials circulated	66,883	63,800	58,000	60,000
Door count	122,061	116,300	126,000	124,000
Library card registrations	1,029	850	1,100	900
Lyell				
Service hours	1,782	1,784	1,810	1,800
Computer use (hours)	11,035	10,900	N/A	10,900
Wireless use (ping)	7,855	7,800	N/A	7,800
Reference questions	20,208	19,300	19,000	19,000
Reference assistance per service hour	11	11	10	11
Average attendance per program	10	9	15	11
Circulation per service hour	33	29	34	32
Programs	460	585	550	525
Program attendance	4,807	5,100	8,200	6,000
Library materials circulated	58,546	52,000	62,000	58,000
Door count	76,443	70,000	83,000	72,000
Library card registrations	398	360	450	390
Maplewood				
Service hours	2,013	2,000	2,010	2,010
Computer use (hours)	7,118	7,200	N/A	7,300
Wireless use (ping)	12,451	11,300	N/A	11,500
Reference questions	28,926	22,400	20,000	21,000
Reference assistance per service hour	14	11	10	10
Average attendance per program	26	23	28	28
Circulation per service hour	31	28	33	30
Programs	1,050	1,200	870	950
Program attendance	27,513	28,000	24,000	27,000
Library materials circulated	62,215	56,500	67,000	60,000
Door count	161,079	175,000	200,000	180,000
Library card registrations	539	490	625	550
Monroe				
Service hours	1,963	1,996	2,010	2,000
Computer use (hours)	7,118	7,300	N/A	7,400
Wireless use (ping)	4,137	4,900	N/A	4,200
Reference questions	12,833	13,400	12,500	13,000
Reference assistance per service hour	7	7	6	7
Average attendance per program	9	9	10	9
Circulation per service hour	45	43	40	42
Programs	311	290	345	325
Program attendance	2,809	2,700	3,329	2,900
Library materials circulated	88,947	85,400	81,000	84,000
Door count	68,066	65,000	72,000	68,000
Library card registrations	356	400	350	360
Sully				
Service hours	1,976	1,999	2,010	2,010
Computer use (hours)	14,278	14,900	N/A	15,100
Wireless use (ping)	10,341	9,900	N/A	9,900

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Reference questions	43,070	32,300	30,000	33,000
Reference assistance per service hour	22	16	15	16
Average attendance per program	47	58	52	55
Circulation per service hour	48	43	31	40
Programs	1,279	943	1,000	1,000
Program attendance	59,893	54,800	52,000	55,000
Library materials circulated	95,545	86,50	62,000	80,000
Door count	135,755	125,600	138,000	129,000
Library card registrations	460	500	500	500
Wheatley				
Service hours	1,985	1,996	2,010	2,010
Computer use (hours)	15,419	14,300	N/A	14,500
Wireless use (ping)	7,255	7,300	N/A	7,300
Reference questions	19,938	19,200	19,000	19,200
Reference assistance per service hour	10	10	9	10
Average attendance per program	25	22	44	33
Circulation per service hour	21	19	19	19
Programs	595	515	400	500
Program attendance	14,721	11,500	17,500	16,500
Library materials circulated	41,377	38,400	38,000	38,500
Door count	94,178	82,000	94,000	90,000
Library card registrations	406	360	390	390
Winton				
Service hours	2,011	1,988	2,010	2,010
Computer use (hours)	8,702	8,800	N/A	8,800
Wireless use (ping)	6,508	8,300	N/A	7,000
Reference questions	14,126	18,700	11,000	13,000
Reference assistance per service hour	7	9	5	6,
Average attendance per program	11	9	11	11
Circulation per service hour	62	60	56	57
Programs	200	200	185	200
Program attendance	2,182	1,850	2,100	2,100
Library materials circulated	125,008	120,200	112,000	115,000
Door count	103,413	101,400	97,500	100,000
Library card registrations	457	480	350	400
Total All Branches				
Service hours	19,560	19,588	19,710	20,060
Computer use (hours)	113,837	112,400	N/A	113,700
Wireless use (ping)	75,411	77,200	N/A	74,500
Reference questions	207,568	195,499	183,300	189,700
Reference assistance per service hour	106	100	93	95
Average attendance per program	26	25	31	28
Circulation per service hour	386	367	340	351
Programs	6,348	6,449	5,415	5,900
Program attendance	163,789	159,350	166,029	167,400
Library materials circulated	754,890	717,500	670,900	703,500
Door count	997,210	973,300	1,059,500	1,008,00
Library card registrations	4,663	4,390	4,875	4,550

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	4,556,500	4,525,900	-30,600
Employee Years	42.2	42.3	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
84,500	13,200	4,100	0	-3,200	-129,200	-30,600

Major Change

Centralization of collection support results in the transfer of a Library Area Coordinator to Central	-84,500
One time bullet aid from NYS does not recur	-51,000
Two part time Librarian I's convert to full time at Arnett and Douglass to provide more children's services and staff support, also allowing for more service hours	45,800
Three vacant part time positions in Community dedicated to book distribution program are eliminated, reduced distribution is planned for 2018-19 using existing staff	-41,400
Net reduction to library materials due to budget constraints and non-renewal of AmeriCorps grant	-38,800
Efficiencies in heat, light and power reduce expense	-25,000
Vacant part time Librarian I shifts to full time in Branch Administration to continue outreach services, partially supported by a charitable trust donation	24,600
Chargeback from Central for providing centralized collection development services	20,000
Reorganization of Branch and Central Library Administration functions results in realignment of shared positions which is partially offset by the elimination of a vacant partial Librarian IV position	13,900
Shift to City-owned rather than leased copiers results in additional expense that is partially offset by charges to patrons for copies, resulting in a higher cost recovery	7,500
Net increase in other part time hours	5,000
Productivity improvements result in savings	-3,300
Professional services increase to reflect actual need	2,000

Program Change

The new full time Librarian I positions at Arnett and Douglass will allow for four additional open hours per week as well as more programs and staff support. The book distribution program ceased in 2017-18 however Branch Administration staff will continue this in a reduced capacity as part of outreach programming.

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

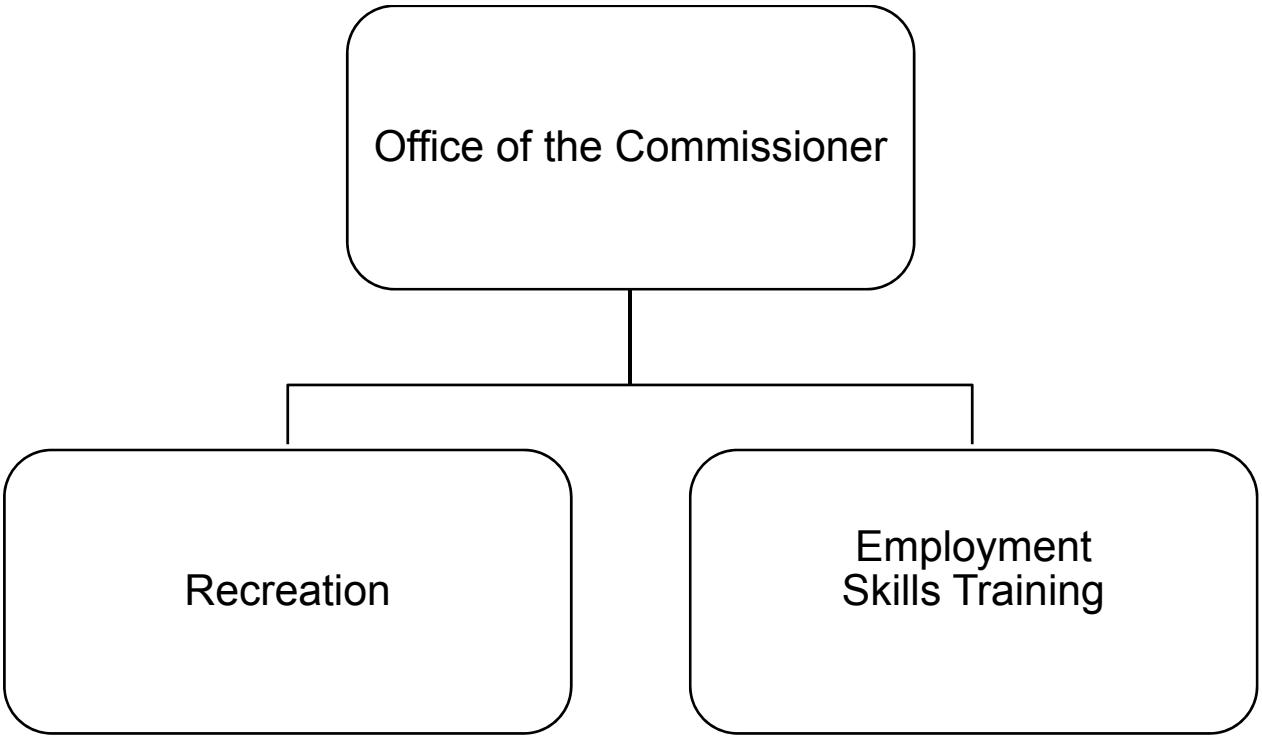
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	3,086,387	3,039,900	3,128,500	3,176,400
Materials & Supplies	659,418	626,400	632,300	597,200
Services	737,699	743,000	785,700	732,300
Other	0	10,000	10,000	20,000
Total	4,483,504	4,419,300	4,556,500	4,525,900
Appropriation by Activity				
Administration	1,621,027	1,533,800	1,601,800	1,579,900
Branch Libraries	2,862,477	2,885,500	2,954,700	2,946,000
Total	4,483,504	4,419,300	4,556,500	4,525,900
Employee Years by Activity				
Administration	6.7	5.0	6.0	5.5
Branch Libraries	37.2	35.2	36.2	36.8
Total	43.9	40.2	42.2	42.3

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2017-18	Proposed 2018-19		
31	Assistant Library Director III	0.5	0.75	0.75	
26	Library Area Coordinator	2.0	1.0	1.0	
24	Librarian IV	0.3	0.0		
20	Librarian II	10.0	10.0		10.0
20	Youth Services Coordinator	0.5	0.5	0.5	
18	Librarian I	4.0	7.0	2.0	5.0
18	Librarian I/Bilingual	1.0	1.0		1.0
16	Administrative Assistant	0.0	0.75		0.75
13	Administrative Secretary	0.5	0.0		
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0	
7	Youth Services Assistant	1.0	1.0		1.0
EMPLOYEE YEARS					
Full Time		20.8	23.0	5.3	17.8
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		21.5	19.4	0.3	19.1
Less: Vacancy Allowance		0.4	0.4	0.1	0.3
Total		42.2	42.3	5.5	36.8

Mission Statement

The Department of Recreation and Youth Services (DRYS) supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* through the administration of programs, social activities and support services. These activities are carried out with a focus on providing first-rate services to our citizens.

DRYS nurtures and inspires the inner potential of all citizens of Rochester through recreational, educational, creative arts and employment readiness programs, thereby supporting the development of a healthy, educated and self-sustaining community. We recognize that the youth of our community are in particular need of support during their formative years, and as such, we have a special focus on youth programming.



Department Highlights

Campbell R-Center interior improvements and the installation of a new spray park and play apparatus will be completed in time to open for the summer 2018 season. A new Sports Magnet program will be implemented at the R-Center, with opportunities for youth to participate in free, specialized sports training and fitness conditioning seven days a week.

The Roc City Skatepark will complete design plans and begin construction in spring 2019. The park will be a regional destination for skateboarders, BMX riders, and fans. The park will activate an underutilized area along the riverfront.

A state-of-the-art nutrition education center and demonstration kitchen will be constructed at the Rochester Public Market. The Market will partner with community agencies to provide nutrition education as well as cooking and chef demonstrations and instruction, utilizing audio and video feeds and display screens to enhance the experience.

Pathways to Peace will expand its services to the Rochester Youth Violence Partnership by providing prevention and intervention services to victims of penetrating injuries treated at Rochester Regional Health Emergency Department's new trauma center.

The Bureau of Employment Skills Training will refocus employment services towards vocational training and real-life, hands-on work experience while developing new partnerships with some of Rochester's most respected employers.

Glossary of Acronyms

Acronym	Description
CAPP	Comprehensive Adolescent Pregnancy Prevention
GVP	Genesee Valley Park
OYOVP	Office of Youth Outreach and Violence Prevention
OTR	Operation Transformation Rochester
PLTI	Parent Leadership Training Institute
PTP	Pathways to Peace
RASA	Rochester After School Academy
RCSD	Rochester City School District
ROTM	Rec On The Move
RYVP	Rochester Youth Violence Partnership
SOOP	Summer of Opportunity Program
STEAM	Science, Technology, Engineering, Arts, and Mathematics
TPP	Teenage Pregnancy Prevention
YVOV	Youth Voice, One Vision

Highlights of the Department's 2018-19 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Goals and Objectives Highlights	Priorities Supported	Projected Completion
Commissioner's Office:		
Work with Friends of the Market to develop and implement programs for nutrition education center	Better Schools and Educational Opportunities	Fourth Quarter
Select and implement proposal for freestanding, public/private storefront space at Public Market	Safer and More Vibrant Neighborhoods	Fourth Quarter
Expand Pathways to Peace services by providing prevention and intervention services to victims of penetrating injuries treated at Rochester Regional Health Emergency Department's new trauma center	Safer and More Vibrant Neighborhoods	Ongoing
Recreation:		
Re-open Campbell Street R-Center as Sports Magnet program with new seven day a week programming	Better Schools and Educational Opportunities	First Quarter
Complete design of Roc City Skatepark and begin construction in spring 2019	Safer and More Vibrant Neighborhoods	Fourth Quarter
Develop a "Tots Time" offering designed to expand family access to safe play spaces and structured programming outside of traditional R-Center hours of operation	Safer and More Vibrant Neighborhoods	First Quarter
BEST:		
Formalize employment partnerships with area employers and increase the number of connections for city residents looking for meaningful employment	More Jobs	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2017-18	Budget 2018-19	Change	Percent Change
Office of the Commissioner	2,189,000	2,150,400	-38,600	-1.8%
Recreation	8,006,200	8,280,100	273,900	3.4%
BEST	1,841,200	1,399,700	-441,500	-24.0%
Total	12,036,400	11,830,200	-206,200	-1.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
300,100	34,400	21,700	-33,300	-1,400	-527,700	-206,200

Major Change Highlights

Federal Teenage Pregnancy Prevention grant does not recur	-180,400
Aquatics staff are reduced due to a reorganization of indoor swim programs and a modified Durand Beach operating schedule	-171,200
Two Area Coordinators are eliminated as a restructuring measure	-126,100
Vacant Director of BEST is eliminated due to a restructuring of the Bureau	-87,000

EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	7,833,721	7,852,100	8,294,300	8,039,200
Materials & Supplies	304,557	298,100	325,700	325,200
Services	3,192,521	3,169,400	3,416,400	3,465,800
Other	0	0	0	0
Total	11,330,799	11,319,600	12,036,400	11,830,200
Appropriation by Activity				
Office of the Commissioner	1,984,881	2,132,400	2,189,000	2,150,400
Recreation	7,629,060	7,505,500	8,006,200	8,280,100
BEST	1,716,858	1,681,700	1,841,200	1,399,700
Total	11,330,799	11,319,600	12,036,400	11,830,200
Employee Years by Activity				
Office of the Commissioner	23.0	25.6	25.0	25.1
Recreation	166.2	158.2	162.5	154.9
BEST	22.3	19.3	22.3	13.3
Total	211.5	203.1	209.8	193.3

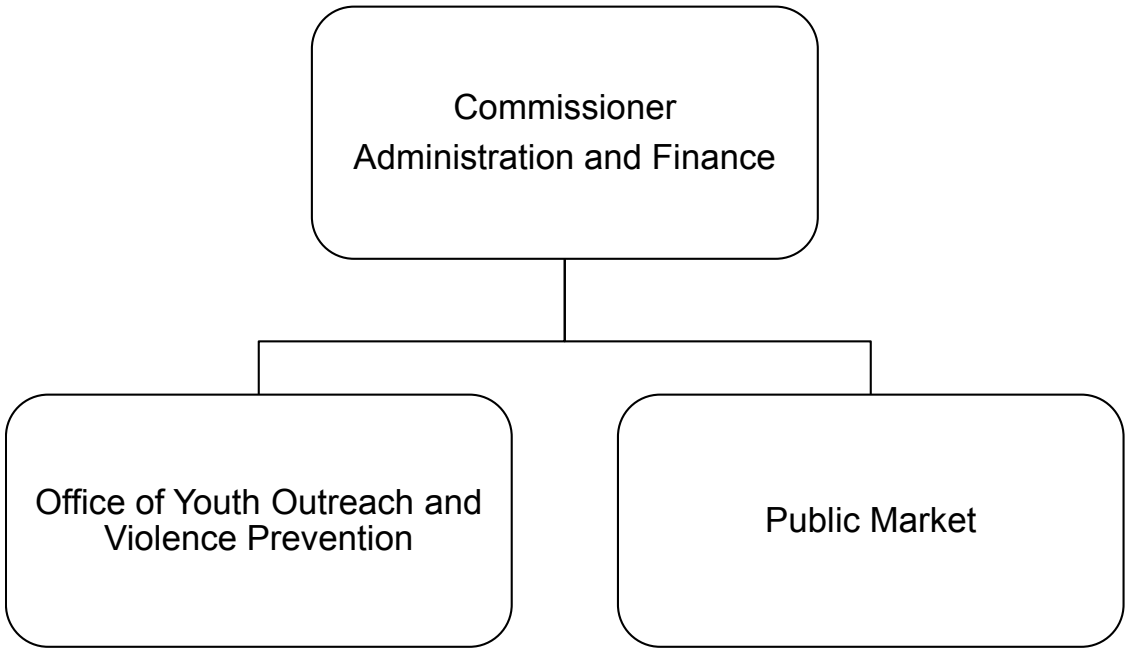
Mission Statement

The Commissioner's Office supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by setting management policy, 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.

The Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace, operates a team of outreach workers to prevent violence, channeling city residents likely to be involved in serious violence, as either a victim or offender, toward an array of community resources. This highly motivated team establishes essential linkages among service providers, participating youth, and their families. This office also monitors the young participants' progress to ensure that they do not re-engage in violent behavior.

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

Administration and Finance

- ❑ Internal staff
- ❑ City Council

Office of Youth Outreach and Violence Prevention

- ❑ Youth and young adults at risk of or involved in serious violent incidents
- ❑ Families of violent youth or in a crisis involving youth
- ❑ Community service providers
- ❑ Community-at-large

Public Market
- ❑ Residents and visitors of all ages
- ❑ Vendors and customers at the Public Market

Critical Processes

Administration and Finance
- ❑ Coordinate and manage the Department's annual budget, grant operations, and capital planning processes
- ❑ Focus on staff development and program quality
- ❑ Manage the Department's City Council submission process
- ❑ Collaborate with other youth serving organizations to share data and analyze trends to better understand youth usage of services and related outcomes

Office of Youth Outreach and Violence Prevention
- ❑ Make home visits to high risk youth and young adults
- ❑ Mediate violent conflicts
- ❑ Provide presentations on anti-violence and gang issues
- ❑ Provide service linkages

Public Market
- ❑ Operate a year-round Public Market which provides access to healthy food, opportunities for entrepreneurs, and a venue for community special events

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Office of Youth Outreach and Violence Prevention:		
Develop effective strategies to intervene with new gang structures (e.g. national gangs such as Bloods/Crips have an increased presence in Rochester and are displacing local hybrid gangs)	Safer and More Vibrant Neighborhoods	Ongoing
Collaborate with Monroe County Heroin Task Force to increase targeted outreach and referrals within drug affected neighborhoods	Safer and More Vibrant Neighborhoods	Ongoing
Expand Pathways to Peace services by providing prevention and intervention services to victims of penetrating injuries treated at Rochester Regional Health Emergency Department's new trauma center	Safer and More Vibrant Neighborhoods	Ongoing
Public Market:		
Work with RPD and City Security to update and implement passive, proactive crowd safety measures	Safer and More Vibrant Neighborhoods	First Quarter
Seek additional funding for purchase and installation of historic fountain	Safer and More Vibrant Neighborhoods	Second Quarter

Select and implement proposal for freestanding, public/private storefront space at the Public Market	Safer and More Vibrant Neighborhoods	Fourth Quarter
Work with Friends of the Market to develop and implement programs for nutrition education center	Better Schools and Educational Opportunities	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Public Market				
Market days held	157	156	156	154
Special event days	52	65	65	65
Occupancy Rate (%):				
● Shed A	100	100	90	100
● Shed B (Winter Shed)	100	100	100	100
● Shed C	100	100	100	100
● Shed D	N/A	96	80	96
Public market fees revenue ($)	672,693	870,000	850,000	945,000
Office of Youth Outreach and Violence Prevention: Pathways to Peace (PTP)				
Outreach contacts	7,725	7,600	7,500	7,500
Of outreach contacts, number for violent incidents & crisis	1,936	1,500	1,750	1,750
Mediations of youth conflicts	309	250	250	250
Referrals made to PTP services	630	625	625	625
Participants engaged in interventions – gang related	150	150	125	150
Participants engaged in interventions – not gang related	120	150	100	150
Participants in multi-session curricula	101	70	50	60
Referred to external community resources/service providers (non-eligible for PTP crisis response intervention)	340	400	400	400
Referrals made to PTP by Rochester Youth Violence Partnership	81	75	75	75
Recidivism – RYVP client returned to hospital for penetrating injury within one year of initial injury	1	2	2	2
Recidivism – client arrested for a violent offense	1	1	1	1
RCSD-based PTP Team				
● Outreach contacts	1,275	2,200	1,500	1,700
● Referrals received	276	400	360	375
● Mediations of youth conflicts	49	420	360	375
● Students involved in mediations	320	850	720	750
Department-wide average number of training hours per employee	25	25	25	25

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	2,189,000	2,150,400	-38,600
Employee Years	25.0	25.1	0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,700	6,400	-600	-4,000	2,600	-47,700	-38,600

Major Change

Summer Food Service Program grant transfers to Bureau of Recreation	-302,600
Two administrative positions transfer from Bureau of Recreation to Commissioner's Office to take on department-wide roles	131,300
A Municipal Assistant is added to create and maintain an inventory and asset management plan for parks and recreation facilities and equipment	59,400
A temporary Program Coordinator is added to enhance DRYS communications with the community	43,400
Funds are added for Public Market security and snowplowing based on actual need	46,900
A vacant seasonal Summer Program Clerk is eliminated as an efficiency measure	-31,300
Materials and supplies funds transfer to Commissioner's Office and are increased for Department-wide use	19,600
RCSD funding for Pathways to Peace services declines due to timing of grant funding	-14,400

Program Change

The Summer Food program is transferred in order to align the administration and oversight of the program within the Bureau of Recreation, which is responsible for the management of R-Centers where food is served.

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE
EXPENDITURE SUMMARY

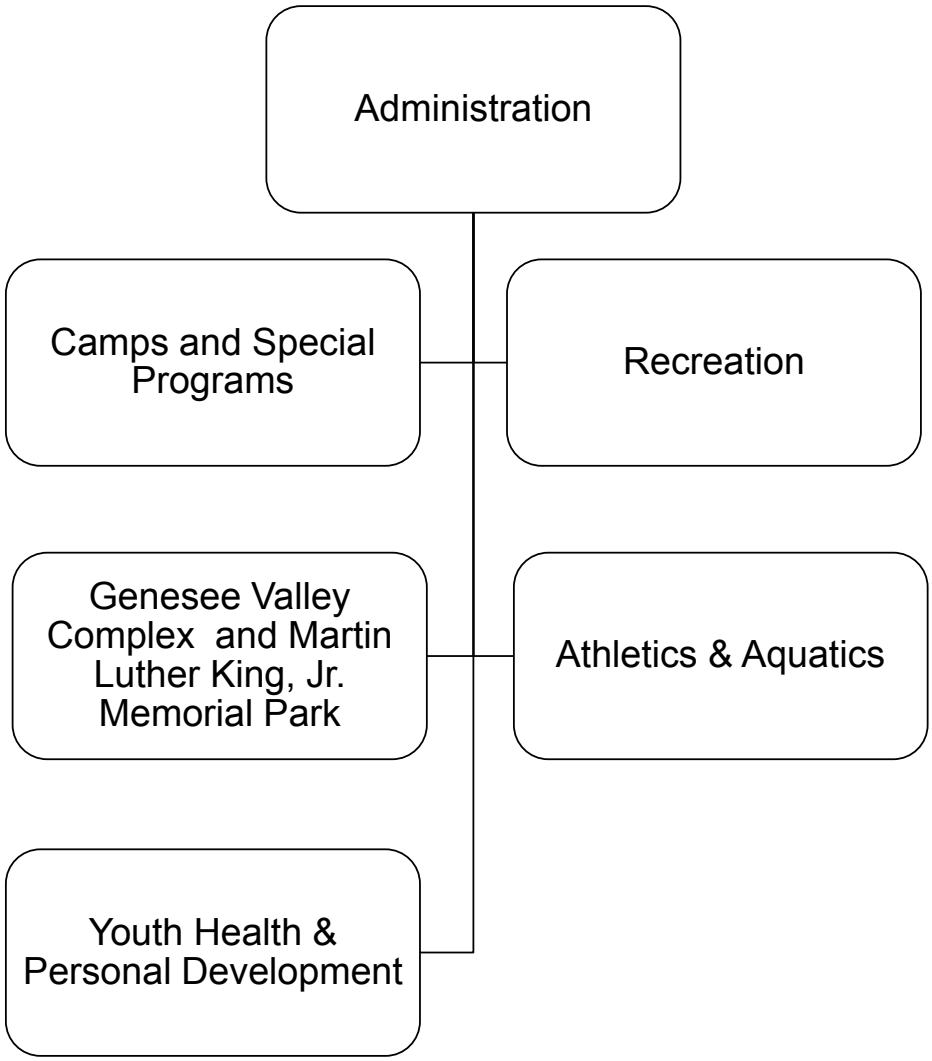
	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,147,409	1,297,800	1,288,900	1,450,400
Materials & Supplies	9,856	10,900	15,000	15,800
Services	827,616	823,700	885,100	684,200
Other	0	0	0	0
Total	1,984,881	2,132,400	2,189,000	2,150,400
Appropriation by Activity				
Administration and Finance	715,701	822,000	844,500	766,100
Office of Youth Outreach and Violence Prevention	468,824	475,500	511,000	491,900
Public Market	800,356	834,900	833,500	892,400
	1,984,881	2,132,400	2,189,000	2,150,400
Employee Years by Activity				
Administration and Finance	7.9	9.5	8.9	9.1
Office of Youth Outreach and Violence Prevention	8.5	9.5	9.5	9.4
Public Market	6.6	6.6	6.6	6.6
	23.0	25.6	25.0	25.1

FULL TIME POSITIONS				Administration and Finance	Office of Youth Outreach and Violence Prevention	Public Market
Br.	Title	Budget 2017-18	Proposed 2018-19			
36	Commissioner of Recreation and Youth Services	1.0	1.0	1.0		
30	Assistant Manager of Parks & Recreation	0.6	0.6			0.6
27	Manager of Youth Outreach and Violence Prevention	1.0	1.0		1.0	
26	Program Development Specialist	1.0	1.0	1.0		
21	Assistant Program Development Specialist	0.0	1.0	1.0		
21	Human Resource Consultant II Bilingual	1.0	1.0	1.0		
18	Municipal Assistant	0.0	1.0	1.0		
18	Professional Development Specialist	1.0	1.0	1.0		
18	Secretary to Commissioner	1.0	1.0	1.0		
18	Supervisor of Markets	1.0	1.0			1.0
18	Youth Intervention Specialist	3.0	3.0		3.0	
18	Youth Intervention Specialist Bilingual	1.0	1.0		1.0	
16	Administrative Assistant	0.0	1.0	1.0		
16	Assistant Supervisor of Markets	1.0	2.0			2.0
41	Parks Operations Worker	1.0	1.0			1.0
36	Grounds Equipment Operator	0.0	1.0			1.0
EMPLOYEE YEARS						
Full Time		13.6	18.6	8.0	5.0	5.6
Overtime		1.3	1.3	0.1	0.7	0.5
Part Time, Temporary, Seasonal		10.2	5.4	1.0	3.8	0.6
Less: Vacancy Allowance		0.1	0.2	0.0	0.1	0.1
Total		25.0	25.1	9.1	9.4	6.6

Mission Statement

The Bureau of Recreation supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing opportunities for the community to learn, socialize, exercise, and play, while promoting healthy behaviors and with an emphasis on youth. This is accomplished using a positive youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as a steward and champion of our city's R-Centers, parks, playgrounds, aquatics, green spaces, and other facilities.

Organization



Vital Customers

- City youth and their families
- Residents and visitors of all ages
- Parks patrons
- Rochester City School District
- Community partners and collaborators

Critical Processes

- ❑ Conduct structured after-school programming to support out-of-school educational opportunities
- ❑ Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- ❑ Organize a variety of community special events to promote youth development, leadership and social skills
- ❑ Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness in R-Centers and parks
- ❑ Conduct programs, events, and workshops focused on arts, culture, and individual expression
- ❑ Conduct community recreation and youth development at 12 school year R-Centers, three school-based recreation programs, 13 summer R-Centers, and four fee-based summer camps
- ❑ Conduct community aquatics programs at six pools, seven spray parks, and Durand Eastman Beach
- ❑ Use a program management system to provide quality management of existing and new programs, which includes marketing, staff development, and community input
- ❑ Provide referrals to community and health resources
- ❑ Provide youth development workshops and training on health and personal development

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Re-open Campbell Street R-Center as Sports Magnet program with new seven day a week programming	Better Schools and Educational Opportunities	First Quarter
Develop a “Tots Time” offering designed to expand family access to safe play spaces and structured programming outside of traditional R-Center hours of operation	Safer and More Vibrant Neighborhoods	First Quarter
Oversee Adams Street R-Center improvements - locker rooms, kitchen, lighting, pool	Safer and More Vibrant Neighborhoods	Second Quarter
Complete Flint master plan and develop design and construction documents	Safer and More Vibrant Neighborhoods	Second Quarter
Implement Pilot Boys Council, a violence/harm reduction intervention, in afterschool setting and evaluate effectiveness for possible future replication	Better Schools and Educational Opportunities	Third Quarter
Implement fundraising plan, complete design, and begin construction of Roc City Skatepark	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Recreation Registrations:				
● Adams	1,769	2,000	3,000	2,500
● Avenue D	1,546	1,800	1,100	1,600
● Campbell	856	0	500	500
● Carter	1,685	1,900	1,100	1,700
● Frederick Douglass	2,154	2,500	1,500	2,100
● Edgerton	1,246	1,300	1,100	1,300

● Flint	1,109	1,550	900	1,200
● David F. Gantt	4,465	4,500	4,500	4,500
● Humboldt	394	400	400	400
● Roxie A. Sinkler	1,054	950	600	800
● Thomas P. Ryan	1,611	2,200	2,000	2,000
● #17 School	1,110	1,500	800	900
● #35 School	50	60	50	60
● #42 School	776	180	60	150
● #46 School	60	80	60	60
● Total registrations	19,885	20,920	17,670	19,770
Attendance per year:				
● Adams	55,293	55,000	50,000	50,000
● Avenue D	26,066	38,000	38,000	38,000
● Campbell	8,903	0	9,000	9,000
● Carter	53,456	39,000	42,500	42,500
● Edgerton	48,682	38,000	55,000	45,000
● Flint	28,436	45,000	35,000	45,000
● David F. Gantt	103,539	85,000	85,000	85,000
● Humboldt	21,079	25,000	20,000	20,000
● Roxie A. Sinkler	32,329	25,000	20,000	20,000
● Frederick Douglass	48,142	55,000	30,000	48,000
● Thomas P. Ryan	138,166	110,000	95,000	110,000
● #17 School	17,281	23,000	9,000	12,000
● #35 School	6,623	5,000	4,000	5,000
● #42 School	17,817	6,500	12,000	6,500
● #46 School	7,012	5,000	5,000	5,000
● Rec On The Move	5,347	6,000	4,500	5,000
● Total attendance	618,171	560,500	514,000	546,000
Genesee Valley Park Complex:				
Attendance per year:				
● GVP Ice Rink	54,929	55,250	50,000	50,000
● GVP Pool	18,751	14,252	16,000	16,000
● Martin Luther King, Jr. Memorial Park Ice Rink	12,420	16,000	15,000	15,000
Athletics:				
Adult softball games held	600	N/A	N/A	N/A
Participants in adult sport leagues	N/A	3,000	2,500	3,100
Water Spray Park attendance	80,667	47,851	75,000	75,000
Beach attendance per year:				
●Durand Beach – total visitors	148,222	0	145,000	130,000
●Durand Beach – bathers	33,044	0	30,000	25,000
High School Pool attendance per year: (pools used each year based on RCSD availability)				
● Charlotte	N/A	1,277	N/A	N/A
● Douglass	1,363	N/A	1,300	N/A
● East	3,018	2,263	3,600	N/A
● Freddie Thomas Learning Center/Winter Swim	150	N/A	N/A	N/A
● Jefferson	5,018	N/A	2,700	N/A
● Clinton-Baden	N/A	N/A	N/A	1,600
● Wilson Foundation/SWAN	N/A	1,733	N/A	1,600
Total H.S. Pool attendance	9,549	5,273	7,600	3,200

Rochester After-School Academy (RASA):				
Participants	20	N/A	N/A	N/A
Math/English Language Arts increase	30%	N/A	N/A	N/A
School attendance rate increase	25%	N/A	N/A	N/A
Summer Food Program:				
Breakfast sites	27	25	30	30
Lunch sites	34	30	35	35
Breakfasts served	39,314	38,739	42,000	40,000
Lunches served	52,244	50,508	56,000	52,000
Youth Health and Personal Development:				
Comprehensive Adolescent Pregnancy Prevention (CAPP):				
Participants	1,038	900	900	1,300
Parent/Adult workshop participants in CAPP Family Talk series	282	200	200	200
Parent/Adult workshops (PLTI)	20	20	N/A	20
Parent/Adult workshop participants (PLTI)	21	20	N/A	20

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	8,006,200	8,280,100	273,900
Employee Years	162.5	154.9	-7.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
255,200	20,000	20,100	-29,300	-4,000	11,900	273,900

Major Change

Summer Food Service Program transfers from Commissioner's Office to Bureau of Recreation, and is adjusted to reflect historical experience	288,200
Comprehensive Adolescent Pregnancy Prevention grant transfers from BEST to Bureau of Recreation	261,700
Aquatics staff are reduced due to a reorganization of indoor swim programs and a modified Durand Eastman Beach operating schedule	-171,200
Two administrative positions transfer from Bureau of Recreation to Commissioner's Office	-131,300
Two Area Coordinators are eliminated as a restructuring measure	-126,100
AmeriCorps grant ends in December	-66,500
Administrative and front desk staff are reduced as an efficiency measure	-52,200

Major Change

One Youth Services Associate is added to expand youth special programs	42,400
Full time administrative position transfers to BEST Bureau	-34,700
Additional funding for water bills due to addition of Campbell spray park and to reflect actual need	33,800
RCSD after-school grant does not recur	-30,500
Materials and supplies funds transfer to Commissioner's Office for Department-wide use	-16,200
National Recreation and Parks Association 10 Minute Walk grant is awarded	15,000
Community Foundation Youth Voice One Vision grant funding decreases due to timing of grant year	-5,000
Increase in RCSD Literacy grant funding	4,500

Service Level Change

Resources for the high school pool swim programs will be redirected to maintain a reduced schedule at Durand Eastman Beach. The indoor summer swim programs are now organized at existing R-Center sites, Clinton-Baden Community Center and Wilson Foundation/SWAN. Durand Beach will be open seven days a week with hours from noon to 6 pm, instead of from 10am to 8pm which were the summer 2016 hours. The beach was closed in summer 2017 due to high water levels. The addition of a spray park at Campbell R-Center will increase the number of spray parks to seven citywide.

Program Change

Adams R-Center will be closed in the summer due to school modernization construction.

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	5,383,459	5,323,100	5,645,900	5,623,500
Materials & Supplies	275,403	270,100	295,200	297,900
Services	1,970,198	1,912,300	2,065,100	2,358,700
Other	0	0	0	0
Total	7,629,060	7,505,500	8,006,200	8,280,100
Appropriation by Activity				
Administration	1,594,306	1,560,600	1,765,000	1,489,400
Camps and Special Programs	1,136,692	1,265,300	1,409,000	1,618,400
Recreation	3,495,953	3,327,800	3,512,600	3,721,200
Athletics and Aquatics	1,402,109	1,351,800	1,319,600	1,189,400
Youth Health and Personal Development	0	0	0	261,700
Total	7,629,060	7,505,500	8,006,200	8,280,100
Employee Year by Activity				
Administration	10.2	9.9	9.9	5.9
Camps and Special Programs	22.0	22.0	23.1	20.2
Recreation	102.2	95.0	98.2	98.2
Athletics and Aquatics	31.8	31.3	31.3	25.2
Youth Health and Personal Development	0	0	0	5.4
Total	166.2	158.2	162.5	154.9

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

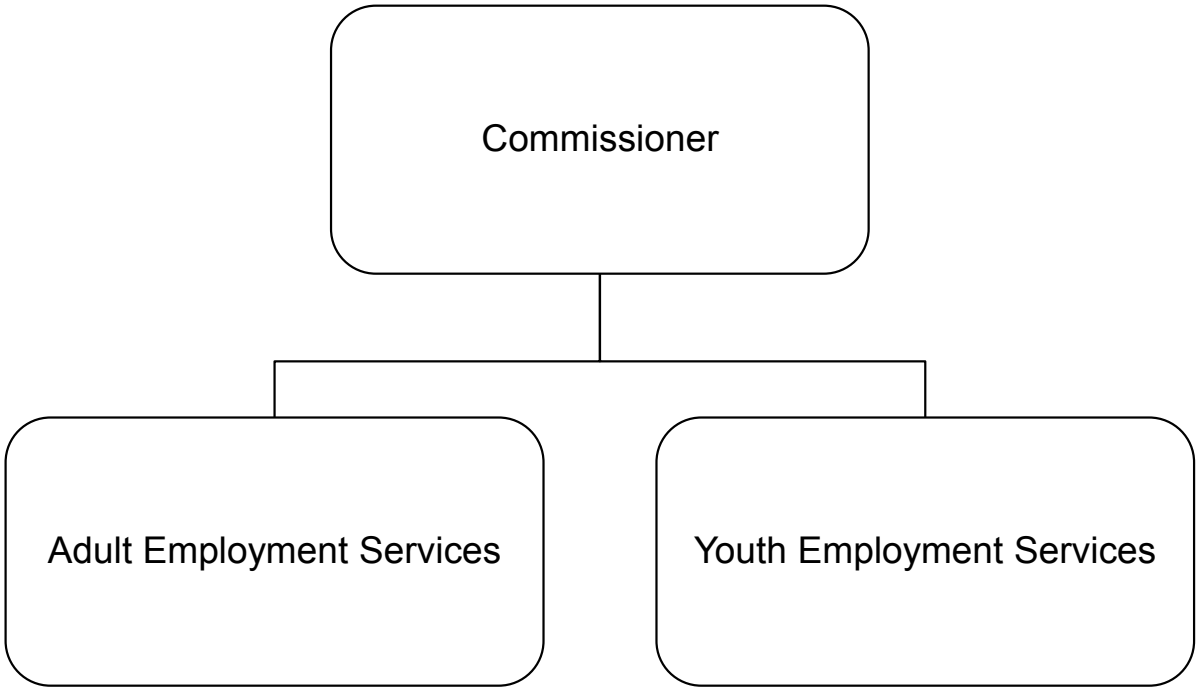
FULL TIME POSITIONS				Administration	Camps and Special Programs	Recreation	Athletics & Aquatics	Youth Health and Personal Development
Br.	Title	Budget 2017-18	Proposed 2018-19					
32	Deputy Commissioner	1.0	1.0	1.0				
30	Asst. Manager of Parks & Recreation	0.4	0.4	0.4				
26	Coordinator, Athletics & Aquatics	1.0	1.0	0.5			0.5	
26	Program Development Specialist	1.0	2.0		2.0			
23	Area Coordinator	4.0	2.0		2.0			
23	Coordinator, Horticultural and Environmental Programming	1.0	0.0					
21	Assistant Program Development Specialist	1.0	0.0					
21	Recreation Center Director	10.0	10.0			10.0		
20	Administrative Analyst	1.0	0.0					
20	CAPP Program Supervisor	0.0	1.0					1.0
20	Executive Assistant	0.0	1.0	1.0				
18	Senior Recreation Supervisor	2.0	2.0				2.0	
16	Administrative Assistant	1.0	0.0					
15	Recreation Supervisor	9.0	10.0			10.0		
15	Recreation Supervisor Bilingual	1.0	1.0			1.0		
15	Youth Camp Supervisor	1.0	1.0		1.0			
13	Grant Support Associate	2.0	2.0		1.0			1.0
13	Pregnancy Prevention Trainers	0.0	3.0					3.0
11	Recreation Leader	17.0	16.0			16.0		
11	Recreation Leader Bilingual	2.0	2.0			2.0		
11	Secretary to the Deputy Commissioner	1.0	1.0	1.0				
11	Youth Services Associate	1.0	2.0		2.0			
9	Clerk II with Typing	1.0	0.0					
EMPLOYEE YEARS								
Full Time		58.4	58.4	3.9	8.0	39.0	2.5	5.0
Overtime		0.8	0.8	0.2	0.0	0.1	0.5	0.0
Part Time, Temporary, Seasonal		108.7	101.7	2.0	12.2	64.6	22.4	0.5
Less: Vacancy Allowance		5.4	6.0	0.2	0.0	5.5	0.2	0.1
Total		162.5	154.9	5.9	20.2	98.2	25.2	5.4

Mission Statement

The Bureau of Employment Skills Training supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by effectively impacting the city, transforming the face of poverty, and improving educational and employment opportunities by working with collaborative partners to:

- transform Rochester into a city of thriving, healthy, and productive youth and adults
- deliver relevant employment training, vocational preparation and skill development to youth and adults
- create a pipeline from education to employment placement for youth and adults

Organization



Vital Customers

Adult Employment Services (OTR and ReJob)

- ❑ Employers
- ❑ Under-employed and unemployed adults
- ❑ Vocational and educational institutions

Youth Employment Services

- ❑ Youth
- ❑ Parents and families of youth
- ❑ Rochester City School District
- ❑ Youth-focused agencies and local businesses

Critical Processes

Adult Employment Services (OTR and ReJob)

- ❑ Conduct intake and assessment for all potential OTR program participants
- ❑ Conduct outreach, recruitment, and training for mentoring program
- ❑ Connect participants to mentors

- ❑ Provide participants with access to resources
- ❑ Provide employment readiness training for adults
- ❑ Provide outreach and recruitment for employment
- ❑ Provide leadership, professional development, and life enrichment opportunities
- ❑ Provide pre-employment services (e.g. resume development, interviewing, job search)
- ❑ Utilize comprehensive Customer Relationship Management database to track program participation and follow-up services

Youth Employment Services

- ❑ Provide employment readiness training for youth
- ❑ Provide outreach and recruitment for employment
- ❑ Provide pre-employment services (e.g. resume development, interviewing, job search)
- ❑ Provide leadership, professional development, and life enrichment opportunities
- ❑ Conduct interviews and assessments for potential summer employment program participants
- ❑ Provide employment placement for summer employment program participants

2018-19 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and implement a parents' orientation webinar for summer employment program	Innovation and Efficiency	Third Quarter
Formalize employment partnerships with area employers and increase the number of connections for city residents looking for meaningful employment	More Jobs	Fourth Quarter
Expand Microsoft CRM database tracking capabilities to all BEST programming	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Teenage Pregnancy Prevention (TPP)				
Participants (THRIVE 2 program)	1,960	2,100	1,875	N/A
Youth Employment Services				
Youth Employment Training				
Participants graduated	114	115	100	100
Graduates employed	77	75	75	75
Participants who received a portfolio	106	N/A	N/A	N/A
Employers participating	12	N/A	N/A	N/A
New employment partnerships developed	10	N/A	N/A	N/A
Summer of Opportunity Program				
Applicants with completed applications	1,255	1,000	900	1,000
Applicants employed through the City	289	275	300	395
Applicants employed through Rochester Works	403	477	375	475
Parent orientation attendees	1,180	900	600	900
Employers participating	15	N/A	N/A	N/A
School year: youth applicants employed	52	50	50	50

	Actual 2016-17	Estimated 2017-18	Budget 2017-18	Budget 2018-19
Employers participating in youth employment services – SOOP and other programs	N/A	20	20	20
Adult Employment Services				
Operation Transformation Rochester				
Applications received	487	500	500	N/A
Inquiries received	N/A	N/A	N/A	600
Applicants assessed	264	371	400	450
Applicants referred to external agencies (not enrolled in OTR)	36	9	50	N/A
Participants receiving connections and case management services	248	341	350	450
Participants offered mentorship	144	N/A	150	N/A
Participants completing employment readiness training	190	150	175	225
Participants employed	110	101	100	150
Participants continually employed for six months or longer	28	44	40	60
Environmental Workforce Development & Job Training (ReJob)				
Number of participants entering training	29	25	30	30
Number of participants completing training	29	25	26	26
Number of participants obtaining employment	29	25	21	21

N/A – Not Applicable

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,841,200	1,399,700	-441,500
Employee Years	19.3	13.3	-6.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
40,200	8,000	2,200	0	0	-491,900	-441,500

Major Change

Comprehensive Adolescent Pregnancy Prevention grant transfers to Bureau of Recreation	-261,700
Federal Teenage Pregnancy Prevention grant does not recur	-180,400
Vacant Director of BEST is eliminated due to the restructuring of the Bureau	-87,000
Manager of Workforce Development position is added to oversee ReJob grant function which transfers from DES	69,900
Eliminate one part time and one seasonal position as an efficiency measure	-31,100
Productivity improvements result in savings	-1,600

Program Change

The Bureau of Employment Skills Training will refocus employment services towards vocational training and real-life, hands-on work experience while developing new partnerships with some of Rochester's most respected employers. With the restructuring of the BEST Bureau, KPIs were reviewed for clarity and the following change were made.

"Participants enrolled" becomes "Participants receiving connections and case management services"

"Participants completing Employment Readiness Training classified as "Job Ready" who were not Job Ready at intake" becomes "Participants completing Employment Readiness Training"

"Participants retaining employment after six months" becomes "Participants continually employed for six months or longer"

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT SKILLS TRAINING
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	1,302,853	1,231,200	1,359,500	965,300
Materials & Supplies	19,298	17,100	15,500	11,500
Services	394,707	433,400	466,200	422,900
Other	0	0	0	0
Total	1,716,858	1,681,700	1,841,200	1,399,700
Appropriation by Activity				
Administration	732,516	220,700	240,800	0
Adult Employment Services	*	313,300	325,700	538,800
Youth Employment Services	574,677	768,900	833,400	860,900
Youth Health and Personal Development	409,665	378,800	441,300	0
	1,716,858	1,681,700	1,841,200	1,399,700
Employee Years by Activity				
Administration	9.8	1.8	2.0	0.0
Adult Employment Services	*	7.5	7.8	7.8
Youth Employment Services	3.0	3.0	3.0	5.5
Youth Health and Personal Development	9.5	7.0	9.5	0
	22.3	19.3	22.3	13.3

*Included in Administration

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT SKILLS TRAINING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Adult Employment Services	Youth Employment Services
Br.	Title	Budget 2017-18	Proposed 2018-19		
30	Director of Employment Skills Training & Youth Services	1.0	0.0		
26	Manager of Employment Services	2.0	0.0		
26	Manager of Workforce Development	0.0	1.0	1.0	
26	Vocational Manager	0.0	1.0	1.0	
23	Manager of Employment Services	0.0	1.0		1.0
20	CAPP Program Supervisor	1.0	0.0		
20	Grant Support Specialist Bilingual	1.0	0.0		
18	Connection Coordinator	0.0	2.0	2.0	
18	Professional Development Specialist	5.0	4.0	2.0	2.0
13	Grant Support Associate	1.0	0.0		
13	Pregnancy Prevention Trainers	6.0	0.0		
12	Project Assistant Bilingual	1.0	1.0		1.0
11	Data Entry Clerk	0.0	1.0	1.0	
EMPLOYEE YEARS					
Full Time		18.0	11.0	7.0	4.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		4.3	2.3	0.8	1.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		22.3	13.3	7.8	5.5

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 (including retiree) employee benefits, general risk management, payments to other agencies, and other miscellaneous expenditures.

Year-To-Year Comparison

Main Functions	Budget 2017-18	Budget 2018-19	Change	Percent Change
Employee Benefits - Current	110,999,400	111,372,700	373,300	0.3%
Employee Benefits - Non-Current	29,933,500	31,007,000	1,073,500	3.6%
General Risk Management	938,200	1,034,400	96,200	10.3%
Other	1,834,300	1,657,600	-176,700	-9.6%
	143,705,400	145,071,700	1,366,300	1.0%
Interfund Credit*	-248,000	-245,000	3,000	-1.2%
Intrafund Credit*	-155,700	-155,700	0	0.0%
Total	143,301,700	144,671,000	1,369,300	1.0%

*Reflects chargeback for Workers' Compensation costs.

Major Change Highlights

Employee Benefits – Current:

Budgeted pension expenses decrease due primarily to employee turnover to Tier 6 which has lower required state contribution rates. In addition the state changed the calculation of municipalities' graded contribution rate associated with prior year amortization, resulting in no anticipated graded rate payment	-1,587,500
Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions	2,021,100

Employee Benefits – Non-Current:

Hospital and medical costs for retirees assume average inflationary increase of 4.8% based on recent trends	1,030,200

UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	105,632,220	108,712,900	110,999,400	111,372,700
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	28,127,516	30,466,800	32,706,000	33,699,000
	133,759,736	139,179,700	143,705,400	145,071,700
Interfund Credit*	-135,668	-166,500	-248,000	-245,000
Intrafund Credit*	-149,362	-116,600	-155,700	-155,700
Total	133,474,706	138,896,600	143,301,700	144,671,000
Appropriation by Activity				
Employee Benefits - Current	105,632,220	108,712,900	110,999,400	111,372,700
Employee Benefits - Non-Current	27,271,359	29,260,700	29,933,500	31,007,000
General Risk Management	620,891	610,100	938,200	1,034,400
Other	235,266	596,000	1,834,300	1,657,600
	133,759,736	139,179,700	143,705,400	145,071,700
Interfund Credit*	-135,668	-166,500	-248,000	-245,000
Intrafund Credit*	-149,362	-116,600	-155,700	-155,700
Total	133,474,706	138,896,600	143,301,700	144,671,000

*Reflects chargeback for Workers' Compensation costs.

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 multiple programs, based on an employee's date of hire. 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:

Tier	Hire Date (by any qualified public employer)	
	Non-Uniformed Employees Employee Retirement System	Uniformed Employees Police/Fire Retirement System
1	Before July 1973	Before July 1973
2	July 1973 to July 1976	After July 1973 to December 2009
3	July 1976 to August 1983	July 2009 to January 2010
4	September 1983 to December 2009	Does not apply
5	January 2010 to March 2012	January 2010 to March 2012
6	After April 1, 2012	After April 1, 2012

The amount of the City's pension payment to the state for fiscal year 2018-19 is the product of the estimated 2017-18 wage base times the contribution rate for each tier. The 2017-18 wage base is calculated by the Comptroller based upon wages and salaries earned during the period April 1, 2017 to March 31, 2018. The Comptroller sets the contribution rates which vary from year to year.

The retirement bill also includes the annual repayment amount of a prior year amortization. The City amortized in fiscal year 2013-14 and the repayment amount is $1,359,100 annually through fiscal year 2023-24.

A Voluntary Defined Contribution (VDC) option is available as an alternative to joining the New York State Retirement System to all unrepresented employees hired on or after July 1, 2013 who earn more than $75,000. The plan is administered by the State University of New York (SUNY). Fewer than ten City of Rochester employees are currently enrolled in the VDC.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	43,134,200	41,546,700	-1,587,500

Major Change

Budgeted pension expenses decrease due primarily to employee turnover to Tier 6 which has lower required state contribution rates. In addition the state changed the calculation of municipalities' graded contribution rate associated with prior year amortization, resulting in no anticipated graded rate payment	-1,587,500

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

SOCIAL SECURITY: under a provision of federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first $128,400 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

	2017-18	2018-19	Change
Budget	17,371,700	17,493,700	122,000

Major Change

Increase due to cost of living adjustments to wages for several employee groups	122,000

HOSPITAL & MEDICAL INSURANCE: the City provides hospitalization and medical benefits. Agreements with the different labor unions determine specific coverage and the amount contributed by the City. In 2012 the City reached agreement with its unions to establish a self-funded health insurance program. The new program started January 1, 2013 and also covers Administrative, Professional, and Technical employees and Confidential employees. In addition, the agreements created a joint Labor/Management Health Care Committee to address future cost increases. An updated three year Memorandum of Agreement was negotiated effective January 1, 2016.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	42,846,700	44,867,800	2,021,100

Major Change

Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions	2,021,100

WORKERS' COMPENSATION: under a self-insurance program, the City directly finances the costs of medical and compensation payments to civilian 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

	2017-18	2018-19	Change
Budget	5,194,200	5,221,500	27,300
Interfund Credit*	-248,000	-245,000	3,000
Intrafund Credit*	-155,700	-155,700	0
	4,790,500	4,820,800	30,300

Major Change

	2017-18	2018-19	Change
Current Year Claims	403,700	400,700	-3,000
Administrative Charge	59,100	59,100	0
State Assessments	286,400	303,700	17,300
Prior Years' Claims	4,445,000	4,458,000	13,000
Total	5,194,200	5,221,500	27,300
Interfund Credit	-248,000	-245,000	3,000
Intrafund Credit	-155,700	-155,700	0
	4,790,500	4,820,800	30,300

Chargebacks for Current Year Claims

Department/Bureau	2017-18	2018-19	Department/Bureau	2017-18	2018-19
NEIGHBORHOOD & BUSINESS DEVELOPMENT	3,100	3,100	RECREATION & YOUTH SERVICES	20,000	20,000
ENVIRONMENTAL SERVICES	328,200	328,200	FINANCE	2,000	4,000
EMERGENCY COMMUNICATIONS	3,400	3,400	LIBRARY	9,000	6,000
POLICE	27,000	27,000	UNDISTRIBUTED	9,000	7,000
FIRE	2,000	2,000	Total Interfund	248,000	245,000
			Total Intrafund	155,700	155,700
			CITY TOTAL	403,700	400,700

DENTAL INSURANCE: In 2017 the City reached agreement with its unions to establish a self-funded dental insurance program, similar to the existing health insurance program. The new dental program started January 1, 2017 and also covers Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,931,900	1,947,300	15,400

Major Change

Current employee dental is budgeted under the terms of the Memorandum of Agreement with the labor unions	15,400

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

LIFE INSURANCE: the City provides term life insurance for all active full-time employees.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	63,100	44,200	-18,900

Major Change

Allocation is reduced based on historical experience	-18,900

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	56,600	51,000	-5,600

Major Change

Allocation is reduced based on historical experience	-5,600

AMERICORPS: The Flower City AmeriCorps state grant provides stipends for program members. The program began in October 2015 and will end in December 2018.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	401,000	200,500	-200,500

Major Change

Grant ends December 2018	-200,500

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	105,632,220	108,712,900	110,999,400	111,372,700
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	105,632,220	108,712,900	110,999,400	111,372,700
Interfund Credit*	-135,668	-166,500	-248,000	-245,000
Intrafund Credit*	-149,362	-116,600	-155,700	-155,700
Total	105,347,190	108,429,800	110,595,700	110,972,000
Appropriation by Activity				
New York State Retirement	41,202,944	41,923,500	43,134,200	41,546,700
Social Security	16,712,167	16,504,600	17,371,700	17,493,700
Hospital and Medical	40,608,272	42,966,400	42,846,700	44,867,800
Workers' Compensation	4,903,689	5,143,000	5,194,200	5,221,500
Dental Insurance	1,852,824	1,897,900	1,931,900	1,947,300
Life Insurance	24,692	39,700	63,100	44,200
Disability Insurance	42,410	31,800	56,600	51,000
AmeriCorps	285,222	206,000	401,000	200,500
	105,632,220	108,712,900	110,999,400	111,372,700
Interfund Credit*	-135,668	-166,500	-248,000	-245,000
Intrafund Credit*	-149,362	-116,600	-155,700	-155,700
Total	105,347,190	108,429,800	110,595,700	110,972,000

*Reflects chargeback for Workers' Compensation costs.

DISABLED FIREFIGHTERS/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 the sole surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	2,675,700	2,714,500	38,800

Major Change

Budget adjusted for increase in wages under contract obligation 38,800

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	26,129,100	27,159,300	1,030,200

Major Change

An average inflationary adjustment of 4.8% is assumed based on prior year experience 1,030,200

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	150,300	154,800	4,500

Major Change

Allocation increased based on historical experience 4,500

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	78,400	78,400	0

Major Change

No change to allocation 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

	2017-18	2018-19	Change
Budget	900,000	900,000	0

Major Change

No change to allocation 0

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	27,271,359	29,260,700	29,933,500	31,007,000
Total	27,271,359	29,260,700	29,933,500	31,007,000
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,482,259	2,550,900	2,675,700	2,714,500
Hospital and Medical - Retirees	24,097,773	25,886,500	26,129,100	27,159,300
Dental Insurance - Fire Retirees	131,065	138,000	150,300	154,800
Life Insurance - Retirees	72,448	68,000	78,400	78,400
Unemployment Compensation	487,814	617,300	900,000	900,000
Total	27,271,359	29,260,700	29,933,500	31,007,000

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm administers the total insurance program and handles all claims. Contributions to the Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	838,200	934,400	96,200

Major Change

Cost Components	2017-18	2018-19	Change
Administrative Charge	110,600	110,000	-600
Insurance Premium - Major Claims	664,000	664,000	0
Contribution to the Insurance Reserve	63,600	160,400	96,800
	838,200	934,400	96,200

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

	2017-18	2018-19	Change
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	620,891	610,100	938,200	1,034,400
Total	620,891	610,100	938,200	1,034,400
Appropriation by Activity				
General Insurance	580,891	605,100	838,200	934,400
Judgments and Claims	40,000	5,000	100,000	100,000
Total	620,891	610,100	938,200	1,034,400

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the county of Monroe and 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

	2017-18	2018-19	Change
Budget	1,208,000	1,136,000	-72,000

Major Change

Allocation is reduced based on historical experience -72,000

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	279,700	283,600	3,900

Major Change

An inflationary adjustment is made 3,900

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

	2017-18	2018-19	Change
Budget	227,800	220,000	-7,800

Major Change

Allocation is reduced to match contractual amount -7,800

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	250,000	150,000	-100,000

Major Change

Allocation is reduced based on historical experience -100,000

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	425,000	425,000	0

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Bureau of Equipment Services. These benefits expenses are allocated to the Bureau of Equipment Services so that these costs are part of the unit's operational expense, and the full costs can then be recovered by the motor equipment chargeback.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	-2,250,000	-2,292,100	-42,100

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, employee assistance program, occupational medical services and the Employer Assisted Housing Incentive (EAHI) to qualified City employees purchasing a city home.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	1,693,800	1,735,100	41,300

Major Change

Increase funding for Young Adult Manufacturing Training Employment Program	100,000
Reduce allocation for credit card fees based on historical experience	-62,600
Increase allocation for Employer Assisted Housing Initiative (EAHI) based on recent expenses	25,000
Miscellaneous adjustments are made based on historical experience	-11,100
Reduce allocation for flexible spending administration based on contractual amount	-10,000

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	235,266	596,000	1,834,300	1,657,600
Total	235,266	596,000	1,834,300	1,657,600
Appropriation by Activity				
Payments to Other Governments	890,310	981,000	1,208,000	1,136,000
Employee Development	257,613	213,500	279,700	283,600
CIty Channel 12 Operation	238,880	227,800	227,800	220,000
Long Term Liability Adjustments	-919,650	0	0	0
Title Reports	400,751	50,000	250,000	150,000
Efficiency & Effectiveness Initiatives	251,011	173,000	425,000	425,000
Motor Equipment Benefits Credit	-2,250,000	-2,250,000	-2,250,000	-2,292,100
Miscellaneous	1,366,351	1,200,700	1,693,800	1,735,100
Total	235,266	596,000	1,834,300	1,657,600

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

	2017-18	2018-19	Change	Percent Change
Budget	5,095,000	8,874,100	3,779,100	74.2%

Major Change

Allocation is made for difficult to project or unforeseen expenditures, including the cost of pending labor agreements	3,779,100

CONTINGENCY
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	5,095,000	5,095,000	8,874,100
Total	0	5,095,000	5,095,000	8,874,100
Appropriation by Activity				
General Contingency	0	5,095,000	5,095,000	8,874,100

The amounts shown reflect remaining Contingency budgets after amendments. The original 2017-18 Contingency was $7,548,500. The original 2016-17 Contingency was $6,054,800.

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

Category	Budget 2017-18	Budget 2018-19	Change	Percent Change
Cash Capital	32,233,000	36,457,000	4,224,000	13.1%
Debt Service	37,622,300	39,199,700	1,577,400	4.2%
Total	69,855,300	75,656,700	5,801,400	8.3%

Major Change Highlights

CASH CAPITAL

New Project Highlights:

South Avenue Garage Upgrades and Repairs	1,973,000
Rundel Library Terrace	1,443,000
Police Section Offices	1,200,000
Rundel Library Sediment Removal	500,000
David F Gantt R-Center Generator	485,000
Land Management	401,000
War Memorial West Terrace Repairs Phase 2	304,000

CAPITAL EXPENSE
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
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	67,683,595	69,815,900	69,815,900	75,617,300
Total	67,722,995	69,855,300	69,855,300	75,656,700
Appropriation by Activity				
Cash Capital	31,935,000	32,233,000	32,233,000	36,457,000
Debt Service	35,787,995	37,622,300	37,622,300	39,199,700
Total	67,722,995	69,855,300	69,855,300	75,656,700

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

	2017-18	2018-19	Change
Budget	5,742,000	5,304,000	-438,000

Major Change

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned	1,132,000
Funding decreases for Street Treatment	-1,070,000
Funding decreases for Milling and Resurfacing	-250,000
Funding decreases for Residential Street Rehabilitation	-250,000

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

	2017-18	2018-19	Change
Budget	140,000	65,000	-75,000

Major Change

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned -75,000

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

	2017-18	2018-19	Change
Budget	3,998,000	4,741,000	743,000

Major Change

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned	1,043,000
Funding decreases for conduit modernization	-300,000

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

	2017-18	2018-19	Change
Budget	2,785,000	1,959,000	-826,000

Major Change

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned	3,843,000
Fire Apparatus cash capital is reduced and reassigned to debt	-2,700,000
Funding decreases for Police Vehicles	-1,969,000

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

	2017-18	2018-19	Change
Budget	1,659,000	3,501,000	1,842,000

Major Change

New Projects:

CSX Corridor Acquisition	500,000
St. Bernard's Trail Improvements	100,000

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned	1,367,000
Funding decreases for Ash Tree Program	-109,000
Funding decreases for Forestry Tree Program	-86,000
Funding increases for Eastman Trail	70,000

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

	2017-18	2018-19	Change
Budget	3,027,000	4,970,000	1,943,000

Major Change

New Projects:

Lamp Posts and Signage at Neighborhood Service Centers	100,000
Site Management Periodic Review Reports	100,000
Tax Delinquent Environmental Review	60,000

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned	2,383,000
Bull's Head cash capital is reduced and reassigned to debt	-1,000,000
Funding increases for Acquisition & Economic Development	300,000

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	0	0	0

Major Change

Funding for this category is deferred as existing balances remain unspent

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

	2017-18	2018-19	Change
Budget	430,000	607,000	177,000

Major Change

New Projects:

War Memorial West Terrace Repairs Phase 2	304,000

Changes in Existing Projects from 2017-18 CIP:

Funding decreases for Convention Center Building Envelope Repairs Phase 2	-400,000
Various changes as planned	273,000

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

	2017-18	2018-19	Change
Budget	5,552,000	9,509,000	3,957,000

Major Change

New Projects:

South Avenue Garage Upgrades and Repairs	1,973,000
Rundel Library Terrace	1,443,000
Police Section Offices	1,200,000
Rundel Library Sediment Removal	500,000
David F Gantt R-Center Generator	485,000

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned	-1,644,000

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

	2017-18	2018-19	Change
Budget	1,861,000	2,362,000	501,000

Major Change

New Projects:

Land Management System	401,000
RFD Apparatus Wireless Upgrade	29,000
ArcGIS 5 Relicensing	22,000

Changes in Existing Projects from 2017-18 CIP:

Various changes as planned	49,000

Non-Public Safety Fleet

The Non-Public Safety Fleet category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood and 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

	2017-18	2018-19	Change
Budget	7,039,000	3,439,000	-3,600,000

Major Change

Changes in Existing Projects from 2017-18 CIP:

Funding decreases for DES Operations	-2,138,000
Funding decreases for DES Buildings and Parks	-806,000
Various changes as planned	-656,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	31,935,000	32,233,000	32,233,000	36,457,000
Total	31,935,000	32,233,000	32,233,000	36,457,000
Appropriation by Activity				
Transportation & Infrastructure	3,128,000	5,742,000	5,742,000	5,304,000
Public Waterfront	90,000	140,000	140,000	65,000
Water System	3,745,000	3,998,000	3,998,000	4,741,000
Public Safety	1,415,000	2,785,000	2,785,000	1,959,000
Parks & Open Space	2,387,000	1,659,000	1,659,000	3,501,000
Economic Development	6,914,000	3,027,000	3,027,000	4,970,000
Arts & Culture	0	0	0	0
Public Facilities	1,074,000	430,000	430,000	607,000
Municipal Facilities	4,681,000	5,552,000	5,552,000	9,509,000
Business Equipment	2,110,000	1,861,000	1,861,000	2,362,000
Non-Public Safety Fleet	6,391,000	7,039,000	7,039,000	3,439,000
Total	31,935,000	32,233,000	32,233,000	36,457,000

Principal payments consist of annual installment payments on long−term borrowing (Serial Bonds) and short−term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget 2017-18	Budget 2018-19	Change
Serial Bonds	23,411,300	27,634,200	4,222,900
Bond Anticipation Notes	6,810,000	3,543,100	-3,266,900
Total	30,221,300	31,177,300	956,000

Interest Payment consists of annual payments of interest on long−term borrowing (Serial Bonds) and short−term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget 2017-18	Budget 2018-19	Change
Serial Bonds	5,984,600	6,963,100	978,500
Bond Anticipation Notes	1,416,400	1,059,300	-357,100
Total	7,401,000	8,022,400	621,400

The following table illustrates the actual rates on borrowing contracted by the City during 2018-19. Rates vary with the type of borrowing, size of the issue, and general market conditions.

Date	Type of Issue	Interest Rate
Aug. 2017	BAN	2.50
Mar. 2018	BAN	3.00
Mar. 2018	Bond	2.34

Statement of Indebtedness - June 30, 2018

Category	Bonds	Notes	Total
General	111,885,128	30,622,750	142,507,878
Sewer*	170,000	0	170,000
Water	43,383,270	9,687,250	53,070,520
School	99,036,602	47,758,000	146,794,602
School - RJSCB	0	0	0
	254,475,000	88,068,000	342,543,000

Less:	
Items not subject to Constitutional Limit:	
-Sewer (partial)	0
-Water	53,070,520
-School RJSCB	0
Constitutional Debt	289,472,480
Constitutional Debt Limit	578,774,808
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	289,302,328

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2018

Fiscal Year	City	School	Total
2018-19	27,634,104	17,835,896	45,470,000
2019-20	23,989,294	17,130,706	41,120,000
2020-21	21,660,000	15,700,000	37,360,000
2021-22	17,345,000	11,715,000	29,060,000
2022-23	15,500,000	10,050,000	25,550,000
2023-24	13,965,000	7,290,000	21,255,000
2024-25	11,875,000	5,390,000	17,265,000
2025-26	7,190,000	3,815,000	11,005,000
2026-27	5,910,000	2,975,000	8,885,000
2027-28	4,055,000	2,825,000	6,880,000
2028-29	3,045,000	2,030,000	5,075,000
2029-30	1,645,000	1,230,000	2,875,000
2030-31	1,180,000	1,050,000	2,230,000
2031-32	445,000		445,000
Total	$155,438,398	$99,036,602	$254,475,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual 2016-17	Estimated 2017-18	Amended 2017-18	Proposed 2018-19
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	35,748,595	37,582,900	37,582,900	39,160,300
Total	35,787,995	37,622,300	37,622,300	39,199,700
Appropriation by Activity				
Principal Payment	27,804,100	30,221,300	30,221,300	31,177,300
Interest Payment	7,983,895	7,401,000	7,401,000	8,022,400
Total	35,787,995	37,622,300	37,622,300	39,199,700

CAPITAL EXPENSE
CIP DOCUMENT NOTES

This CIP Document Notes section shows two things. First, an errata and addendum section makes corrections to the document published April 20, 2018. Second, a tax rate summary of the total expenditures proposed and the financial impact of the CIP program on the City's outstanding debt and tax levy for debt and cash capital. Assessed values and the distribution between the Homestead and Non-Homestead property categories are held at 2018-19 levels throughout the five-year period. The April 20, 2018 version of the CIP concludes this section of the budget.

ERRATA & ADDENDUM

Errata & Addendum that follow are changes and corrections should be made to the May 1, 2018 version of the CIP: all amounts (000s):

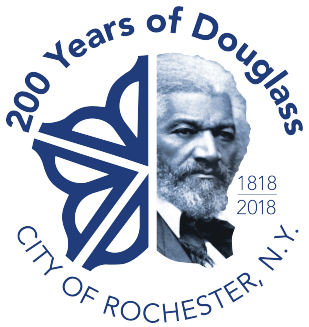
	2018-19	2019-20	2020-21	2021-22	2022-23	Total
High Falls Museum						
General Cash	0	0	0	0	0	0

TAX RATES FOR DEBT SERVICE

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Expense ($000)						
Existing Debt	39,199.7	37,654.7	33,892.5	27,914.9	23,807.0	162,468.8
New Program		952.9	5,384.0	10,954.2	16,057.4	33,348.5
	39,199.7	38,607.6	39,276.5	38,869.1	39,864.4	195,817.3
Revenue ($000)						
Premium and Interest Fund	3,500.0	3,500.0	3,500.0	3,500.0	3,500.0	17,500.0
Federal Interest Subsidy	55.2					55.2
CHIPS	4,334.2	4,334.2	4,334.2	4,334.2	4,334.2	21,671.0
Fed. Transportation Reimb.	75.0	75.0	75.0	75.0	75.0	375.0
Enterprise Funds	15,192.0	17,777.4	18,393.2	17,086.9	17,220.3	85,669.8
	23,156.4	25,686.6	26,302.4	24,996.1	25,129.5	125,271.0
Tax Revenue Required ($000)	16,043.3	12,921.0	12,974.1	13,873.0	14,734.9	70,546.3
Tax Reserve	756.0	608.8	611.3	653.7	694.3	14,087.9
Tax Levy Required ($000)	16,799.3	13,529.8	13,585.4	14,526.7	15,429.2	84,634.2
Tax Rate per $1,000 Assessed Value						
Homestead	1.77	1.54	1.56	1.66	1.75	
Non-Homestead	3.87	3.35	3.41	3.61	3.81	

TAX RATES FOR CASH CAPITAL

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Expense ($000)						
General Cash Capital	18,463.0	27,381.0	25,094.0	27,169.0	22,147.0	120,254.0
Animal Cash Capital	15.0	15.0	15.0	15.0	15.0	75.0
Library Cash Capital	966.0	226.0	801.0	1,527.0	242.0	3,762.0
Local Works Cash Capital	4,012.0	5,535.0	6,583.0	5,821.0	6,589.0	28,540.0
Water Cash Capital	5,814.0	6,194.0	5,977.0	4,983.0	5,593.0	28,561.0
War Memorial Cash Capital	444.0	1,640.0	140.0	140.0	790.0	3,154.0
Parking Cash Capital	3,036.0	2,149.0	1,714.0	2,360.0	1,861.0	11,120.0
Public Market Cash Capital	78.0	50.0	52.0	54.0	56.0	290.0
Cemetery Cash Capital	1,432.0	1,829.0	1,937.0	1,749.0	1,447.0	8,394.0
Refuse Cash Capital	2,197.0	1,246.0	1,160.0	1,435.0	1,800.0	7,838.0
	36,457.0	46,265.0	43,473.0	45,253.0	40,540.0	211,988.0
Revenue ($000)						
CHIPS	667.0	667.0	667.0	667.0	667.0	3,335.0
Traffic Shares	103.0	197.0	360.0	143.0	142.0	945.0
Miscellaneous	234.0	5.0	5.0	5.0	5.0	254.0
Enterprise Funds	10,267.7	17,777.4	18,393.2	17,086.9	17,220.3	80,745.5
	11,271.7	18,646.4	19,425.2	17,901.9	18,034.3	85,279.5
Tax Revenue Required ($000)	25,185.3	27,618.6	24,047.8	27,351.1	22,505.7	126,708.5
Tax Reserve	1,186.7	1,301.4	1,133.1	1,288.8	1,060.5	5,970.6
Tax Levy Required ($000)	26,372.0	28,920.0	25,180.9	28,639.9	23,566.2	132,679.1
Tax Rate per $1,000 Assessed Value						
Homestead	2.79	3.56	3.15	3.53	2.82	
Non-Homestead	6.07	7.76	6.87	7.70	6.14	



Capital Improvement Program

2018-19
City of Rochester, New York
May 18, 2018

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President

Molly Clifford (Northwest District)
Malik Evans (At-Large)
Mitch Gruber (At-Large)
Willie Joe Lightfoot (At-Large)
Adam C. McFadden (South District)
Jacklyn Ortiz (At-Large)
Michael A. Patterson (Northeast District)
Elaine M. Spaull (East District)

Mayor
Lovely A. Warren

Deputy Mayor
Dr. Cedric Alexander

Office of Management & Budget
Christopher M. Wagner, Director of Management & Budget

Staff
John Fornof, Management & Budget

TABLE OF CONTENTS

Financial Summary	Section
Introduction	i
Summary by Funding Source	A
Summary by Category	B
Summary by Department	C
ROC the Riverway	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

2018-19 TO 2022-23 Capital Improvement Program

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.

FY 2019-23

SUMMARY BY FUNDING SOURCE (000s)

CAPITAL IMPROVEMENT PROGRAM	2018-19	2019-20	2020-21	2021-22	2022-23	Total
CDBG	1,855	1,255	1,255	1,255	1,255	6,875
Monroe County Traffic	103	197	360	143	142	945
Federal	10,212	9,988	228	926	4,118	25,472
General Debt	14,221	27,458	27,283	20,794	12,279	102,035
Library Debt	2,834	0	0	0	0	2,834
Refuse Debt	0	3,000	0	0	0	3,000
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
New York State	8,338	1,300	3,300	0	0	12,938
Parking Debt	2,942	4,485	725	610	5,608	14,370
Water Debt	3,229	5,817	16,351	12,708	13,080	51,185
Animal Control Cash Capital	15	15	15	15	15	75
General Cash Capital	18,360	27,159	24,709	27,001	21,980	119,209
Cemetery Cash Capital	1,432	1,829	1,937	1,749	1,447	8,394
Library Cash Capital	966	226	801	1,527	242	3,762
Local Works Cash Capital	4,012	5,535	6,583	5,821	6,589	28,540
Parking Cash Capital	3,036	2,149	1,714	2,360	1,861	11,120
Public Market Cash Capital	78	50	52	54	56	290
Refuse Cash Capital	2,197	1,246	1,160	1,435	1,800	7,838
Water Cash Capital	5,814	6,194	5,977	4,983	5,593	28,561
War Memorial Cash Capital	444	1,640	140	140	790	3,154
Grand Total	*81,088*	*100,543*	*93,590*	*82,521*	*77,855*	*435,597*

FY 2019-23

CAPITAL IMPROVEMENT PROGRAM

Category Summary

		2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Arts & Culture							
General Cash Capital		0	150	150	150	150	*600*
Arts & Culture	Total	*0*	*150*	*150*	*150*	150	*600*
Business Equipment							
Cemetery Cash Capital		20	40	45	45	45	*195*
General Cash Capital		1,786	3,528	2,945	3,314	2,939	*14,512*
Library Cash Capital		100	30	70	67	32	*299*
Local Works Cash Capital		25	26	26	27	27	*131*
Refuse Cash Capital		246	252	258	265	271	*1,292*
War Memorial Cash Capital		70	70	70	70	70	*350*
Water Cash Capital		115	98	87	89	92	*481*
Business Equipment	Total	*2,362*	*4,044*	*3,501*	*3,877*	3,476	*17,260*
Economic Development							
CDBG		1,000	1,000	1,000	1,000	1,000	*5,000*
General Cash Capital		4,970	6,828	8,012	7,739	5,184	*32,733*
General Debt		1,375	4,050	900	0	0	*6,325*
New York State		500	0	0	0	0	*500*
Economic Development	Total	*7,845*	*11,878*	*9,912*	*8,739*	6,184	*44,558*

Category Summary 2019-23 CIP		2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Municipal Facilities							
General Cash Capital		4,958	2,433	2,689	2,967	2,104	*15,151*
General Debt		2,869	8,395	3,050	3,349	3,887	*21,550*
Library Cash Capital		866	196	731	1,460	210	*3,463*
Library Debt		2,834	0	0	0	0	*2,834*
Local Works Cash Capital		182	409	856	86	197	*1,730*
New York State		3,275	0	0	0	0	*3,275*
Parking Cash Capital		2,978	2,053	1,646	2,360	1,861	*10,898*
Parking Debt		2,942	1,485	725	610	5,608	*11,370*
Refuse Cash Capital		467	469	856	86	87	*1,965*
Refuse Debt		0	3,000	0	0	0	*3,000*
Water Cash Capital		58	58	558	20	50	*744*
Municipal Facilities	Total	*21,429*	*18,498*	*11,111*	*10,938*	14,004	*75,980*
Non-Public Safety Fleet							
Cemetery Cash Capital		167	154	199	20	172	*712*
General Cash Capital		512	2,425	1,425	1,396	956	*6,714*
Local Works Cash Capital		431	535	1,015	897	1,461	*4,339*
Parking Cash Capital		58	96	68	0	0	*222*
Public Market Cash Capital		30	0	0	0	0	*30*
Refuse Cash Capital		1,484	525	46	1,084	1,442	*4,581*
Water Cash Capital		757	789	836	124	268	*2,774*
Non-Public Safety Fleet	Total	*3,439*	*4,524*	*3,589*	*3,521*	4,299	*19,372*

Category Summary 2019-23 CIP		2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parks and Open Space							
CDBG		400	200	200	200	200	*1,200*
Cemetery Cash Capital		1,245	1,635	1,693	1,684	1,230	*7,487*
Federal		300	0	0	0	0	*300*
General Cash Capital		2,208	2,729	2,488	2,133	2,329	*11,887*
General Debt		0	550	3,100	3,200	0	*6,850*
New York State		127	0	0	0	0	*127*
Parking Debt		0	3,000	0	0	0	*3,000*
Public Market Cash Capital		48	50	52	54	56	*260*
Parks and Open Space	Total	*4,328*	*8,164*	*7,533*	*7,271*	3,815	*31,111*
Public Facilities							
General Cash Capital		233	760	262	724	676	*2,655*
General Debt		3,000	750	0	1,172	0	*4,922*
New York State		3,500	0	3,300	0	0	*6,800*
War Memorial Cash Capital		374	1,570	70	70	720	*2,804*
Public Facilities	Total	*7,107*	*3,080*	*3,632*	*1,966*	1,396	*17,181*
Public Safety							
Animal Control Cash Capital		15	15	15	15	15	*75*
CDBG		55	55	55	55	55	*275*
General Cash Capital		1,944	5,395	4,804	5,653	5,210	*23,006*
General Debt		2,260	0	0	0	0	*2,260*
Public Safety	Total	*4,274*	*5,465*	*4,874*	*5,723*	5,280	*25,616*
Public Waterfront							
General Cash Capital		65	155	40	40	530	*830*
General Debt		850	550	0	5,900	0	*7,300*
New York State		850	0	0	0	0	*850*
Public Waterfront	Total	*1,765*	*705*	*40*	*5,940*	530	*8,980*

Category Summary 2019-23 CIP		2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Transportation & Infrastructure							
CDBG		400	0	0	0	0	*400*
Federal		9,912	9,988	228	926	4,118	*25,172*
General Cash Capital		1,684	2,756	1,894	2,885	1,902	*11,121*
General Debt		3,867	13,163	20,233	7,173	8,392	*52,828*
Local Works Cash Capital		3,374	4,565	4,686	4,811	4,904	*22,340*
Monroe County		1,000	1,000	1,000	1,000	1,000	*5,000*
Monroe County Traffic		103	197	360	143	142	*945*
New York State		86	1,300	0	0	0	*1,386*
Water Cash Capital		143	243	150	264	154	*954*
Water Debt		1,677	748	4,913	793	2,255	*10,386*
Transportation &	Total	*22,246*	*33,960*	*33,464*	*17,995*	22,867	*130,532*
Water System							
Water Cash Capital		4,741	5,006	4,346	4,486	5,029	*23,608*
Water Debt		1,552	5,069	11,438	11,915	10,825	*40,799*
Water System	Total	*6,293*	*10,075*	*15,784*	*16,401*	15,854	*64,407*
	Grand Total	81,088	100,543	93,590	82,521	77,855	435,597

FY 2019-23

CAPITAL IMPROVEMENT PROGRAM

Department Summary

		2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Administration							
General Cash Capital		5	155	155	155	155	*625*
Parking Cash Capital		685	580	665	725	580	*3,235*
Parking Debt		592	1,485	725	610	708	*4,120*
Administration	Total	*1,282*	*2,220*	*1,545*	*1,490*	1,443	*7,980*
Emergency Communications Department							
General Cash Capital		70	70	70	35	35	*280*
Emergency Communications	Total	*70*	*70*	*70*	*35*	35	*280*
Environmental Services							
CDBG		400	0	0	0	0	*400*
Cemetery Cash Capital		1,432	1,829	1,937	1,749	1,447	*8,394*
Federal		10,212	9,988	228	926	4,118	*25,472*
General Cash Capital		9,028	11,298	8,918	10,169	8,634	*48,047*
General Debt		10,461	26,458	26,283	19,794	11,279	*94,275*
Library Cash Capital		696	0	529	1,256	0	*2,481*
Library Debt		2,834	0	0	0	0	*2,834*
Local Works Cash Capital		4,012	5,535	6,583	5,821	6,589	*28,540*
Monroe County		1,000	1,000	1,000	1,000	1,000	*5,000*
Monroe County Traffic		103	197	360	143	142	*945*
New York State		8,338	1,300	3,300	0	0	*12,938*
Parking Cash Capital		2,031	1,259	1,049	1,635	1,281	*7,255*
Parking Debt		2,350	3,000	0	0	4,900	*10,250*
Public Market Cash Capital		30	0	0	0	0	*30*
Refuse Cash Capital		2,197	1,246	1,160	1,435	1,800	*7,838*
Refuse Debt		0	3,000	0	0	0	*3,000*
War Memorial Cash Capital		444	1,640	140	140	790	*3,154*
Water Cash Capital		5,814	6,194	5,977	4,983	5,593	*28,561*
Water Debt		3,229	5,817	16,351	12,708	13,080	*51,185*
Environmental Services	Total	*64,611*	*79,761*	*73,815*	*61,759*	60,653	*340,599*

Department Summary 2019-23 CIP		2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Fire							
CDBG		55	55	55	55	55	*275*
General Cash Capital		1,540	3,042	2,227	3,108	2,576	*12,493*
General Debt		2,260	0	0	0	0	*2,260*
Fire	Total	*3,855*	*3,097*	*2,282*	*3,163*	2,631	*15,028*
Information Technology							
General Cash Capital		1,412	3,147	2,350	2,750	2,370	*12,029*
Parking Cash Capital		320	310	0	0	0	*630*
Information Technology	Total	*1,732*	*3,457*	*2,350*	*2,750*	2,370	*12,659*
Library							
Library Cash Capital		270	226	272	271	242	*1,281*
Library	Total	*270*	*226*	*272*	*271*	242	*1,281*
Neighborhood Business Development							
CDBG		1,000	1,000	1,000	1,000	1,000	*5,000*
General Cash Capital		4,000	6,065	7,165	6,985	4,315	*28,530*
General Debt		500	0	0	0	0	*500*
Neighborhood Business	Total	*5,500*	*7,065*	*8,165*	*7,985*	5,315	*34,030*
Police							
Animal Control Cash Capital		15	15	15	15	15	*75*
General Cash Capital		1,724	2,473	2,908	2,876	2,965	*12,946*
General Debt		1,000	1,000	1,000	1,000	1,000	*5,000*
Police	Total	*2,739*	*3,488*	*3,923*	*3,891*	3,980	*18,021*
Recreation & Youth Services							
CDBG		400	200	200	200	200	*1,200*
General Cash Capital		581	909	916	923	930	*4,259*
Public Market Cash Capital		48	50	52	54	56	*260*
Recreation & Youth Services	Total	*1,029*	*1,159*	*1,168*	*1,177*	1,186	*5,719*
	Grand Total	81,088	100,543	93,590	82,521	77,855	435,597

The ROC the Riverway program, announced by Governor Cuomo and Mayor Warren in February 2018, will consolidate up to 28 transformative projects along the Genesee River under a single concept to achieve synergy and leverage the value of Rochester's riverfront.

The program has an initial State investment of $50 million and is guided by the ROC the Riverway Advisory Board, which is led by Chamber of Commerce President Robert Duffy and Monroe Community College President Anne Kress.

A list of all projects included within the 2018-2019 Capital Improvement Plan that are relevant to the ROC the Riverway initiative is provided below. Please note: at the time of printing, the ROC the Riverway Advisory Board has not finalized their recommendations to the State for how to allocate the $50 million in State funds.

	2019	2020	2021	2022	2023	Funding Source	CIP Section
War Memorial							
West Terrace Repairs Phase 2	304	1,500				War Memorial Cash Capital	F-1
Lobby Floor Replacement					650	War Memorial Cash Capital	F-1
Public restroom and A/V upgrades (DASNY)	3,500					NYS	F-1
Convention Center							
Escalator Modernizations	3,000					General Debt	F-5
Escalator Modernizations (ESD)			3,300			NYS	F-5
Building Envelope Repairs Phase II		400				General Cash Capital	F-5
Elevator Modernization		100				General Cash Capital	F-5
Building Mechanical Upgrades				1,172		General Debt	F-5
Mechanical Phase 4				460		General Cash Capital	F-5
Emergency Generator Replacement					412	General Cash Capital	F-5
Genesee Gateway Park							
Erie Harbor Enhancements Phase II	850					General Debt	O-3
Erie Harbor Enhancements Phase II (DASNY)	850					NYS	O-3
Rundel Library							
North Terrace project	1,443					Library Debt	M-3
North Terrace project (DASNY, NYSED)	2,900					NYS	M-3
Charles Carroll Park							
Genesee Crossroads Parking Garage		3,000				Parking Debt	S-4
Restore the Shore							
Vacuum Oil BOA River Trail	300					General Cash Capital	E-6
Vacuum Oil BOA River Trail (DASNY)	500					NYS	E-6
Genesee Riverway Rehabilitation	125	208	214	220	215	General Cash Capital	S-1
Pont de Rennes Bridge		2,225	2,225			General Debt	T-7
West River Wall Phase III				5,900		General Debt	O-3

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

- ❑ Breck Street added in 2019-20.
- ❑ Weaver Street added in 2020-21.

Project Changes

T-1 Arterial Improvements

- ❑ Dewey Avenue delayed to 2020-21 in conjunction with federal request.

T-7 Bridges and Structures

- ❑ Pont-de Rennes Rehabilitation shifts to 2019-20 and 2020-21

T-1 Arterial Improvements

131K Broadway (South Union to Goodman St South)

This project involves the reconstruction of Broadway St. and Union St., installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements. This road is an arterial highway in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law. Adequate bicycle space will be designed into the planned improvements following the City of Rochester complete streets policy.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	310	0	0	0	310
General Debt	0	0	834	0	0	834
Monroe County	800	1,000	1,000	1,000	0	3,800
Water Cash Capital	0	19	0	0	0	19
Water Debt	0	0	1,424	0	0	1,424
	800	1,329	3,258	1,000	0	6,387

131K Genesee St (Genesee Park Blvd to Brooks Ave)

This project involves the reconstruction of Genesee Park Boulevard., installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements. This road is an arterial highway in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law. Adequate bicycle space will be designed into the planned improvements following the City of Rochester complete streets policy.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	105	0	105
Monroe County	0	0	0	0	1,000	1,000
Water Cash Capital	0	0	0	54	0	54
	0	0	0	159	1,000	1,159

131K South Avenue (Elmwood Avenue to Bellvue Drive) — Elmwood Avenue (Mt. Hope Ave. to South Avenue)

This project involves the reconstruction of the South Ave. and Elmwood Ave., including the installation of curbs, sidewalks, landscaping, and street lighting, and drainage and water improvements. These roads are arterial highways in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law. City of Rochester complete Streets policy will be followed as part of this project including the extension of the cycle track on Elmwood Avenue from Mt. Hope to South Ave.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Monroe County	200	0	0	0	0	200
	200	0	0	0	0	200

Dewey Avenue — Felix Street to Emerson Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Federal	0	0	228	926	4,118	5,272
General Cash Capital	0	0	57	232	0	289
General Debt	0	0	0	0	1,030	1,030
Water Debt	0	0	216	0	1,438	1,654
	0	0	501	1,158	6,586	8,245

Genesee Park Boulevard — Brooks Avenue to Genesee Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	678	0	678
Monroe County Traffic	0	0	0	5	0	5
Water Cash Capital	0	0	0	58	0	58
	0	0	0	741	0	741

Main Street Streetscape & Pedestrian Wayfinding Phase II

Design and construction of a revitalized streetscape from St Paul Street/South Ave to State Street/Exchange

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Federal	1,725	0	0	0	0	1,725
General Debt	900	0	0	0	0	900
	2,625	0	0	0	0	2,625

Mt. Hope Avenue Phase II — Raleigh Street to Erie Canal

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Federal	4,585	0	0	0	0	4,585
General Debt	1,146	0	0	0	0	1,146
Monroe County Traffic	89	0	0	0	0	89
Water Debt	626	0	0	0	0	626
	6,446	0	0	0	0	6,446

Seneca Avenue — Norton Street to E. Ridge Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	414	0	0	0	414
General Debt	0	0	2,757	0	0	2,757
Monroe County Traffic	0	39	223	0	0	262
Water Cash Capital	0	22	0	0	0	22
Water Debt	0	0	145	0	0	145
	0	475	3,125	0	0	3,600

Street Planning & Design

Staff time for design and construction of street improvement program.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	70	77	77	77	77	378
	270	277	277	277	277	1,378

State Street — Main Street to Allen Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Federal	0	0	0	0	0	0
General Cash Capital	0	0	0	0	0	0
General Debt	728	0	5,144	0	0	5,872
Water Debt	325	0	2,171	0	0	2,496
	1,053	0	7,315	0	0	8,368

T-2 Street Rehabilitation

Breck Street

Curb Replacement with spot sidewalk replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	636	0	0	0	636
Monroe County Traffic	0	2	0	0	0	2
Water Cash Capital	0	2	0	0	0	2
	0	640	0	0	0	640

East Main Street — Goodman Street and Culver Road

Reconstruct East Main Street between Goodman Street and Culver Road.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Federal	506	4,367	0	0	0	4,873
General Cash Capital	261	227	0	0	0	488
General Debt	0	2,080	0	0	0	2,080
New York State	86	1,300	0	0	0	1,386
Water Cash Capital	0	44	0	0	0	44
	853	8,018	0	0	0	8,871

Milling & Resurfacing Program

Milling and resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	250	250	250	250	1,000
General Debt	0	2,735	2,817	2,901	2,990	11,443
Monroe County Traffic	0	72	74	76	78	300
Water Cash Capital	69	71	73	75	77	365
	69	3,128	3,214	3,302	3,395	13,108

Pavement Preventive

Milling and resurfacing pavement depth, spot curb repairs, spot sidewalk repairs inclusive of brick pavers, repair the crosswalks, repair existing receiving basins, and adjust water valves.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Federal	3,096	5,621	0	0	0	8,717
General Debt	754	1,405	0	0	0	2,159
Monroe County Traffic	14	26	0	0	0	40
Water Cash Capital	4	8	0	0	0	12
	3,868	7,060	0	0	0	10,928

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
CDBG	400	0	0	0	0	400
General Cash Capital	0	250	250	250	250	1,000
General Debt	0	2,989	3,079	3,171	3,267	12,506
Monroe County Traffic	0	58	60	62	64	244
Water Debt	726	748	770	793	817	3,854
	1,126	4,045	4,159	4,276	4,398	18,004

Weaver Street

Street rehabilitation, new curbing, catch basins, sidewalks, and street lighting upgrades

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	2,280	0	0	2,280
Monroe County Traffic	0	0	3	0	0	3
Water Debt	0	0	187	0	0	187
	0	0	2,470	0	0	2,470

T-3 Street Surface Treatment

Street Treatment

Rehabilitation of residential, collector, and arterial streets. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	99	102	105	108	110	524
Local Works Cash Capital	0	1,104	1,137	1,171	1,173	4,585
	99	1,206	1,242	1,279	1,283	5,109

T-4 Traffic

Traffic Calming

Design and construction of features that improve conditions for non-motorized street users such as speed humps, bump-outs, medians, striping, etc.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	107	213	219	226	232	997
	107	213	219	226	232	997

T-5 Sidewalk Maintenance

Hazardous Sidewalk Remediation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Local Works Cash Capital	3,052	3,129	3,208	3,289	3,370	16,048
	3,052	3,129	3,208	3,289	3,370	16,048

Sidewalk Ramp Installation — Standard Allocation

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Local Works Cash Capital	322	332	341	351	361	1,707
	322	332	341	351	361	1,707

T-6 Street Lighting System

LED Installation and Pole Replacement

Residential fixtures and poles.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	750	750	750	750	3,000
	0	750	750	750	750	3,000

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	82	84	86	88	90	430
	82	84	86	88	90	430

Street Lighting - Standard Allocation

Replacement, upgrades and improvement of poles and luminaries.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	139	143	147	151	155	735
	139	143	147	151	155	735

Street Lighting - Street Improvement projects

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

T-7 Bridges and Structures

Bridge Underpass

General underpass improvements at various locations throughout the City including cleaning, painting, lighting upgrades, vehicular/pedestrian safety improvements, concrete repairs, leakage/drainage improvements and landscaping upgrades.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	250	0	0	0	0	250
	250	0	0	0	0	250

Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	685	706	727	748	770	3,636
	685	706	727	748	770	3,636

Pont-de Rennes Rehabilitation

Structural improvements to extend the life of bridge.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	2,225	2,225	0	0	4,450
	0	2,225	2,225	0	0	4,450

Summary of Funding by Program: Transportation

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
T-1	**Arterial Improvements**						
	Federal	6,310	0	228	926	4,118	11,582
	General Cash Capital	200	924	257	1,215	200	2,796
	General Debt	2,774	0	8,735	0	1,030	12,539
	Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
	Monroe County Traffic	89	39	223	5	0	356
	Water Cash Capital	70	118	77	189	77	531
	Water Debt	951	0	3,956	0	1,438	6,345
		11,394	2,081	14,476	3,335	7,863	39,149
T-2	**Street Rehabilitation**						
	CDBG	400	0	0	0	0	400
	Federal	3,602	9,988	0	0	0	13,590
	General Cash Capital	261	727	500	500	500	2,488
	General Debt	754	9,845	8,176	6,072	6,257	31,104
	Monroe County Traffic	14	158	137	138	142	589
	New York State	86	1,300	0	0	0	1,386
	Water Cash Capital	73	125	73	75	77	423
	Water Debt	726	748	957	793	817	4,041
		5,916	22,891	9,843	7,578	7,793	54,021
T-3	**Street Surface Treatment**						
	General Cash Capital	99	102	105	108	110	524
	Local Works Cash Cap	0	1,104	1,137	1,171	1,173	4,585
		99	1,206	1,242	1,279	1,283	5,109
T-4	**Traffic**						
	General Cash Capital	107	213	219	226	232	997
		107	213	219	226	232	997

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
T-5	**Sidewalk Maintenance**						
	Local Works Cash Cap	3,374	3,461	3,549	3,640	3,731	17,755
		3,374	3,461	3,549	3,640	3,731	17,755
T-6	**Street Lighting System**						
	General Cash Capital	82	84	86	88	90	430
	General Debt	339	1,093	1,097	1,101	1,105	4,735
		421	1,177	1,183	1,189	1,195	5,165
T-7	**Bridges and Structures**						
	General Cash Capital	935	706	727	748	770	3,886
	General Debt	0	2,225	2,225	0	0	4,450
		935	2,931	2,952	748	770	8,336

TRANSPORTATION TOTALS

	2018-19	2019-2020	2020-21	2021-22	2022-23	Total
CDBG	400	0	0	0	0	400
Federal	9,912	9,988	228	926	4,118	25,172
General Cash Capital	1,684	2,756	1,894	2,885	1,902	11,121
General Debt	3,867	13,163	20,233	7,173	8,392	52,828
Local Works Cash Capital	3,374	4,565	4,686	4,811	4,904	22,340
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic	103	197	360	143	142	945
New York State	86	1,300	0	0	0	1,386
Water Cash Capital	143	243	150	264	154	954
Water Debt	1,677	748	4,913	793	2,255	10,386
	22,246	33,960	33,464	17,995	22,867	130,532

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 waterfronts.

Project Changes

O-1 Port of Rochester

- ❑ River Street Roadway & Trail Connector moved to 2019-20.
- ❑ River Street Train Station design moved to 2019-20.

O-3 Genesee River

- ❑ West River Wall Phase III moved to 2021-22.

O-6 Transient Marina Development

- ❑ Transient Marina Facilities Phase II moved to 2022-23.

O-1 Port of Rochester

Harbor Management Plan

Dredging at the port along dock wall and marina entrance

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	15	0	0	18	33
	0	15	0	0	18	33

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	50	25	25	25	25	150
	50	25	25	25	25	150

River Street Marina

Improvements, repairs, rehabilitation.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

River Street Roadway & Trail Connector

River Street extension and trail construction

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	550	0	0	0	550
	0	550	0	0	0	550

River Street Train Station

Design/construction for reuse.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	100	0	0	0	100
	0	100	0	0	0	100

O-3 Genesee River

Erie Harbor Enhancements Phase II

Landscape enhancements, walks, and park amenities, including the restoration of the river railing and spot repair of existing pavements at the East River Wall.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	850	0	0	0	0	850
New York State	850	0	0	0	0	850
	1,700	0	0	0	0	1,700

West River Wall Phase III — Ford Stret Bridge to Erie Lakawanna Bridge

Repairs to south wall segment.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	0	5,900	0	5,900
	0	0	0	5,900	0	5,900

O-6 Transient Marina Development

Transient Marina Facilities Phase II

Design and construction.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	472	472
	0	0	0	0	472	472

Summary of Funding by Program: Public Waterfront

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
O-1	**Port of Rochester**						
	General Cash Capital	65	155	40	40	58	358
	General Debt	0	550	0	0	0	550
		65	705	40	40	58	908
O-3	**Genesee River**						
	General Debt	850	0	0	5,900	0	6,750
	New York State	850	0	0	0	0	850
		1,700	0	0	5,900	0	7,600
O-6	**Transient Marina Development**						
	General Cash Capital	0	0	0	0	472	472
		0	0	0	0	472	472

PUBLIC WATERFRONT TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
General Cash Capital	65	155	40	40	530	830
General Debt	850	550	0	5,900	0	7,300
New York State	850	0	0	0	0	850
	1,765	705	40	5,940	530	8,980

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.

New Projects

W-2 Water Supply Structures

- ❑ Upland Bridge Rehabilitation added in 2022-23.

W-1 Distribution System

Bridge and River Crossings

The Water Bureau currently maintains 13 water mains that cross underneath the Genesee River or are located on bridges over the river. This allocation is for rehabilitation of several of these crossings to maintain system reliability and extend their useful life.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	0	600	0	0	0	600
	0	600	0	0	0	600

Distribution System Vault Rehabilitation

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	450	0	0	0	0	450
	450	0	0	0	0	450

Distribution System Water Main Renewal

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	1,602	1,654	1,707	1,762	1,818	8,543
Water Debt	1,037	2,679	2,765	2,853	2,945	12,279
	2,639	4,333	4,472	4,615	4,763	20,822

Holly System

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	129	133	137	142	146	687
	129	133	137	142	146	687

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	543	560	578	596	615	2,892
	543	560	578	596	615	2,892

Lead Service Replacement

Replace lead, lead lined, and galvanized water services to remove any possible sources lead contamination.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Debt	515	530	546	562	580	2,733
	515	530	546	562	580	2,733

Water Meter Replacement Program

Replacement and modernization of water meters.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	767	791	816	842	869	4,085
	767	791	816	842	869	4,085

Water Security

Securing Water facilities by facility upgrade and access control.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	85	88	91	94	97	455
	85	88	91	94	97	455

W-2 Water Supply Structures

Cobbs Hill Fence Rehabilitation

Project involves recoating the wrought iron Cobbs Hill Reservoir fence that surrounds the perimeter of the reservoir. We anticipate the need to remove the fence and relocate individual sections to an off-site location for sandblasting, cleaning and repainting.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	0	60	0	0	0	60
Water Debt	0	930	0	0	0	930
	0	990	0	0	0	990

Cobbs Hill Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Debt	0	0	0	700	7,300	8,000
	0	0	0	700	7,300	8,000

Conduit Modernization

Modernization of City's water supply system.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Debt	0	930	8,127	0	0	9,057
	0	930	8,127	0	0	9,057

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	103	106	109	113	117	548
	103	106	109	113	117	548

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.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	665	550	500	516	533	2,764
	665	550	500	516	533	2,764

Filtration Plant Small Equipment Replacement

Annual allocation for small equipment

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	130	100	125	129	133	617
	130	100	125	129	133	617

Highland Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Debt	0	0	0	7,800	0	7,800
	0	0	0	7,800	0	7,800

Holly Station Related Renovations

Periodic upgrades to the station's equipment

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	0	90	0	0	0	90
	0	90	0	0	0	90

Laboratory and SCADA Equipment

Equipment, supplies, and maintenance agreements in conformance with accreditation standards

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	50	50	52	53	55	260
	50	50	52	53	55	260

Upland Bridge Rehabilitation

Improvements to the bridges at Hemlock and Canadice

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	0	0	0	0	400	400
	0	0	0	0	400	400

Upland Structures

Improvements to the sites, structures and systems.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	217	224	231	239	246	1,157
	217	224	231	239	246	1,157

Summary of Funding by Program: Water System

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
W-1 Distribution System						
Water Cash Capital	3,576	3,826	3,329	3,436	3,545	17,712
Water Debt	1,552	3,209	3,311	3,415	3,525	15,012
	5,128	7,035	6,640	6,851	7,070	32,724
W-2 Water Supply Structures						
Water Cash Capital	1,165	1,180	1,017	1,050	1,484	5,896
Water Debt	0	1,860	8,127	8,500	7,300	25,787
	1,165	3,040	9,144	9,550	8,784	31,683

WATER SYSTEM TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Water Cash Capital	4,741	5,006	4,346	4,486	5,029	23,608
Water Debt	1,552	5,069	11,438	11,915	10,825	40,799
	6,293	10,075	15,784	16,401	15,854	64,407

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-7 Police Vehicles

- Police vehicles to be funded in FY19 with existing grant funds

P-1 Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	1,842	1,136	1,788	1,254	6,020
General Debt	2,260	0	0	0	0	2,260
	2,260	1,842	1,136	1,788	1,254	8,280

P-3 Small Equipment

Animal Services Equipment

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Animal Control Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Firehouse Equipment

Repair work to facilities.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Police Equipment

Police small and SWAT equipment also including body armor, surveillance equipment.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	400	302	441	387	445	1,975
	400	302	441	387	445	1,975

Police Patrol Rifles

Police rifles

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	8	8	8	8	8	40
	8	8	8	8	8	40

Police Tasers

Five year replacement cycle

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	81	81	81	81	81	405
	81	81	81	81	81	405

SCBA Replacement

Firefighter personal protection equipment

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	65	67	69	71	73	345
	65	67	69	71	73	345

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke and CO detectors.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
CDBG	55	55	55	55	55	275
General Cash Capital	405	413	425	437	450	2,130
	460	468	480	492	505	2,405

Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	650	382	394	406	418	2,250
	650	382	394	406	418	2,250

P-5 Technology

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	60	62	64	66	68	320
	60	62	64	66	68	320

P-6 Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	190	106	89	290	263	938
	190	106	89	290	263	938

P-7 Police Motor Equipment

Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	2,047	2,047	2,069	2,100	8,263
	0	2,047	2,047	2,069	2,100	8,263

P-8 Emergency Communications Motor Equipment

Emergency Communication Vehicles

Scheduled replacement of vehicles.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	35	35	0	0	0	70
	35	35	0	0	0	70

Summary of Funding by Program: Public Safety

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
P-1	**Apparatus**						
	General Cash Capital	0	1,842	1,136	1,788	1,254	6,020
	General Debt	2,260	0	0	0	0	2,260
		2,260	1,842	1,136	1,788	1,254	8,280
P-3	**Small Equipment**						
	Animal Control Cash Capital	15	15	15	15	15	75
	CDBG	55	55	55	55	55	275
	General Cash Capital	1,659	1,303	1,468	1,440	1,525	7,395
		1,729	1,373	1,538	1,510	1,595	7,745
P-5	**Technology**						
	General Cash Capital	60	62	64	66	68	320
		60	62	64	66	68	320
P-6	**Fire Motor Equipment**						
	General Cash Capital	190	106	89	290	263	938
		190	106	89	290	263	938
P-7	**Police Motor Equipment**						
	General Cash Capital	0	2,047	2,047	2,069	2,100	8,263
		0	2,047	2,047	2,069	2,100	8,263
P-8	**Emergency Communications Motor Equipment**						
	General Cash Capital	35	35	0	0	0	70
		35	35	0	0	0	70

PUBLIC SAFETY TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Animal Control Cash Capital	15	15	15	15	15	75
CDBG	55	55	55	55	55	275
General Cash Capital	1,944	5,395	4,804	5,653	5,210	23,006
General Debt	2,260	0	0	0	0	2,260
	4,274	5,465	4,874	5,723	5,280	25,616

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

- ❑ CSX Corridor Acquisition added in 2018-19.
- ❑ Eastman Trail Phase 1 added in 2018-19.
- ❑ Maplewood Trail Improvements added.
- ❑ St. Bernard's Trail Improvements added.

S-6 Cemeteries

- ❑ Mt. Hope Cemetery Fencing added.

Project Changes

S-4 Recreation

- ❑ Genesee Crossroads Parking Garage shifts to 2019-20
- ❑ Mt. Hope Cemetery 1912 Chapel split between 2018-19 and 2019-20

S-1 Trail System

CSX Corridor Acquisition

JOSANNA Corridor and Seneca Corridor-acquiring CSX inactive rail corridor for trail purposes.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	500	0	0	0	0	500
	500	0	0	0	0	500

Eastman Trail Phase I

Grant funds

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Federal	300	0	0	0	0	300
General Cash Capital	70	0	0	0	0	70
	370	0	0	0	0	370

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	125	208	214	220	215	982
	125	208	214	220	215	982

Maplewood Park Trail Improvements

Trail improvements to enhance user safety and universal accessibility.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	130	0	0	0	130
General Debt	0	0	1,100	0	0	1,100
	0	130	1,100	0	0	1,230

St. Bernard's Trail Improvements

Trail improvements to correct numerous safety and accessibility issues.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	100	0	0	0	0	100
General Debt	0	550	0	0	0	550
	100	550	0	0	0	650

S-2 Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	270	123	130	300	823
	0	270	123	130	300	823

Forestry Tree Program

Planting and upkeep of City trees.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	750	861	886	912	938	4,347
	750	861	886	912	938	4,347

S-4 Recreation

Charles Carroll Plaza & Genesee Crossroads Parking Garage

Removal of waterproofing membranes, concrete and drainage repairs. New waterproofing system and joints.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Debt	0	3,000	0	0	0	3,000
	0	3,000	0	0	0	3,000

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	450	450	450	450	450	2,250
	450	450	450	450	450	2,250

Genesee Valley Park West Improvements

Design and construction of a new park drive, parking, trail connections, picnic shelters, basketball and tennis courts, and landscape enhancements.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	400	0	0	400
General Debt	0	0	0	3,200	0	3,200
	0	0	400	3,200	0	3,600

Martin Luther King Jr. Memorial Park Phase IV

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main enterance, the amphitheater, the lawn and the berm area.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	400	0	0	0	400
General Debt	0	0	2,000	0	0	2,000
	0	400	2,000	0	0	2,400

Play Apparatus

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
CDBG	400	200	200	200	200	1,200
General Cash Capital	0	200	200	200	200	800
	400	400	400	400	400	2,000

Recreation Building Security Enhancements

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	85	0	0	0	0	85
	85	0	0	0	0	85

Statue & Monument Repair

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	110	113	116	116	455
	0	110	113	116	116	455

Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	100	102	105	110	417
	0	100	102	105	110	417

S-5 Public Market

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Public Market Cash Capital	48	50	52	54	56	260
	48	50	52	54	56	260

S-6 Cemeteries

Cemeteries - Facilities

Standard allocation for the general upkeep of cemetery buildings.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	35	40	45	50	50	220
	35	40	45	50	50	220

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.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	140	150	160	170	180	800
	140	150	160	170	180	800

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	330	350	370	390	400	1,840
	330	350	370	390	400	1,840

Cemetery Development

Allocation for the design and construction of new interment space.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	500	500	500	500	600	2,600
	500	500	500	500	600	2,600

Mount Hope Cemetery

Fencing Replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	0	355	618	574	0	1,547
	0	355	618	574	0	1,547

Mount Hope Cemetery 1912 Chapel

Level one priority stabilization of Chapel.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	240	240	0	0	0	480
	240	240	0	0	0	480

S-7 Bicycle Enhancement

Bicycle Enhancements

Bicycle boulevards including the installation of pavement markings, directional signage, and traffic calming features.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	128	0	0	0	0	128
New York State	127	0	0	0	0	127
	255	0	0	0	0	255

Summary of Funding by Program: Parks and Open Space

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
S-1	**Trail System**						
	Federal	300	0	0	0	0	300
	General Cash Capital	795	338	214	220	215	1,782
	General Debt	0	550	1,100	0	0	1,650
		1,095	888	1,314	220	215	3,732
S-2	**Urban Forest**						
	General Cash Capital	750	1,131	1,009	1,042	1,238	5,170
		750	1,131	1,009	1,042	1,238	5,170
S-4	**Recreation**						
	CDBG	400	200	200	200	200	1,200
	General Cash Capital	535	1,260	1,265	871	876	4,807
	General Debt	0	0	2,000	3,200	0	5,200
	Parking Debt	0	3,000	0	0	0	3,000
		935	4,460	3,465	4,271	1,076	14,207
S-5	**Public Market**						
	Public Market Cash Capital	48	50	52	54	56	260
		48	50	52	54	56	260
S-6	**Cemeteries**						
	Cemetery Cash Capital	1,245	1,635	1,693	1,684	1,230	7,487
		1,245	1,635	1,693	1,684	1,230	7,487
S-7	**Bicycle Enhancement**						
	General Cash Capital	128	0	0	0	0	128
	New York State	127	0	0	0	0	127
		255	0	0	0	0	255

Summary of Funding by Program: Parks and Open Space

	2018-19	2019-20	2020-21	2021-22	2022-23	Total

PARKS AND OPEN SPACE TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
CDBG	400	200	200	200	200	1,200
Cemetery Cash Capital	1,245	1,635	1,693	1,684	1,230	7,487
Federal	300	0	0	0	0	300
General Cash Capital	2,208	2,729	2,488	2,133	2,329	11,887
General Debt	0	550	3,100	3,200	0	6,850
New York State	127	0	0	0	0	127
Parking Debt	0	3,000	0	0	0	3,000
Public Market Cash Capital	48	50	52	54	56	260
	4,328	8,164	7,533	7,271	3,815	31,111

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-3 Neighborhood Development

- ❑ NSC lamp posts and signage added in 2018-19.

E-6 Environmental Compliance & Remediation

- ❑ Site Management Periodic Reviews added in 2018-19.
- ❑ Tax Delinquent Environmental Reviews added in all years.

Project Changes

E-6 Environmental Compliance & Remediation

- ❑ Investigation and Remediation Vacuum Oil Refinery Site is deferred to 2019-20.
- ❑ Vacuum Oil BOA Flint Street is deferred to 2019-20.

E-2 Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	60	62	64	66	68	320
	60	62	64	66	68	320

E-3 Neighborhood Development

Bull's Head

Land acquisition and commercial development.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	1,000	1,750	2,500	2,500	0	7,750
General Debt	500	0	0	0	0	500
	1,500	1,750	2,500	2,500	0	8,250

NSC

Lamp posts and signage

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	100	0	0	0	80	180
	100	0	0	0	80	180

E-4 Land Acquisition

Acquisition/Economic Development

Purchase land/sites for development or other purposes

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	800	1,000	1,000	1,000	1,000	4,800
	800	1,000	1,000	1,000	1,000	4,800

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
CDBG	1,000	1,000	1,000	1,000	1,000	5,000
General Cash Capital	750	750	750	750	750	3,750
	1,750	1,750	1,750	1,750	1,750	8,750

E-6 Environmental Compliance and Remediation

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, environmental compliance, energy & sustainability projects, storm water permit and inspection services, waste management, asbestos project oversight, laboratory analytical testing, federal and state grant matches.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	450	641	623	628	641	2,983
General Debt	0	0	900	0	0	900
	450	641	1,523	628	641	3,883

Investigation and Remediation - Andrews Street

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	75	150	0	0	0	225
	75	150	0	0	0	225

Investigation and Remediation - Chili Avenue

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	225	0	0	0	0	225
	225	0	0	0	0	225

Investigation and Remediation - Emerson Street Landfill

Barrier wall cost and annual ground water monitoring

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	500	1,000	0	0	0	1,500
	500	1,000	0	0	0	1,500

Investigation and Remediation - Site Management Periodic Review Reports

Compliance report required by the NYSDEC for contaminated sites which have undergone environmental cleanup and received a Certificate of Completion from the NYSDEC.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	100	0	100	0	100	300
	100	0	100	0	100	300

Investigation and Remediation - Vacuum Oil Refinery Site

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	1,500	0	0	0	1,500
	0	1,500	0	0	0	1,500

Investigation and Remediation - Webster Avenue

Soil cleanup for future development

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	75	0	0	0	0	75
	75	0	0	0	0	75

Tax Delinquent Environmental Review

Screening and ranking assessment

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	60	60	60	60	60	300
	60	60	60	60	60	300

Vacuum Oil BOA Flint Street

Extension & Landscaping.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	1,400	0	0	0	1,400
	0	1,400	0	0	0	1,400

Vacuum Oil BOA River Trail

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	300	0	0	0	0	300
New York State	500	0	0	0	0	500
	800	0	0	0	0	800

E-7 Housing

Affordable Housing Acquisition and Support

Support and development of affordable housing, city-wide.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	200	500	500	500	500	2,200
	200	500	500	500	500	2,200

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	450	450	450	450	1,800
	0	450	450	450	450	1,800

Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	150	285	285	285	285	1,290
	150	285	285	285	285	1,290

Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	1,000	1,000	1,000	1,000	1,000	5,000
	1,000	1,000	1,000	1,000	1,000	5,000

E-8 Focused Investment

Focused Investment

Neighborhood stabilization and improvement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	150	500	500	250	1,400
	0	150	500	500	250	1,400

Marketview Heights URDP

Implementation of the Marketview Heights Urban Renewal District Plan, including but not limited to, acquisition and demolition activities for redevelopment purposes.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	180	180	0	0	360
	0	180	180	0	0	360

Summary of Funding by Program: Economic Development

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
E-2	**Downtown Enhancement District**						
	General Cash Capital	60	62	64	66	68	320
		60	62	64	66	68	320
E-3	**Neighborhood Development**						
	General Cash Capital	1,100	1,750	2,500	2,500	80	7,930
	General Debt	500	0	0	0	0	500
		1,600	1,750	2,500	2,500	80	8,430
E-4	**Land Acquisition**						
	CDBG	1,000	1,000	1,000	1,000	1,000	5,000
	General Cash Capital	1,550	1,750	1,750	1,750	1,750	8,550
		2,550	2,750	2,750	2,750	2,750	13,550
E-6	**Environmental Compliance and Remediation**						
	General Cash Capital	910	701	783	688	801	3,883
	General Debt	875	4,050	900	0	0	5,825
	New York State	500	0	0	0	0	500
		2,285	4,751	1,683	688	801	10,208
E-7	**Housing**						
	General Cash Capital	1,350	2,235	2,235	2,235	2,235	10,290
		1,350	2,235	2,235	2,235	2,235	10,290
E-8	**Focused Investment**						
	General Cash Capital	0	330	680	500	250	1,760
		0	330	680	500	250	1,760

Summary of Funding by Program: Economic Development

	2018-19	2019-20	2020-21	2021-22	2022-23	Total

ECONOMIC DEVELOPMENT TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
CDBG	1,000	1,000	1,000	1,000	1,000	5,000
General Cash Capital	4,970	6,828	8,012	7,739	5,184	32,733
General Debt	1,375	4,050	900	0	0	6,325
New York State	500	0	0	0	0	500
	7,845	11,878	9,912	8,739	6,184	44,558

ARTS AND CULTURE

The Arts and Culture category includes funds for cultural improvements to the City.

Project Changes

A-1 Public Art

- ❑ Funding for Arts Installation and Enhancement is delayed to 2019-20.

A-1 Public Art

Arts Installation and Enhancements

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	150	150	150	150	600
	0	150	150	150	150	600

Summary of Funding by Program: Arts and Culture

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
A-1 Public Art						
General Cash Capital	0	150	150	150	150	600
ARTS AND CULTURE TOTALS	0	150	150	150	150	600

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

New Projects

F-1 Blue Cross Arena at Rochester War Memorial

- ❑ West Terrace Repairs Phase 2 added in 2018-19 and 2019-20.

F-4 Port of Rochester

- ❑ Port Elevator Installation and North Entrance added in 2019-20.

F-5 Joseph A. Floreano Riverside Convention Center

- ❑ Elevator Modernization added in 2019-20
- ❑ Emergency Generator Replacement added in 2022-23.
- ❑ Mechanical Phase 4 added in 2021-22.

Project Changes

F-5 Joseph A. Floreano Riverside Convention Center

- ❑ Building Envelop Repairs Phase II is deferred one year to 2019-20.
- ❑ Building Mechanical Upgrades is deferred to 2021-22.

F-1 Blue Cross Arena at Rochester War Memorial

Facility Improvements

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
War Memorial Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
War Memorial Cash Capital	0	0	0	0	650	650
	0	0	0	0	650	650

Public Restroom and A/V upgrades

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
New York State	3,500	0	0	0	0	3,500
	3,500	0	0	0	0	3,500

West Terrace Repairs Phase 2

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
War Memorial Cash Capital	304	1,500	0	0	0	1,804
	304	1,500	0	0	0	1,804

F-2 High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	48	75	77	79	79	358
	48	75	77	79	79	358

F-3 Soccer Stadium

Soccer Stadium

Structural and building repairs.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

F-4 Port of Rochester

Marina Facilities

Improvements, repairs, rehabilitation/renovation.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Port Elevator Installation and North Entrance Enhancements

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	750	0	0	0	750
	0	750	0	0	0	750

Port of Rochester Terminal Building

General improvements, repairs, rehabilitation/renovation at Port Terminal Building.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

F-5 Joseph A. Floreano Riverside Convention Center

Building Envelope Repairs Phase II

Masonry, metal panel, concrete and related envelope repairs.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	400	0	0	0	400
	0	400	0	0	0	400

Building Facilities Improvements

Improvements, repairs, and renovation of the Convention Center.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	0	1,172	0	1,172
	0	0	0	1,172	0	1,172

Elevator Modernization

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	100	0	0	0	100
	0	100	0	0	0	100

Emergency Generator Replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	412	412
	0	0	0	0	412	412

Escalator Modernizations

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	3,000	0	0	0	0	3,000
New York State	0	0	3,300	0	0	3,300
	3,000	0	3,300	0	0	6,300

Mechanical Phase 4

RRCC lighting controls, domestic hot water heating system

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	460	0	460
	0	0	0	460	0	460

Summary of Funding by Program: Public Facilities

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
F-1	**Blue Cross Arena at Rochester War Memorial**						
	New York State	3,500	0	0	0	0	3,500
	War Memorial Cash Capital	374	1,570	70	70	720	2,804
		3,874	1,570	70	70	720	6,304
F-2	**High Falls District**						
	General Cash Capital	48	75	77	79	79	358
		48	75	77	79	79	358
F-3	**Soccer Stadium**						
	General Cash Capital	50	50	50	50	50	250
		50	50	50	50	50	250
F-4	**Port of Rochester**						
	General Cash Capital	65	65	65	65	65	325
	General Debt	0	750	0	0	0	750
		65	815	65	65	65	1,075
F-5	**Joseph A. Floreano Riverside Convention Center**						
	General Cash Capital	70	570	70	530	482	1,722
	General Debt	3,000	0	0	1,172	0	4,172
	New York State	0	0	3,300	0	0	3,300
		3,070	570	3,370	1,702	482	9,194

Summary of Funding by Program: Public Facilities

PUBLIC FACILITIES TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
General Cash Capital	233	760	262	724	676	2,655
General Debt	3,000	750	0	1,172	0	4,922
New York State	3,500	0	3,300	0	0	6,800
War Memorial Cash Capital	374	1,570	70	70	720	2,804
	7,107	3,080	3,632	1,966	1,396	17,181

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-2 Operations Center Complex

- ❑ Funds included for various CVMF facilities repairs.

M-3 Central Library Facilities

- ❑ Rundel Library Sediment Removal added in 2019-20.
- ❑ Rundel Library Terrace added in 2019-20.

M-4 Recreation and Parks Facilities

- ❑ David F. Gantt R-Center generator added in 2019-20.
- ❑ Frederick Douglass R-Center improvements added in 2022-23.
- ❑ Lake Riley Concession and Bathroom added in 2022-23.
- ❑ Roxie Ann Sinkler R-Center added in 2023-24.

M-5 Water Facilities

- ❑ Felix Street building modernization added in 2022-23.
- ❑ Parking lot improvements added in 2023-24.

M-6 General Rehabilitation

- ❑ 414 Andrews Street improvements added in 2020-21.

M-7 Garages

- ❑ South Avenue Lighting and Electrical added in 2018-19.
- ❑ Main Street Paystations added in 2019-20.

M-8 Public Safety Facilities

- ❑ Funding is provided for facilities improvements at Police Facilities, Fire stations, and Emergency Communications Building.

Project Changes

M-4 Recreation and Parks Facilities

- ❑ Carter Street R-Center Interior Upgrades is deferred to 2021-22.

- ❑ Carter Street R-Center Gymnasium is deferred to 2020-21.
- ❑ Danforth R-Center Upgrades is deferred to 2021-22.
- ❑ Edgerton R-Center Improvements is deferred to 2019-20.
- ❑ GVP Marina Roof is deferred to 2022-23.
- ❑ Marketview Lodge Renovation is deferred to 2022-23.
- ❑ Norton Village Center Repairs is deferred to 2022-23.

M-6 General Rehabilitation

- ❑ Arnett Branch Library is deferred to in 2020-21.
- ❑ Broad Street Tunnel is deferred to 2020-21.

M-8 Public Safety Facilities

- ❑ Broad & Allen Firehouse Upgrades is deferred to 2019-20.
- ❑ Public Safety Building Generator is deferred to 2019-20.
- ❑ University Firehouse Truck Bay is deferred to 2019-20.
- ❑ Wisconsin Firehouse Upgrades is deferred to 2022-23.

M-1 City Hall

City Hall Annual Allocation

Repairs and replacements of building systems and components.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	97	100	103	105	105	510
	97	100	103	105	105	510

City Hall Building Historic Window Replacement

Historic window replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	583	638	700	747	2,668
	0	583	638	700	747	2,668

M-2 Operations Center Complex

CVMF Building 100 Restroom

Renovations

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	97	0	0	97
Local Works Cash Capital	0	0	146	0	0	146
Refuse Cash Capital	0	0	146	0	0	146
	0	0	389	0	0	389

CVMF Building 100 Trench Drains

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	224	0	0	224
Local Works Cash Capital	0	0	320	0	0	320
Refuse Cash Capital	0	0	320	0	0	320
	0	0	864	0	0	864

CVMF Building 200

Office restroom

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	111	111
Local Works Cash Capital	0	0	0	0	110	110
	0	0	0	0	221	221

CVMF Building 200 Redundant Network Frame Room

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	174	0	0	0	174
Local Works Cash Capital	0	90	0	0	0	90
Refuse Cash Capital	0	150	0	0	0	150
	0	414	0	0	0	414

CVMF Building 200 Rooftop Unit

Replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	26	0	0	26
Local Works Cash Capital	0	0	37	0	0	37
Refuse Cash Capital	0	0	37	0	0	37
	0	0	100	0	0	100

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	214	0	0	214
Local Works Cash Capital	0	0	268	0	0	268
Refuse Cash Capital	0	0	268	0	0	268
	0	0	750	0	0	750

CVMF Complex Security

Security upgrade for entire complex

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	80	198	0	0	0	278
Local Works Cash Capital	99	0	0	0	0	99
Refuse Cash Capital	384	0	0	0	0	384
	563	198	0	0	0	761

CVMF Complex Storm & Sanitary Sewer Repairs

System repairs throughout CVMF complex.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	188	0	0	0	188
Local Works Cash Capital	0	234	0	0	0	234
Refuse Cash Capital	0	234	0	0	0	234
	0	656	0	0	0	656

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	5	5	5	5	5	25
Local Works Cash Capital	20	20	20	20	20	100
Refuse Cash Capital	20	20	20	20	20	100
Water Cash Capital	20	20	20	20	20	100
	65	65	65	65	65	325

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	99	102	109	111	116	537
Local Works Cash Capital	63	65	65	66	67	326
Refuse Cash Capital	63	65	65	66	67	326
	225	232	239	243	250	1,189

Westside Garage

Replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Refuse Debt	0	3,000	0	0	0	3,000
	0	3,000	0	0	0	3,000

M-3 Library Facilities

Arnett Branch Library

Roof restoration/warranty extension

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	0	0	159	0	0	159
	0	0	159	0	0	159

Bausch & Lomb HVAC Upgrades

Heat pump replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	56	58	60	62	64	300
	56	58	60	62	64	300

Bausch & Lomb Roof Replacement

Roof replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	0	0	370	0	0	370
	0	0	370	0	0	370

Branch Facilities Annual Allocation

Standard allocation

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	28	50	52	52	54	236
	28	50	52	52	54	236

Central Library Annual Allocation

Standard allocation.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	86	88	90	90	92	446
	86	88	90	90	92	446

Frederick Douglass Branch Library

Green roof.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	125	0	0	0	0	125
New York State	375	0	0	0	0	375
	500	0	0	0	0	500

Rundel Library Sediment Removal Project

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	500	0	0	0	0	500
	500	0	0	0	0	500

Rundel Library Terrace

Reconstruction

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Debt	1,443	0	0	0	0	1,443
New York State	2,900	0	0	0	0	2,900
	4,343	0	0	0	0	4,343

Rundel Library Windows & Masonry Repairs

Window well replacement & masonry repairs/restoration

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Debt	1,391	0	0	0	0	1,391
	1,391	0	0	0	0	1,391

Winton Branch Library

Various renovations

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	71	0	0	1,256	0	1,327
	71	0	0	1,256	0	1,327

M-4 Recreation and Parks Facilities

Carter Street R-Center

Interior upgrades.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	550	0	550
	0	0	0	550	0	550

Carter Street R-Center Gymnasium

Roof replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	269	0	0	269
	0	0	269	0	0	269

Carter Street R-Center Roof

Roof replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	437	0	0	437
	0	0	437	0	0	437

Clinton Baden Center

Roof, window and exterior door replacements.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	175	0	0	0	0	175
	175	0	0	0	0	175

Danforth R-Center

Window replacements, gym stage lighting and ceiling replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	657	0	657
	0	0	0	657	0	657

David F Gantt R-Center Generator

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	485	0	0	0	0	485
	485	0	0	0	0	485

Edgerton R-Center

Interior and exterior improvements.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	2,500	0	0	0	2,500
	0	2,500	0	0	0	2,500

Flint Street R-Center

Building and site renovations.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	130	0	0	0	130
	0	130	0	0	0	130

Frederick Douglass R-Center

Building and site renovations with RCSD

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	150	0	150
	0	0	0	150	0	150

GVP Ice Rink Convection Heater

Replacements

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	105	0	0	105
	0	0	105	0	0	105

GVP Ice Rink Roof

Restoration and insulation replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	777	0	0	0	0	777
	777	0	0	0	0	777

GVP Marina Building Roof

Replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	185	185
	0	0	0	0	185	185

GVP Pool & Ice Rink Building

Exterior repairs.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	0	0
	0	0	0	0	0	0

GVP Pool Deck

Swimming pool concrete deck replacement.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	846	0	0	0	0	846
	846	0	0	0	0	846

Lake Riley Concession and Bathroom Building

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	0	864	0	864
	0	0	0	864	0	864

Marketview Lodge

R-Center renovation

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	141	141
	0	0	0	0	141	141

Norton Village Center

HVAC and electrical replacements.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	473	473
	0	0	0	0	473	473

Roxie Ann Sinkler R-Center

Renovations and air conditioning

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	0	0	762	762
	0	0	0	0	762	762

M-5 Water Facilities

Felix Street HVAC

HVAC & plumbing improvements.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	38	38	38	0	0	114
	38	38	38	0	0	114

Hemlock Operations Center

Hemlock Operations vehicle storage and office building upgrades

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	0	0	500	0	0	500
	0	0	500	0	0	500

Parking Lot Improvements

Sealing & striping of lots on a semi annual basis

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	0	0	0	0	30	30
	0	0	0	0	30	30

M-6 General Rehabilitation

414 Andrews Street Various Improvements

Windows, Masonry, Interior Repairs

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	450	0	0	0	450
	0	450	0	0	0	450

Asbestos Management

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	87	87	90	90	354
	0	87	87	90	90	354

DRYS Kitchen Exhaust Hoods & Fire Suppression Systems

Install code compliant exhaust hoods and fire suppression systems at multiple facilities.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	100	0	103	0	0	203
	100	0	103	0	0	203

General Rehabilitation

Renovation, rehabilitation, repair, and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	400	400	400	400	400	2,000
	400	400	400	400	400	2,000

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	44	44	46	48	48	230
	44	44	46	48	48	230

Large Parking Lot Program

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	86	201	50	177	0	514
	86	201	50	177	0	514

Roof Repair Allocation

Annual allocation for roof repairs.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	77	80	82	84	84	407
	77	80	82	84	84	407

M-7 Garages

Broad Street Tunnel

Underground parking

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Cash Capital	0	0	200	400	0	600
Parking Debt	0	0	0	0	4,900	4,900
	0	0	200	400	4,900	5,500

Garage Elevator Program

Comprehensive elevator rehabilitation program.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Debt	0	750	0	0	0	750
	0	750	0	0	0	750

Garage Repair Program

Annual parking garage evaluation and repair program.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Cash Capital	655	580	665	725	580	3,205
Parking Debt	592	735	725	610	708	3,370
	1,247	1,315	1,390	1,335	1,288	6,575

Garage Revenue Control Equipment

Replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Cash Capital	320	310	0	0	0	630
	320	310	0	0	0	630

Paystations

Paystations on Main Street

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Cash Capital	30	0	0	0	0	30
	30	0	0	0	0	30

South Avenue Garage Lighting and Electrical

System replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Debt	1,510	0	0	0	0	1,510
	1,510	0	0	0	0	1,510

South Avenue Garage Upgrades and Repairs

Supplemental P/T and repairs, new revenue control.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Cash Capital	1,973	1,163	781	1,235	1,281	6,433
Parking Debt	840	0	0	0	0	840
	2,813	1,163	781	1,235	1,281	7,273

M-8 Public Safety Facilities

Broad & Allen Firehouse

Kitchen Upgrades, exhaust hood, and fire suppression system installation.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	225	0	0	0	225
	0	225	0	0	0	225

Chestnut Firehouse

Skylight & window repairs.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	0	310	0	310
	0	0	0	310	0	310

Chestnut Firehouse Protectives

Kitchen upgrades, exhaust hood and fire suppression installation.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	350	0	350
	0	0	0	350	0	350

Clinton Firehouse

Roof restoration.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	125	0	0	0	0	125
	125	0	0	0	0	125

Emergency Communications Facility

Phased facility improvements.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	1,121	896	0	0	0	2,017
	1,121	896	0	0	0	2,017

Emergency Communications Roof

Roof restoration.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	0	475	0	475
	0	0	0	475	0	475

Fire Facilities

General upkeep of buildings

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Gardiner Firehouse Truck Bay

Alterations.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	398	0	0	0	0	398
	398	0	0	0	0	398

Genesee Firehouse

Window replacement and boiler/HVAC upgrades.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	350	0	0	0	0	350
	350	0	0	0	0	350

Goodman Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations, flooring, ceiling and painting.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	1,412	0	0	1,412
	0	0	1,412	0	0	1,412

Monroe Avenue Firehouse

Masonry repairs.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	172	0	0	0	172
	0	172	0	0	0	172

Police Facilities

Security improvements.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	35	35	35	35	35	175
	35	35	35	35	35	175

Police Section Offices

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	1,200	0	0	0	0	1,200
General Debt	1,000	1,000	1,000	1,000	1,000	5,000
	2,200	1,000	1,000	1,000	1,000	6,200

Public Safety Building Canopy Roof

Replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	92	0	0	92
	0	0	92	0	0	92

Public Safety Building Generator

Construction.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	2,450	0	0	0	2,450
	0	2,450	0	0	0	2,450

Public Safety Building Lobby Floor

Replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	266	0	0	0	266
	0	266	0	0	0	266

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	100	150	155	155	155	715
	100	150	155	155	155	715

South Avenue Firehouse

Roof restoration.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	177	0	0	0	0	177
	177	0	0	0	0	177

University Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	0	0	0	1,378	1,378
	0	0	0	0	1,378	1,378

University Firehouse Truck Bay

Truck bay alteration

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Debt	0	342	0	0	0	342
	0	342	0	0	0	342

Wisconsin Firehouse

Kitchen upgrades, exhaust hood and fire suppression system installation.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	0	106	106
	0	0	0	0	106	106

Summary of Funding by Program: Municipal Facilities

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
M-1	**City Hall**						
	General Cash Capital	97	100	103	105	105	510
	General Debt	0	583	638	700	747	2,668
		97	683	741	805	852	3,178
M-2	**Operations Center Complex**						
	General Cash Capital	184	493	675	116	232	1,700
	General Debt	0	174	0	0	0	174
	Local Works Cash Capital	182	409	856	86	197	1,730
	Refuse Cash Capital	467	469	856	86	87	1,965
	Refuse Debt	0	3,000	0	0	0	3,000
	Water Cash Capital	20	20	20	20	20	100
		853	4,565	2,407	308	536	8,669
M-3	**Library Facilities**						
	Library Cash Capital	866	196	731	1,460	210	3,463
	Library Debt	2,834	0	0	0	0	2,834
	New York State	3,275	0	0	0	0	3,275
		6,975	196	731	1,460	210	9,572
M-4	**Recreation and Parks Facilities**						
	General Cash Capital	2,283	130	811	1,357	799	5,380
	General Debt	0	2,500	0	864	762	4,126
		2,283	2,630	811	2,221	1,561	9,506
M-5	**Water Facilities**						
	Water Cash Capital	38	38	538	0	30	644
		38	38	538	0	30	644

Summary of Funding by Program: Municipal Facilities

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
M-6	**General Rehabilitation**						
	General Cash Capital	707	812	768	799	622	3,708
	General Debt	0	450	0	0	0	450
		707	1,262	768	799	622	4,158
M-7	**Garages**						
	Parking Cash Capital	2,978	2,053	1,646	2,360	1,861	10,898
	Parking Debt	2,942	1,485	725	610	5,608	11,370
		5,920	3,538	2,371	2,970	7,469	22,268
M-8	**Public Safety Facilities**						
	General Cash Capital	1,687	898	332	590	346	3,853
	General Debt	2,869	4,688	2,412	1,785	2,378	14,132
		4,556	5,586	2,744	2,375	2,724	17,985

Summary of Funding by Program: Municipal Facilities

	2018-19	2019-20	2020-21	2021-22	2022-23	Total

MUNICIPAL FACILITIES TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
General Cash Capital	4,958	2,433	2,689	2,967	2,104	15,151
General Debt	2,869	8,395	3,050	3,349	3,887	21,550
Library Cash Capital	866	196	731	1,460	210	3,463
Library Debt	2,834	0	0	0	0	2,834
Local Works Cash Capital	182	409	856	86	197	1,730
New York State	3,275	0	0	0	0	3,275
Parking Cash Capital	2,978	2,053	1,646	2,360	1,861	10,898
Parking Debt	2,942	1,485	725	610	5,608	11,370
Refuse Cash Capital	467	469	856	86	87	1,965
Refuse Debt	0	3,000	0	0	0	3,000
Water Cash Capital	58	58	558	20	50	744
	21,429	18,498	11,111	10,938	14,004	75,980

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-3 Technology

- Land Management project is added.

B-1 Office Equipment

Branch Libraries Equipment

Routine replacement of office and public furnishings.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	0	20	20	22	22	84
	0	20	20	22	22	84

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	10	10	10	10	10	50
	10	10	10	10	10	50

Environmental Services - Operations

Routine replacement of office furnishings.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
	10	10	10	10	10	50

Environmental Services - Water

Routine replacement of office furnishings.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	39	19	20	20	21	119
	39	19	20	20	21	119

Recreation and Youth Services

Routine replacement of office furnishings.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	14	16	17	17	18	82
	14	16	17	17	18	82

B-2 Small Equipment

Blue Cross Arena - Standard Allocation

Routine replacement of furnishings and equipment at War Memorial.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
War Memorial Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	20	40	45	45	45	195
	20	40	45	45	45	195

Emergency Communications

Standard allocation for replacement of equipment.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	35	35	70	35	35	210
	35	35	70	35	35	210

Environmental Services

Standard allocation for replacement of equipment.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	62	63	64	65	66	320
Local Works Cash Capital	20	21	21	22	22	106
Refuse Cash Capital	241	247	253	260	266	1,267
Water Cash Capital	58	60	62	64	66	310
	381	391	400	411	420	2,003

Recreation and Youth Services

Standard allocation for replacement of equipment.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	32	33	34	35	36	170
	32	33	34	35	36	170

B-3 Technology

ArcGIS 5 Relicensing

Upgrade 2 cores of ArcGIS Server from Enterprise Standard to Enterprise Advanced.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	22	0	0	0	0	22
	22	0	0	0	0	22

Branch Libraries Technology

Provision for cyclical replacement of branch IT equipment including computers, servers, large equipment, network/telephony and public use devices.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Library Cash Capital	100	10	50	45	10	215
	100	10	50	45	10	215

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	13	14	0	0	0	27
	13	14	0	0	0	27

Firehouse Security

Installation of swipe card security access to firehouse and security cameras

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	120	120	0	0	0	240
	120	120	0	0	0	240

Future Technology Initiatives and Planning

Staff augmentation for IT roadmap and support/upgrade projects.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	355	200	200	200	955
	0	355	200	200	200	955

Land Management

Scope, purchase, and implement land management solution

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	401	500	200	100	100	1,301
	401	500	200	100	100	1,301

RFD Apparatus Wireless Upgrade

Routers to replace wireless cards in trucks

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	29	0	0	0	0	29
	29	0	0	0	0	29

Street Pavement Management System

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	96	99	99	101	103	498
	96	99	99	101	103	498

Upland PC's

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

B-4 PSI

HRM/Payroll System

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	80	50	50	50	50	280
	80	50	50	50	50	280

IT Roadmap/Legacy Replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	500	500	500	700	2,200
	0	500	500	500	700	2,200

B-5 Business Equipment

Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

B-94 Client Technology Solution Support

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	300	412	320	320	320	1,672
	300	412	320	320	320	1,672

Client Services Licenses

Includes licenses for Infrastructure Management tools and selected PC/client access licenses.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	20	50	50	50	50	220
	20	50	50	50	50	220

MS Office

Upgrades

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	0	500	0	500
	0	0	0	500	0	500

Printer Consolidation

Replace printers 5 years or older with allowance for new demand

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	200	250	250	200	250	1,150
	200	250	250	200	250	1,150

B-96 Network Telecommunications & Security

Data Center Expansion

Software and hardware to expand capacity and support technology changes. Storage replacement required in FY20.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	160	480	200	180	150	1,170
	160	480	200	180	150	1,170

Disaster Recovery

Add capacity for more applications in the DR site.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Information Security

Classify, protect, manage risk to City information.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	100	200	200	200	200	900
	100	200	200	200	200	900

Network Expansion/Refresh

Telecom hardware to expand capacity and support technology changes.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

Telephony Expansion

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

B-97 Security & Surveillance

Body Camera Infrastructure

Expand video storage.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	30	100	0	130
	0	0	30	100	0	130

Police Body Worn Cameras

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	296	296	296	888
	0	0	296	296	296	888

Video Surveillance

Blue light cameras - overt cameras used to monitor different locations throughout the City

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Video Surveillance Camera Network

Back-end support for the blue light camera system

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

Summary of Funding by Program: Business Equipment

		2018-19	2019-20	2020-21	2021-22	2022-23	Total
B-1	**Office Equipment**						
	General Cash Capital	24	26	27	27	28	132
	Library Cash Capital	0	20	20	22	22	84
	Local Works Cash Capital	5	5	5	5	5	25
	Refuse Cash Capital	5	5	5	5	5	25
	Water Cash Capital	39	19	20	20	21	119
		73	75	77	79	81	385
B-2	**Small Equipment**						
	Cemetery Cash Capital	20	40	45	45	45	195
	General Cash Capital	129	131	168	135	137	700
	Local Works Cash Capital	20	21	21	22	22	106
	Refuse Cash Capital	241	247	253	260	266	1,267
	War Memorial Cash Capital	70	70	70	70	70	350
	Water Cash Capital	58	60	62	64	66	310
		538	569	619	596	606	2,928
B-3	**Technology**						
	General Cash Capital	668	1,074	499	401	403	3,045
	Library Cash Capital	100	10	50	45	10	215
	Water Cash Capital	18	19	5	5	5	52
		786	1,103	554	451	418	3,312
B-4	**PSI**						
	General Cash Capital	80	550	550	550	750	2,480
		80	550	550	550	750	2,480

Summary of Funding by Program: Business Equipment

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
B-5 Business Equipment						
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25
B-94 Client Technology Solution Support						
General Cash Capital	520	712	620	1,070	620	3,542
	520	712	620	1,070	620	3,542
B-96 Network Telecommunications & Security						
General Cash Capital	360	880	600	580	550	2,970
	360	880	600	580	550	2,970
B-97 Security & Surveillance						
General Cash Capital	0	150	476	546	446	1,618
	0	150	476	546	446	1,618

BUSINESS EQUIPMENT TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Cemetery Cash Capital	20	40	45	45	45	195
General Cash Capital	1,786	3,528	2,945	3,314	2,939	14,512
Library Cash Capital	100	30	70	67	32	299
Local Works Cash Capital	25	26	26	27	27	131
Refuse Cash Capital	246	252	258	265	271	1,292
War Memorial Cash Capital	70	70	70	70	70	350
Water Cash Capital	115	98	87	89	92	481
	2,362	4,044	3,501	3,877	3,476	17,260

NON-PUBLIC SAFETY FLEET

The Non-Public Safety Fleet category provides for the replacement of the City's vehicles.

N-1 Motor Equipment

Communications

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	22	0	0	0	22
	0	22	0	0	0	22

Department of Recreation and Youth Services

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	56	76	69	76	0	277
	56	76	69	76	0	277

DES Architecture and Engineering

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	0	23	24	25	72
	0	0	23	24	25	72

DES Buildings & Parks

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	142	1,092	998	692	502	3,426
	142	1,092	998	692	502	3,426

DES Cemeteries

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Cemetery Cash Capital	167	154	199	20	172	712
	167	154	199	20	172	712

DES Commissioner

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	20	21	22	22	0	85
	20	21	22	22	0	85

DES Equipment Services

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	138	108	0	83	128	457
	138	108	0	83	128	457

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	94	1,084	313	499	301	2,291
Local Works Cash Capital	431	535	1,015	897	1,461	4,339
	525	1,619	1,328	1,396	1,762	6,630

DES Water

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Water Cash Capital	757	789	836	124	268	2,774
	757	789	836	124	268	2,774

Mayor's Office

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	39	0	0	0	0	39
	39	0	0	0	0	39

Neighborhood & Business Development

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	0	22	0	0	0	22
	0	22	0	0	0	22

OPI

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
General Cash Capital	23	0	0	0	0	23
	23	0	0	0	0	23

Parking

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Parking Cash Capital	58	96	68	0	0	222
	58	96	68	0	0	222

Public Market

Fleet replacement

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Public Market Cash Capit	30	0	0	0	0	30
	30	0	0	0	0	30

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Refuse Cash Capital	1,484	525	46	1,084	1,442	4,581
	1,484	525	46	1,084	1,442	4,581

Summary of Funding by Program: Non Public Safety Fleet

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
N-1 Motor Equipment						
Cemetery Cash Capital	167	154	199	20	172	712
General Cash Capital	512	2,425	1,425	1,396	956	6,714
Local Works Cash Capital	431	535	1,015	897	1,461	4,339
Parking Cash Capital	58	96	68	0	0	222
Public Market Cash Capital	30	0	0	0	0	30
Refuse Cash Capital	1,484	525	46	1,084	1,442	4,581
Water Cash Capital	757	789	836	124	268	2,774
	3,439	4,524	3,589	3,521	4,299	19,372

NON PUBLIC SAFETY FLEET TOTALS

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Cemetery Cash Capital	167	154	199	20	172	712
General Cash Capital	512	2,425	1,425	1,396	956	6,714
Local Works Cash Capital	431	535	1,015	897	1,461	4,339
Parking Cash Capital	58	96	68	0	0	222
Public Market Cash Capital	30	0	0	0	0	30
Refuse Cash Capital	1,484	525	46	1,084	1,442	4,581
Water Cash Capital	757	789	836	124	268	2,774
	3,439	4,524	3,589	3,521	4,299	19,372

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 fewer hours 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 departmental Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a personnel summary 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, defined as 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 unfilled at any given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced.

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	-1.1
	=23.9

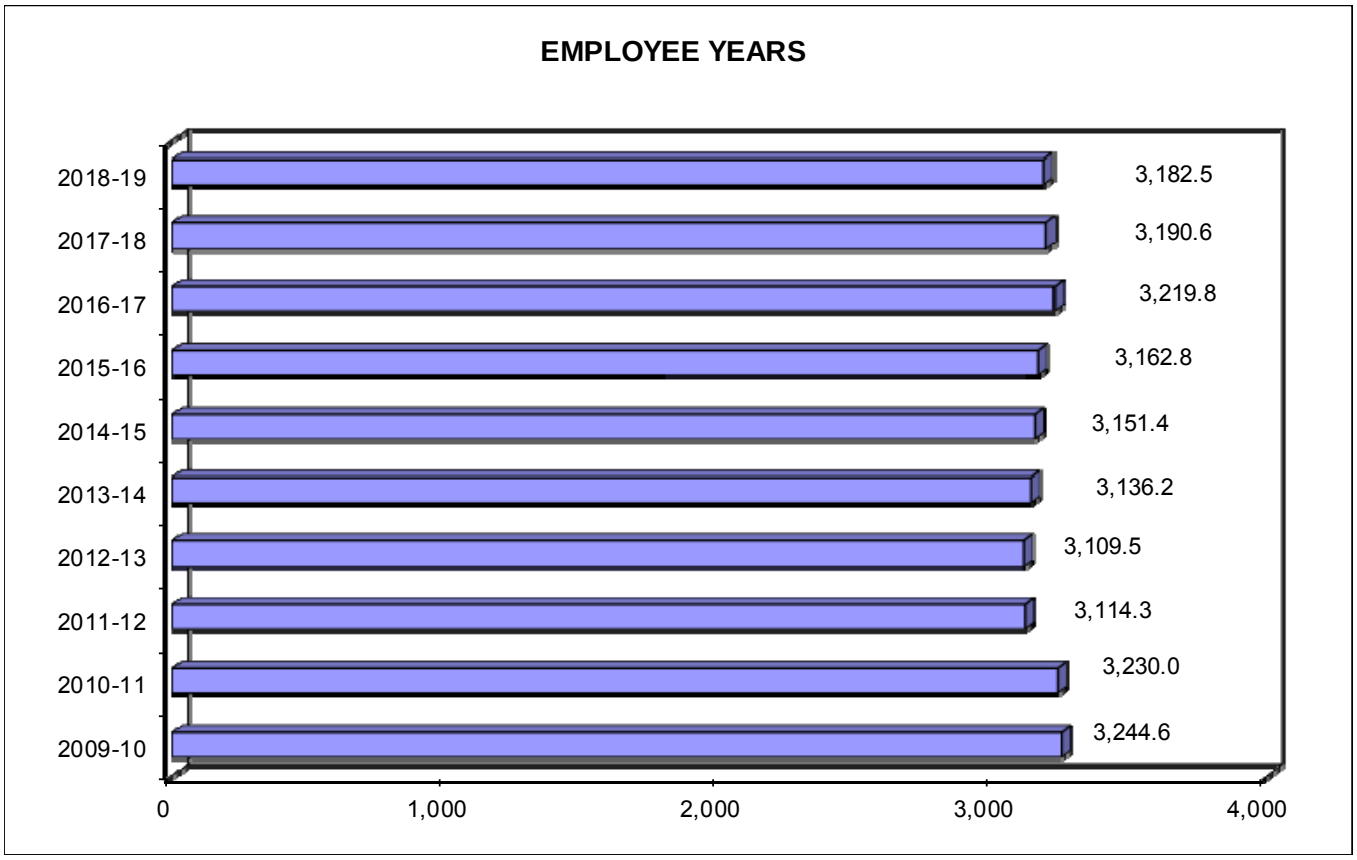
Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. 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:

Title	Activities	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	0.9
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2015-16	Budget 2016-17	Budget 2017-18	Budget 2018-19
City Council and Clerk	23.8	23.3	23.2	23.1
Administration				
Mayor's Office	27.8	28.0	28.0	30.2
Office of Management & Budget	10.1	9.8	8.7	8.5
Human Resource Management	29.3	30.4	30.8	30.9
Communications	19.4	19.4	18.9	19.5
Law	20.5	22.5	21.5	21.5
	107.1	110.1	107.9	110.6
Information Technology	54.8	55.2	54.8	55.4
Finance				
Director's Office	4.0	4.0	4.0	4.0
Accounting	18.3	18.2	17.2	16.2
Treasury	20.6	20.5	18.5	19.4
Assessment	13.4	13.4	13.4	13.4
Parking Violations & Adjudication	42.1	41.7	38.7	37.7
Purchasing	12.1	12.0	11.9	11.8
Traffic Violations Agency	0.0	0.0	0.0	10.6
	110.5	109.8	103.7	113.1
Neighborhood & Business Development				
Commissioner	9.4	9.4	12.6	12.6
Business & Housing Development	39.7	39.1	29.3	29.0
Planning & Zoning	22.6	23.6	0.0	0.0
Neighborhood Preservation	17.1	17.1	17.1	18.1
Buildings & Zoning	47.2	47.7	78.4	77.9
	136.0	136.9	137.4	137.6
Environmental Services				
Commissioner	51.2	54.5	55.7	54.7
Architecture & Engineering	59.0	57.8	56.5	56.5
Operations	257.1	254.4	253.1	254.1
Buildings & Parks	157.6	163.9	162.2	161.3
Equipment Services	69.2	67.2	66.9	65.9
Water	134.2	133.8	137.2	138.2
	728.3	731.6	731.6	730.7
Emergency Communications	233.1	230.4	228.1	226.7
Police	903.6	939.1	939.9	937.7

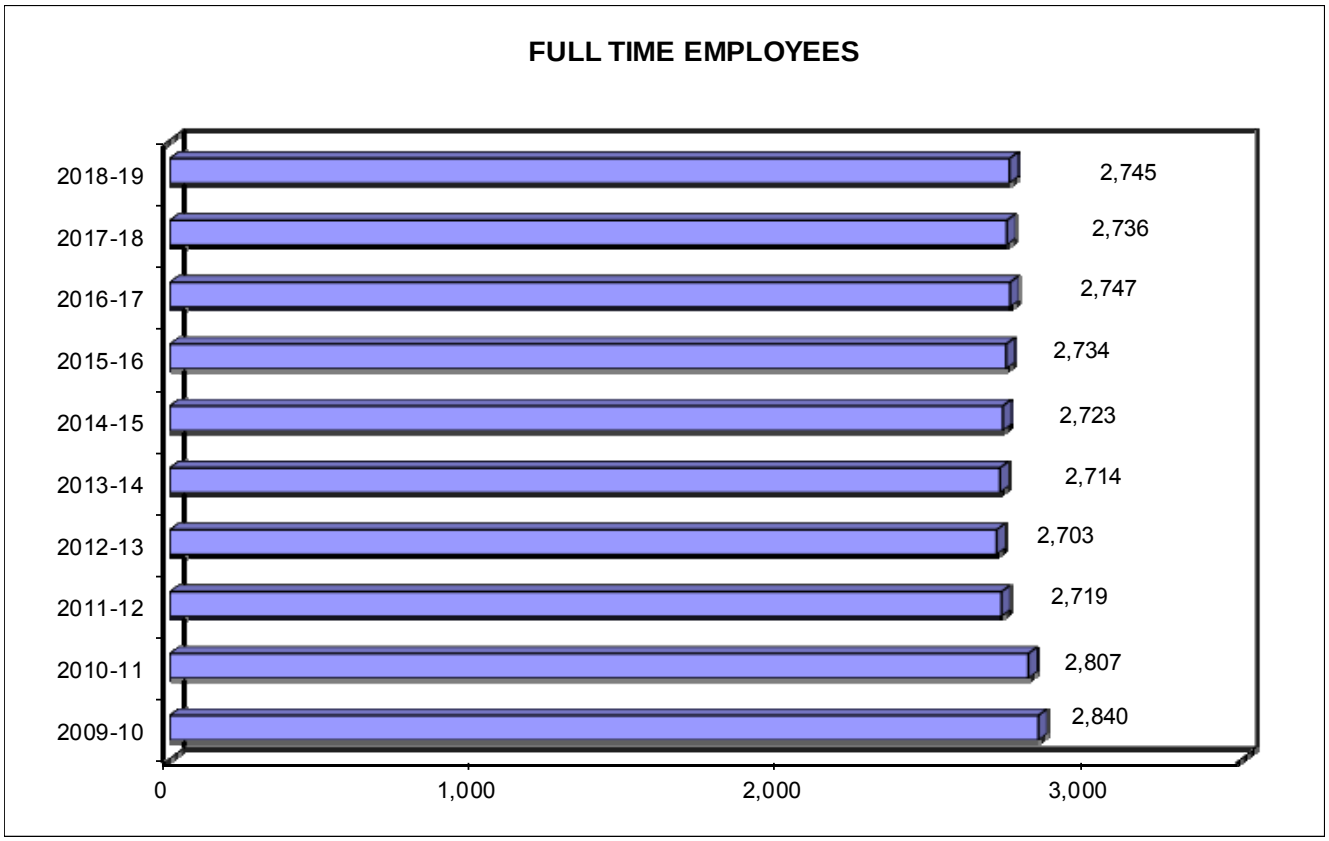
Total Employee Years	Budget 2014-15	Budget 2015-16	Budget 2016-17	Budget 2017-18
Fire	525.3	532.6	520.8	521.5
Library				
Central Library	95.6	95.3	91.2	90.5
Community Library	43.2	44.2	42.2	42.3
	138.8	139.5	133.4	132.8
Recreation & Youth Services				
Office of the Commissioner	22.1	20.2	25.0	25.1
Recreation	156.7	166.8	162.5	154.9
BEST	22.7	24.3	22.3	13.3
	201.5	211.3	209.8	193.3
Total	3,162.8	3,219.8	3,190.6	3,182.5



PERSONNEL SUMMARY
PERSONNEL RESOURCES

Full Time Employees	Budget 2015-16	Budget 2016-17	Budget 2017-18	Budget 2018-19
City Council and Clerk	12.0	12.0	12.0	12.0
Administration				
Mayor's Office	24.0	25.0	25.0	27.0
Office of Management & Budget	9.2	9.2	8.0	8.0
Human Resource Management	27.0	28.0	28.0	28.0
Communications	17.0	16.0	16.0	17.0
Law	20.0	22.0	21.0	21.0
	97.2	100.2	98.0	101.0
Information Technology	52.0	55.0	55.0	55.0
Finance				
Director's Office	4.0	4.0	4.0	4.0
Accounting	18.0	18.0	17.0	16.0
Treasury	20.0	20.0	18.0	18.0
Assessment	12.0	12.0	12.0	12.0
Parking Violations & Adjudication	36.0	36.0	33.0	32.0
Purchasing	11.0	11.0	11.0	11.0
Traffic Violations Agency	0.0	0.0	0.0	9.0
	101.0	101.0	95.0	102.0
Neighborhood & Business Development				
Commissioner	8.8	8.8	12.0	12.0
Business & Housing Development	39.0	38.0	28.0	28.0
Planning & Zoning	22.0	23.0	0.0	0.0
Neighborhood Preservation	13.0	13.0	13.0	14.0
Buildings & Zoning	0.0	0.0	74.0	74.0
Inspection & Compliance	44.0	44.0	0.0	0.0
	126.8	126.8	127.0	128.0
Environmental Services				
Commissioner	34.0	36.0	36.0	35.0
Architecture & Engineering	58.0	57.0	56.0	56.0
Operations	199.0	196.3	195.3	198.0
Buildings & Parks	126.0	127.7	125.7	121.0
Equipment Services	62.0	62.0	61.0	60.0
Water	121.0	122.0	123.0	124.0
	600.0	601.0	597.0	594.0
Emergency Communications	214.0	215.0	214.0	214.0
Police	847.0	850.0	851.0	852.0

Full Time Employees				
Fire	502.0	502.0	502.0	502.0
Library				
Central Library	76.8	74.8	74.2	74.0
Community Library	20.2	21.2	20.8	23.0
	97.0	96.0	95.0	97.0
Recreation & Youth Services				
Office of the Commissioner	14.3	12.3	13.6	18.6
Recreation	55.6	57.7	58.4	58.4
BEST	15.1	18.0	18.0	11.0
	85.0	88.0	90.0	88.0
Total	2,734.0	2,747.0	2,736.0	2,745.0



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

Department	Amount
Council and Clerk	910,900
Administration	5,191,400
Information and Technology	2,824,400
Finance	4,000,300
Neighborhood and Business Development	5,883,800
Environmental Services	27,688,500
Emergency Communications	8,109,600
Police	49,631,600
Fire	29,775,300
Library	4,131,700
Recreation and Youth Services	4,865,900
	143,013,400

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 2018-19
AFSCME Local 1635	
Department of Environmental Services	
● Environmental Services Operator I	$89,000
● Environmental Services Operator I	$89,000
● Environmental Services Operator I	$89,000
● Secretary	$73,900
Rochester Police Locust Club, Inc.	
Police Department	
● Police Investigator	$129,800
● Police Sergeant	$130,500
International Association of Firefighters, Local 1071	
Fire Department	
● Firefighter	$118,400
Total	$719,600

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization	Agreement Dates
AFSCME Local 1635 Full Time	July 1, 2017 to June 30, 2022
AFSCME Local 1635 Part Time	July 1, 2015 to June 30, 2020
Rochester Police Locust Club, Inc.	July 1, 2013 to June 30, 2016
International Association of Firefighters, Local 1071, Uniformed	July 1, 2016 to June 30, 2021
International Association of Firefighters, Local 1071, Non-Uniformed	July 1, 2017 to June 30, 2022
International Union of Operating Engineers, Local 832-S	July 1, 2014 to June 30, 2019
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2017 to June 30, 2021

July 1, 2018

By virtue of the authority vested in me by law, I, Lovely A. Warren, Mayor of the City of Rochester, New York, do hereby create, effective July 1, 2018, all positions set forth in this Budget to be in existence for the fiscal year 2018-19 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, 2018, which are not set forth in this Budget shall be abolished effective July 1, 2018 except for positions otherwise prescribed by law.

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

Management Salaried Personnel
Effective July 1, 2018

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N
22	55,185	56,371	57,583	58,821	60,085	61,377	62,698	64,046	65,422	66,830	68,266	69,732	71,233	72,765
23	57,582	58,820	60,086	61,376	62,698	64,046	65,422	66,830	68,265	69,732	71,233	72,764	74,327	75,926
24	60,084	61,375	62,696	64,045	65,421	66,827	68,264	69,731	71,231	72,763	74,326	75,925	77,557	79,224
25	62,698	64,046	65,423	66,830	68,266	69,734	71,233	72,765	74,328	75,928	77,559	79,225	80,931	82,670
26	65,424	66,832	68,267	69,735	71,236	72,766	74,329	75,929	77,560	79,227	80,932	82,672	84,451	86,265
27	68,265	69,732	71,232	72,764	74,327	75,926	77,558	79,224	80,927	82,668	84,448	86,262	88,116	90,010
28	71,070	72,597	74,157	75,752	77,381	79,045	80,743	82,480	84,253	86,065	87,915	89,806	91,735	93,708
29	73,965	75,553	77,178	78,837	80,532	82,264	84,033	85,840	87,685	89,571	91,497	93,464	95,472	97,524
30	77,160	78,818	80,513	82,245	84,013	85,820	87,664	89,549	91,475	93,441	95,450	97,503	99,599	101,740
31	80,319	82,047	83,811	85,612	87,452	89,333	91,254	93,216	95,220	97,266	99,358	101,494	103,677	105,906
32	83,617	85,414	87,250	89,124	91,041	92,999	95,000	97,040	99,127	101,258	103,435	105,659	107,930	110,251
33	87,054	88,926	90,839	92,791	94,786	96,824	98,905	101,032	103,205	105,424	107,690	110,005	112,370	114,788
34	90,645	92,595	94,584	96,620	98,696	100,818	102,984	105,202	107,461	109,771	112,132	114,542	117,006	119,522
35	94,386	96,416	98,487	100,605	102,767	104,977	107,235	109,540	111,896	114,301	116,758	119,269	121,833	124,452
36	107,487	109,797	112,159	114,572	117,034	119,550	122,120	124,746	127,428	130,169	132,968	135,826	138,747	
86	121,029	124,053	127,155	130,334	133,592	134,841	138,885							
87	124,053	127,155	130,334	133,592	136,023	140,103								
88	106,587	108,757	110,975	113,242	115,553	117,913	120,314	122,773	125,278	127,839	130,443	134,357	138,389	142,540
96	121,029	124,053	127,155	130,334	133,592	134,841	138,885							
97	124,053	127,155	130,334	133,592	136,023	140,103								
98	106,587	108,757	110,975	113,242	115,553	117,913	120,314	122,773	125,278	127,839	130,443	134,357	138,389	142,540
197	125,133	128,260	131,467	134,753	137,206	141,322								

Non-Management Salaried Personnel
Effective July 1, 2018

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	28,843	29,735	30,654	31,628	32,604	33,439	34,118	34,738	35,522
2	29,577	30,491	31,434	32,435	33,439	34,118	34,738	35,522	36,406
3	30,174	31,106	32,068	33,099	34,118	34,738	35,522	36,406	37,347
4	30,722	31,672	32,651	33,698	34,738	35,522	36,406	37,347	38,178
5	31,412	32,385	33,386	34,452	35,522	36,406	37,347	38,178	39,221
6	32,198	33,194	34,221	35,316	36,406	37,347	38,178	39,221	40,205
7	33,038	34,060	35,112	36,226	37,347	38,178	39,221	40,205	41,302
8	33,765	34,810	35,887	37,033	38,178	39,221	40,205	41,302	42,496
9	34,693	35,767	36,873	38,045	39,221	40,205	41,302	42,496	43,799
10	35,561	36,660	37,795	39,003	40,205	41,302	42,496	43,799	45,158
11	36,529	37,658	38,823	40,063	41,302	42,496	43,799	45,158	46,564
12	37,591	38,754	39,952	41,221	42,496	43,799	45,158	46,564	48,184
13	38,744	39,942	41,176	42,488	43,799	45,158	46,564	48,184	49,634
14	39,945	41,180	42,452	43,799	45,158	46,564	48,184	49,634	51,306
15	41,188	42,462	43,775	45,172	46,564	48,184	49,634	51,306	52,867
16	42,612	43,929	45,288	46,736	48,184	49,634	51,306	52,867	54,695
17	43,901	45,260	46,659	48,145	49,634	51,306	52,867	54,695	56,885
18	45,376	46,777	48,225	49,766	51,306	52,867	54,695	56,885	59,223
19	46,755	48,200	49,688	51,281	52,867	54,695	56,885	59,223	61,618
20	48,376	49,871	51,412	53,055	54,695	56,885	59,223	61,618	64,126
21	50,307	51,863	53,467	55,174	56,885	59,223	61,618	64,126	66,786
110	31,059	38,823	40,063	41,302	42,496	43,799	45,158	46,564	47,960
150	35,020	43,775	45,172	46,564	48,184	49,634	51,306	52,867	54,455
170	37,328	46,659	48,145	49,634	51,306	52,867	54,695	56,885	58,594
180	38,579	48,225	49,766	51,306	52,867	54,695	56,885	59,223	61,001
190	39,751	49,688	51,281	52,867	54,695	56,885	59,223	61,618	63,464
200	41,130	51,412	53,055	54,695	56,885	59,223	61,618	64,126	66,047
210	51,863	53,467	55,174	56,885	59,223	61,618	64,126	66,785	68,788

PERSONNEL SUMMARY
SALARY SCHEDULES

Weekly and Hourly Personnel
Effective July 1, 2018

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	16.72	17.23	17.76	18.37	18.92	19.33	19.77	20.32	20.85
41	17.26	17.80	18.35	18.92	19.49	19.94	20.69	20.90	21.66
42	17.90	18.45	19.03	19.67	20.33	20.85	21.33	22.06	22.60
51	14.60	15.05	15.50	15.93	16.39	16.73	17.03	17.27	17.58
52	14.79	15.26	15.73	16.24	16.73	17.03	17.27	17.58	18.00
53	15.00	15.46	15.94	16.48	17.03	17.27	17.58	18.00	18.40
54	15.29	15.77	16.25	16.75	17.27	17.58	18.00	18.40	18.81
55	15.56	16.02	16.53	17.10	17.58	18.00	18.40	18.81	19.25
56	15.90	16.39	16.89	17.54	18.00	18.40	18.81	19.25	19.58
57	16.28	16.77	17.30	17.89	18.40	18.81	19.25	19.58	20.32
58	16.62	17.13	17.65	18.24	18.81	19.25	19.58	20.32	20.69
59	17.02	17.55	18.08	18.64	19.25	19.58	20.32	20.69	21.29
60	17.32	17.85	18.40	19.00	19.58	20.32	20.69	21.29	21.77
61	17.89	18.44	19.02	19.66	20.32	20.69	21.29	21.77	22.51
62	18.30	18.86	19.45	20.01	20.69	21.29	21.77	22.51	23.11
63	18.80	19.39	19.98	20.69	21.29	21.77	22.51	23.11	23.79
64	19.28	19.88	20.48	21.17	21.77	22.51	23.11	23.79	24.49
65	19.94	20.55	21.19	21.84	22.51	23.11	23.79	24.49	25.23
66	16.07	16.55	17.09	17.57	18.13	19.25			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	139.90	144.22	148.69					
69	169.02	174.25	179.63	191.09	202.52	214.00	220.36	226.73
70	179.76	185.31	190.89	197.32	203.33	210.36		
71	195.73	202.32	208.90	215.48	222.05	228.64		

Uniformed Police Personnel
Effective July 1, 2015

Bracket	Step 1	Step 2	Step 3	Step 4	Step 5
90	43,297	53,417	62,835	72,041	75,606
191			81,132	86,055	
92			81,647	86,570	
94			92,328	97,895	
95			104,180	110,463	

Uniformed Fire Personnel
Effective July 1, 2018

Bracket	Start	Step 1A	Step 1B	Step 2	Step 3	Step 4	FI-1	FI-2	FI-3
80	44,287	49,463	54,638	64,274	73,689	77,337	78,884	80,432	83,525
82					84,379	88,553			
84					95,413	100,134			
85					107,665	112,991			

Non-Uniformed Fire Personnel
Effective July 1, 2018

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	45,742	47,157	48,919	50,669	52,445	54,209	55,971	57,735	59,499	61,261
75	48,028	49,514	51,426	53,336	55,247	57,159	59,070	60,981	62,891	64,803
78	51,463	53,055	55,894	58,735	61,574	64,414	67,254	70,093	72,933	75,774

Operating Engineers
Effective July 1, 2018

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	17.92	18.45	19.02	20.35	20.96
150	Asst. HVAC Engineer	26.32	27.12	27.97	29.95	30.87
151	HVAC Engineer	27.39	28.23	29.09	31.17	32.12
152	Lead HVAC Engineer	29.49	30.40	31.32	33.53	34.62
153	Supervising HVAC Engineer	31.76	32.75	33.73	36.11	37.30

PERSONNEL SUMMARY
SALARY SCHEDULES

Fixed Salary Rates
Effective July 1, 2018 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	44,994
Council Member*	34,994
Mayor*	145,837
Deputy Mayor	146,415
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 above represent calendar 2018. 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 2018. 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.

**These positions are not compensated if filled by a City or RG&E employee.

CSEA Library Part Time

Effective July 1, 2018

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	22.30	22.99	23.75	24.48	24.97	25.47
Class 5 Truck Driver	N085	17.74	18.26	18.84	19.43	19.82	20.22
Cleaner Library	N015	15.08	15.56	16.06	16.58	16.90	17.22
Clerk II Library	N095	18.16	18.72	19.32	19.93	20.32	20.74
Clerk III with Typing Library	N075	17.29	17.82	18.38	18.96	19.35	19.72
Clerk Typist Library	N035	15.80	16.29	16.78	17.33	17.69	18.02
Digital Media Associate	N145	20.91	21.54	22.28	22.95	23.41	23.89
Duplicating Operator	N065	16.84	17.36	17.91	18.52	18.86	19.25
Graphic Assistant	N145	20.91	21.54	22.28	22.95	23.41	23.89
Historical Researcher	N185	23.12	23.83	24.58	25.34	26.13	26.94
Librarian I	N185	23.12	23.83	24.58	25.34	26.13	26.94
Librarian II	N195	24.47	25.24	26.04	26.87	27.40	27.95
Library Assistant	N145	20.91	21.54	22.28	22.95	23.41	23.89
Mail Room Clerk	N095	18.16	18.72	19.32	19.93	20.32	20.74
Maintenance Worker	N575	16.91	17.42	17.97	18.53	19.10	19.49
Materials Processor	N035	15.80	16.29	16.78	17.33	17.69	18.02
Retrieval Room Aide* (July 1 - Dec 30, 2018)	N304	10.40	10.93	11.28	11.64	11.89	12.14
Retrieval Room Aide* (Dec 31 - June 30, 2019)	N304	11.10	11.10	11.28	11.64	11.89	12.14
Security Guard Library	N015	15.08	15.56	16.06	16.58	16.90	17.22
Shipping Aide* (July 1 - Dec 30, 2018)	N402	10.40	10.93	11.28	11.64	11.89	12.14
Shipping Aide* (Dec 31 - June 30, 2019)	N402	11.10	11.10	11.28	11.64	11.89	12.14
Sr. Retrieval Room Aide	N305	15.07	15.55	16.01	16.54	16.85	17.19
Youth Services Assistant	N075	17.29	17.82	18.38	18.96	19.35	19.72
Youth Services Coordinator	N145	20.91	21.54	22.28	22.95	23.41	23.89

PERSONNEL SUMMARY
SALARY SCHEDULES

AFSCME PART TIME
Effective July 1, 2018

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	24.12	24.87	25.64	26.45	27.27
Administrative Analyst	N720	26.58	27.40	28.25	29.15	30.05
Animal Care Tech	P702	14.22	14.66	15.11	15.59	16.08
Animal Care Tech II	P706	15.48	15.96	16.45	16.98	17.50
Auto Aide	P758	16.62	17.13	17.65	18.24	18.81
Cemetery Service Rep	N711	20.07	20.69	21.33	22.01	22.69
Cemetery Worker	P757	16.28	16.77	17.30	17.89	18.40
Cleaner	P701	13.87	14.30	14.74	15.21	15.68
Clerk II	N709	19.06	19.65	20.26	20.90	21.55
Clerk III/Typing	N707	18.15	18.71	19.29	19.90	20.52
Clerk Typist	N703	16.58	17.09	17.62	18.19	18.75
Code Enforcement Inspector	P761	17.89	18.44	19.02	19.66	20.32
Code Enforcement Officer	P721	24.19	24.93	25.71	26.53	27.35
Code Enforcement Officer Trainee	P718	21.82	22.49	23.19	23.93	24.67
Communications Aide	N716	23.41	24.14	24.88	25.68	26.47
Communications Research Assistant	N812	18.07	18.63	19.21	19.82	20.43
Counseling Specialist	N718	24.93	25.70	26.50	27.35	28.19
Dispatcher I /OEC	N715	16.84	21.05	21.72	22.39	23.17
Dispatcher II / OEC	N817	17.95	22.43	23.15	23.86	24.67
Grants Support Associate	N713	21.29	21.95	22.62	23.35	24.07
Ground Equipment Operator	P756	15.90	16.39	16.89	17.54	18.00
Interdepartmental Messenger	N706	17.69	18.24	18.80	19.40	20.00
Maintenance Mechanic	P760	17.32	17.85	18.40	19.00	19.58
Microfilm Equipment Operator	N706	17.69	18.24	18.80	19.40	20.00
Office Automation Specialist	N717	24.12	24.87	25.64	26.45	27.27
Parking Enforcement Officer	P710	17.10	17.63	18.17	18.75	19.33
Parking Equipment Mechanic	P710	17.10	17.63	18.17	18.75	19.33
Police Evidence Tech	P716	23.41	24.14	24.88	25.68	26.47
Principal Engineering Technician	N718	24.93	25.70	26.50	27.34	28.19
Project Assistant	N712	20.65	21.29	21.95	22.65	23.35
Property Conservation Inspector	P718	21.82	22.49	23.19	23.93	24.67
Receptionist Typist	N706	17.69	18.24	18.80	19.40	20.00
Secretary	N711	20.07	20.69	21.33	22.01	22.69
Security Guard	P752	14.79	15.26	15.73	16.24	16.73
Service Representative	N812	18.07	18.63	19.21	19.82	20.43
Service Representative Bil	N812	18.07	18.63	19.21	19.82	20.43
Senior Maintainance Mechanic	P762	18.30	18.86	19.45	20.01	20.69
Senior Maintainance Mechanic Bldg	P765	19.94	20.55	21.19	21.84	22.51
Telecommunicator	N810	14.93	18.66	19.26	19.86	20.43
Veterinary Technician	P710	17.10	17.63	18.17	18.75	19.33
Vicitim Assistance Counselor	N714	21.95	22.63	23.33	24.07	24.81
Wage & Hour Investigator	N716	23.41	24.14	24.88	25.68	26.47
Water Quality Lab Tech	P720	23.26	23.98	24.72	25.51	26.30

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2018

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	N170	24.12	24.87	25.64	26.45	27.27	
Accountant Intern Seasonal	N308	14.48	16.20				
Administrative Analyst	N200	26.58	27.40	28.25	29.15	30.05	
Administrative Assistant	N160	23.41	24.14	24.88	25.68	26.47	30.05
Administrative Secretary	N130	21.29	21.95	22.62	23.35	24.07	
Architectural Intern Seasonal	N308	14.48	16.20				
Assistant Beach Manager	P840	16.64					
Assistant Exam Supervisor	P462	13.61					
Assistant GIS Technician	N030	16.58	17.09	17.62	18.19	18.75	
Assistant Pool Manager	P840	16.64	17.19	17.64			
Assistant Summer Program Coordinator	P459	12.16					
Assistant Supervisor of Markets	P417	17.31	17.89	18.40			
Auto Aide	P758	16.62	17.13	17.65	18.24	18.81	
Beach Lifeguard	P826	12.14	12.59	13.11			
Beach Lifeguard Captain	P836	15.62	16.07	16.60			
Beach Lifeguard Lieutenant	P831	13.88	14.33	14.83			
Beach Manager	P850	20.56					
Building Maintenance Helper	P528	14.79	15.26	15.73			
Car Pool Coordinator	P365	18.07	18.63	19.25			
Cemetery Crew Leader	P455	13.79					
Cemetery Service Representative	N110	20.07	20.69	21.33	22.01	22.69	
Cemetery Worker	P578	16.28	16.77	17.30	17.89	18.40	
Cleaner	P018	13.87	14.30	14.74	15.21	15.68	
Clerical Aide	P350	13.70					
Clerk II	N090	19.06	19.65	20.26	20.90	21.55	
Clerk III	N070	18.15	18.71	19.29	19.90	20.52	
Clerk IV	N030	16.58	17.09	17.62	18.19	18.75	
Clerk Typist	N030	16.58	17.09	17.62	18.19	18.75	
College Junior Intern	P452	14.48	16.20				
Coordinator Duplicating and Supply	N140	21.95	22.63	23.33	24.07	24.81	
Crew Chief Seasonal	P360	18.75					
Day Camp Supervisor	460	15.98					
Dispatcher	P648	19.27	19.87	20.48	21.17	21.76	
Engineering Intern Seasonal	N308	14.48	16.20				
Exam Proctor (7/1/18 - 12/31/18)	P358	10.98	11.72	12.45			
Exam Proctor (1/1/18 - 6/30/18)	P447	11.10	11.72	12.45			

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2018

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Exam Supervisor	P460	16.30					
Field Auditor	N140	21.95	22.63	23.33	24.07	24.81	
Fire Protection Gear Repairer	P298	36.39					
Firefighter Trainee (7/1/18 - 12/31/18)	P354	10.61	10.61				
Firefighter Trainee (1/1/19 - 6/30/19)	P354	11.10	11.10				
Forestry Worker	P618	17.89	18.44	19.02	19.66	20.32	
Graduate Intern	N463	17.49					
Ground Equipment Operator	P362	15.90					
Grounds Worker	P451	12.02					
Human Resource Consultant II	N210	27.64	28.50	29.38	30.32	31.26	
Interdepartmental Messenger	N060	17.69	18.24	18.80	19.40	20.00	
IT Intern	N308	14.48	16.20				
Laborer (7/1/18 - 12/31/18)	P456	10.84					
Laborer (1/1/19 - 6/30/19)	P456	11.10					
Laborer Library (7/1/18 - 12/31/18)	N456	10.84					
Laborer Library (1/1/19 - 6/30/19)	N456	11.10					
Lead Laborer	P455	12.80					
Legal Asst/CFB	N200	26.58	27.40	28.25	29.15	30.05	35.23
Legislative Aide	N160	23.41	24.14	24.88	25.68	26.47	30.05
Legislative Clerk	N070	18.15	18.71	19.29	19.90	20.52	22.69
Library Page (7/1/18 - 12/31/18)	N401	10.40	10.40	10.56	10.56		
Library Page (1/1/19 - 6/30/19)	N401	11.10	11.10	11.10	11.10		
Lifeguard	P825	11.76	12.20	12.71			
Lifeguard Captain	P835	15.23	15.68	16.21			
Lifeguard Lieutenant	P830	13.49	13.94	14.46			
Literacy Aide (7/1/18 - 12/31/18)	N403	10.40	10.61	11.51			
Literacy Aide (1/1/19 - 6/30/19)	N403	11.10	11.10	11.53			
Maintenance Mechanic	P608	17.32	17.85	18.40			
Operations Worker	P418	17.26	17.80	18.35	18.92	19.49	
Parks Operations Supervisor	P198	22.48	23.17	23.89	24.65	25.42	
Parks Operations Worker	P418	17.26	17.80	18.35	18.92	19.49	
Photo Grade I	N210	27.64	28.50	29.38	30.32	31.26	36.70
Playground Supervisor	P449	11.31					
Pool Attendant	P457	12.94					
Pool Supervisor	P850	19.06	19.65	20.26			
Principal Engineering Technician	N180	24.93	25.70	26.50	27.35	28.19	
Project Assistant Seasonal	N120	20.65					
Public Safety Aide	P445	20.62	21.23	21.83			
Public Safety Intern (7/1/18 - 12/31/18)	P447	10.40					
Public Safety Intern (1/1/18 - 6/30/18)	P447	11.10					

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2018

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G
Purchaser	N190	25.69	26.48	27.30	28.18	29.05	33.86	
Recreation Assistant	P815	11.40						
Recreation Leader	N300	19.06	19.65	20.26	20.90	21.55		
Rink Aide (7/1/18 - 12/30/18)	P448	10.40						
Rink Aide (12/31/18 - 6/30/19)	P448	11.10						
Rink Manager	P446	14.25						
School Traffic Officer	P459	12.16						
School Traffic Officer II	P458	14.16						
Secretary to Commissioner	N180	24.93	25.70	26.50	27.34	28.19	32.54	
Secretary	N110	20.07	20.69	21.33	22.01	22.69		
Secretary to Police Chief	N160	23.41	24.14	24.88	25.68	26.47	30.05	
Security Guard	P528	14.79	15.26	15.73	16.24	16.73		
Senior Cashier	N130	21.29	21.95	22.62	23.35	24.07		
Senior Field Auditor	N180	24.93	25.70	26.50	27.34	28.19	32.54	
Service Representative	N128	18.07	18.63	19.21	19.82	20.43		
Service Representative Bilingual	N128	18.07	18.63	19.21	19.82	20.43		
Sr. Maintenance Mechanic/Mason	D065	19.94	20.55	21.19	21.84	22.51	23.11	23.79
Sr. Operations Worker	D062	18.30	18.86	19.45	20.01	20.69	21.29	21.77
Sr. Recreation Assistant	P810	15.27						
Stock Clerk	P068	15.48	15.96	16.45	16.98	17.50		
Summer Program Clerk	N303	11.49						
Summer Program Clerk	P454	11.49						
Summer Program Coordinator	N325	20.43						
Summer Program Coordinator	P338	20.43						
Vending Inspector	P359	16.23						
Veterinary Technician Trainee	P088	16.23	16.74	17.25	17.80	18.35		
Water Maintenance Worker	P598	17.02	17.55	18.08				
Youth Intervention Specialist	N180	24.93	25.70	26.50	27.34	28.19	32.54	
Youth Worker (7/1/18 - 12/30/18)	N400	10.40						
Youth Worker (12/31/18 - 6/30/19)	N400	11.10						
Youth Worker (7/1/18 - 12/30/18)	P353	10.40						
Youth Worker (12/31/18 - 6/30/19)	P353	11.10						

Rochester City School District
Board of Education

Van Henri White, President
Willa Powell, Vice President
Cynthia Elliott
Melanie Funchess
Elizabeth Hallmark
Beatriz LeBron
Natalie Sheppard

Shanai Lee
District Clerk
(585) 262-8525
Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting: May 15, 2018

Resolution No. 2018-19: 827

By Member of the Board Vice President Powell

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2018-19 fiscal year as follows:

General Fund Revenues:

$ 622,465,596	New York State
$ 119,100,000	City of Rochester
$ 2,100,000	Federal Medicaid
$ 14,919,633	Local
$ 20,000,000	Appropriated Fund Balance
$ 778,585,229	**Total**

General Fund Expenses:

$ 694,902,004	Operating Expense
$ 13,954,560	Capital Expenses
$ 69,728,665	Debt Service
$ 778,585,229	**Total**

Grants and Special Aid Revenues:
$ 112,860,350

Grants and Special Aid Expenses:
$ 112,860,350

School Food Service Fund Revenues:
$ 24,500,000

School Food Service Fund Expenses:
$ 24,500,000

Grand Total Budget:
$ 915,945,579

Seconded by Member of the Board Commissioner Elliott
Roll Call Vote

Commissioner Elliott	**Yes**
Commissioner Funchess	**Yes**
Commissioner Hallmark	**Yes**

Commissioner LeBron	**No**
Commissioner Sheppard	**No**
Vice President Powell	**Yes**
President White	**Yes**

Adopted 5-2 with Commissioner LeBron and Commissioner Sheppard dissenting

I, Shanai Lee, Clerk of the Board of Education of the Rochester City School District of the State of New York, do hereby certify that I have compared the attached resolution with the original resolution passed by such Board of Education at a legally convened meeting held on the 15th of May 2018, on file as part of the minutes of such meeting, and the same is a true copy thereof and the whole of such original. I further certify that the full Board of Education consists of seven members and that seven of such members were present at such meeting and that five of such members voted in favor of such resolution.

IN WITNESS THEREOF, I have hereunto set my hand and the seal of the Rochester City School District on this 16 day of May 2018.

Shanai Lee, Clerk of the Board of Education

- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Grant Revenue Summary
- Grant Descriptions
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to the Budget
- Multi-Year Projection

Districtwide Budget Summary

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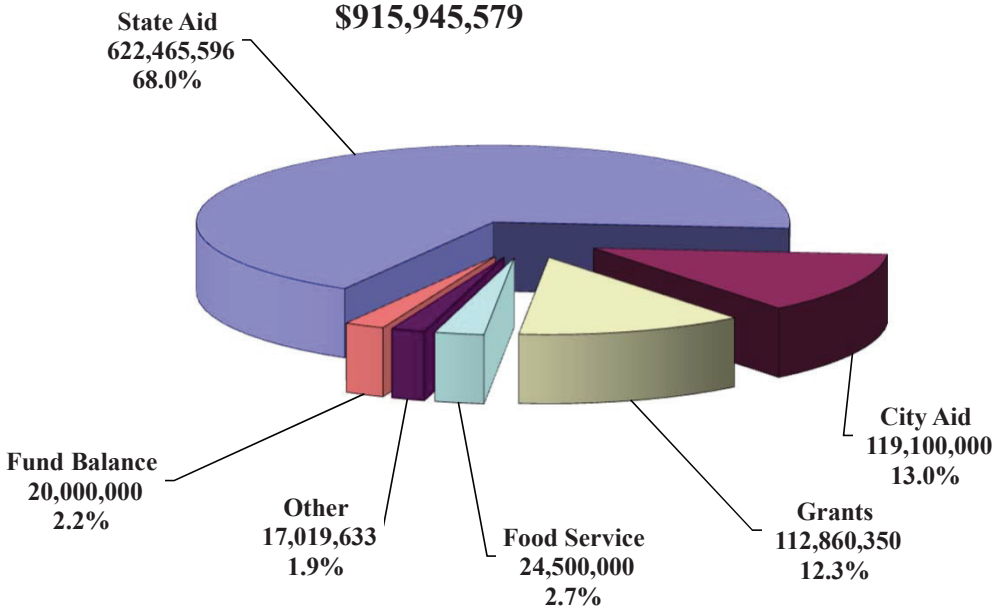
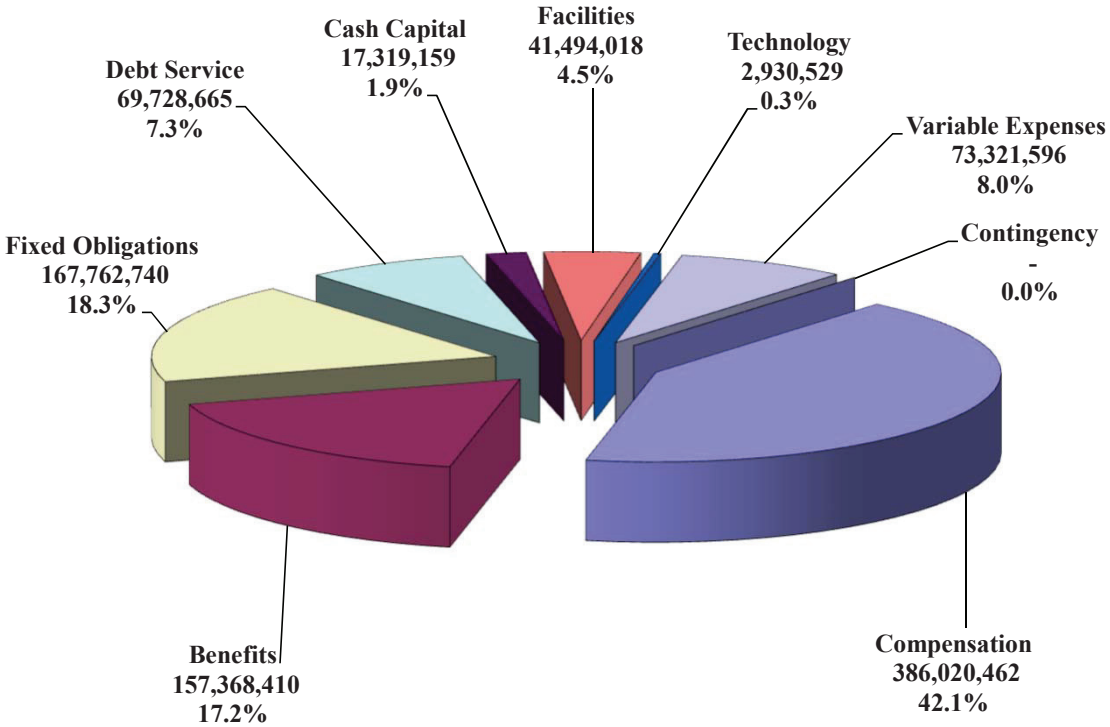
Revenue Summary - All Funds
$915,945,579



Expenditure Summary - All Funds
$915,945,579



REVENUE SUMMARY

Revenue Category	2016-17 Actual Revenue	2017-18 Adopted Budget	2017-18 Amended Budget	2018-19 Proposed Budget	2018-19 Variance
GENERAL FUND					
State Aid					
Foundation Aid	$406,899,143	$422,251,385	$421,948,812	$434,491,807	$12,542,995
Special Services Aid	$9,042,368	$8,494,508	$10,016,384	$8,533,521	($1,482,863)
Special Education - Public High Cost Aid	$9,426,179	$8,420,083	$7,029,731	$9,693,459	$2,663,728
Special Education - Private Excess Cost Aid	$9,317,997	$9,987,906	$9,717,747	$9,694,524	($23,223)
Transportation Aid	$62,039,245	$62,661,382	$64,403,916	$66,004,354	$1,600,438
Computer Hardware Aid	$706,667	$702,009	$696,839	$705,487	$8,648
Textbook Aid	$2,021,042	$2,021,827	$2,004,965	$2,043,294	$38,329
Software Aid	$507,463	$508,391	$498,670	$501,381	$2,711
Library Aid	$211,725	$212,113	$208,056	$209,188	$1,132
Charter School Transitional Aid	$13,691,464	$15,719,874	$15,155,842	$17,828,580	$2,672,738
Charter School Supplimental Basic Tuition Aid	$1,579,900	$2,598,000	$2,598,120	$5,665,000	$3,066,880
Total - Recurring State Aid	**$515,443,193**	**$533,577,478**	**$534,279,082**	**$555,370,595**	**$21,091,513**
Building Aid					
Building Aid	$51,767,560	$53,324,241	$51,913,512	$64,025,321	$12,111,809
Subtotal - Building Aid	**$51,767,560**	**$53,324,241**	**$51,913,512**	**$64,025,321**	**$12,111,809**
State Aid Adjustments					
Prior Year Aid - $20M Spin Up Loan Payment	($666,667)	($666,667)	($666,667)	($666,667)	$0
2006-07 NYS Aid Adjustment	$832,336	$0	$0	$0	$0
Local Share Deduction for Certain Students	($732,411)	($543,653)	($543,653)	($543,653)	$0
Total - State Aid Adjustments	**($566,742)**	**($1,210,320)**	**($1,210,320)**	**($1,210,320)**	**$0**
Other State Revenues					
Ch 47, 66, 721 Tuition - Alternative Residential	$427,802	$580,000	$580,000	$580,000	$0
Chapter 348 Tuition - Nonresident Homeless	$331,794	$500,000	$500,000	$500,000	$0
NYS Legislative Appropriation	$1,240,000	$1,400,000	$1,400,000	$1,200,000	($200,000)
Incarcerated Youth Aid	$1,668,861	$2,000,000	$2,000,000	$2,000,000	$0
Total - Other State Revenues	**$3,668,457**	**$4,480,000**	**$4,480,000**	**$4,280,000**	**($200,000)**
Total - New York State Revenue	**$570,312,468**	**$590,171,399**	**$589,462,274**	**$622,465,596**	**$33,003,322**
City of Rochester Aid					
City of Rochester Aid	$119,100,000	$119,100,000	$119,100,000	$119,100,000	$0
Total - City Revenue	**$119,100,000**	**$119,100,000**	**$119,100,000**	**$119,100,000**	**$0**
Federal - Medicaid					
Federal - Medicaid	$2,339,607	$2,100,000	$2,130,183	$2,100,000	($30,183)
Total - Federal Medicaid Revenue	**$2,339,607**	**$2,100,000**	**$2,130,183**	**$2,100,000**	**($30,183)**
Other Local Revenue					
Nonresident Tuition	$1,167,930	$1,067,926	$1,067,926	$1,067,926	$0
Health Services Revenue	$942,880	$1,750,740	$1,750,740	$1,750,740	$0
Rental and Use of Buildings	$411,057	$275,000	$275,000	$275,000	$0
Curriculum Based Programs	$44,800	$35,000	$35,000	$35,000	$0
Sale of Obsolete Equipment	($4,949)	$75,000	$73,000	$75,000	$2,000
Stop Loss Reimbursement for Self-insurance	$123,340	$450,000	$450,000	$450,000	$0
Legal Awards & Settlements	$1,793,114	$0	$2,000	$0	($2,000)
Prior Years Refunds	$602,084	$0	$692,125	$200,000	($492,125)
Student and Other Fees	$81,926	$60,000	$160,000	$60,000	($100,000)
E-Rate Revenue	$95,335	$968,285	$968,285	$968,285	$0
Earnings - General Fund Investments	$651,279	$75,000	$75,000	$75,000	$0
Miscellaneous Revenue	$759,534	$340,568	$340,568	$340,568	$0
Indirect Costs - Grants	$3,327,635	$2,575,836	$3,284,961	$3,284,961	$0
Indirect Costs - Food Services	$0	$500,000	$500,000	$500,000	$0
Earnings - Capital Fund Premium and Interest	$0	$0	$0	$0	$0
RJSCB QSCB Subsidies & Capitalized Interest	$2,955,559	$9,919,307	$9,889,124	$5,837,153	($4,051,971)
Total Other Local Revenue	**$12,951,524**	**$18,092,662**	**$19,563,729**	**$14,919,633**	**($4,644,096)**
Appropriated Fund Balance for General Fund	$15,000,000	$20,000,000	$17,500,000	$20,000,000	$2,500,000
TOTAL GENERAL FUND REVENUE	**$719,703,599**	**$749,464,061**	**$747,756,186**	**$778,585,229**	**$30,829,043**

REVENUE SUMMARY

Revenue Category	2016-17 Actual Revenue	2017-18 Adopted Budget	2017-18 Amended Budget	2018-19 Proposed Budget	2018-19 Variance
GRANT & SPECIAL AID FUNDS					
State Sources					
Universal Pre-Kindergarten	$10,814,367	$10,817,450	$10,817,469	$10,817,450	($19)
Other State Source Grants	$33,721,928	$44,917,531	$60,637,170	$51,707,783	($8,929,387)
Total - State Grant Sources	**$44,536,295**	**$55,734,981**	**$71,454,639**	**$62,525,233**	**($8,929,406)**
Federal Sources					
Formula (Recurring)	$37,037,433	$29,085,331	$42,290,906	$38,821,326	($3,469,580)
One-Time Grants (Competitive)	$9,461,041	$21,074,694	$8,556,352	$5,374,920	($3,181,432)
Total - Federal Sources	**$69,351,463**	**$50,160,025**	**$50,847,258**	**$44,196,246**	**($6,651,012)**
Other Local Sources	$4,449,156	$4,997,310	$6,343,352	$6,138,871	($204,481)
GRANT & SPECIAL AID FUND REVENUE	**$118,336,914**	**$110,892,316**	**$128,645,249**	**$112,860,350**	**($15,784,899)**
SCHOOL FOOD SERVICE FUND					
NYS Free & Reduced Price Reimbursement	$548,773	$579,000	$594,000	$600,000	$6,000
Federal Free & Reduced Price Reimbursement	$20,550,338	$20,271,000	$21,301,620	$21,750,000	$448,380
Federal Surplus Food Revenue	$1,128,449	$1,100,000	$1,100,000	$1,100,000	$0
Summer Food Service Revenue	$631,269	$850,000	$850,000	$850,000	$0
Other Cafeteria Sales	$135,496	$100,000	$100,000	$100,000	$0
Miscellaneous Revenue	$0	$100,000	$100,000	$100,000	$0
Interfund Revenue	$0	$0	$0	$0	$0
Appropriation from Food Service Fund Balance	$0	$0	$0	$0	$0
SCHOOL FOOD SERVICE FUND REVENUE	**$22,994,325**	**$23,000,000**	**$24,045,620**	**$24,500,000**	**$454,380**
GRAND TOTAL REVENUE - ALL FUNDS	**$861,034,838**	**$883,356,377**	**$900,447,055**	**$915,945,579**	**$15,498,524**

REVENUE SUMMARY ANALYSIS	
STATE AID:	**2018-19 Proposed**
FOUNDATION AID 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.	$434,491,807
SPECIAL SERVICES AID 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.	$8,533,521
SPECIAL EDUCATION – PUBLIC HIGH COST AID 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.	$9,693,459
SPECIAL EDUCATION – PRIVATE EXCESS COST AID 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.	$9,694,524
TRANSPORTATION AID 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.	$66,004,354
HARDWARE AND TECHNOLOGY AID 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.	$705,487
SOFTWARE, TEXTBOOK AID AND LIBRARY MATERIALS 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.	$2,753,863
CHARTER SCHOOL TRANSITIONAL AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.	$17,828,580
CHARTER SCHOOL SUPPLEMENTAL BASIC TUITION AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.	$5,665,000
BUILDING AID 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.	$64,025,231
OTHER STATE REVENUES 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.	$4,280,000
STATE AID ADJUSTMENTS 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.	-$1,210,320

REVENUE SUMMARY ANALYSIS	
CITY REVENUES:	**2018-19 Proposed Budget**
REVENUES FROM THE CITY The City of Rochester funding includes the State funded STAR program.	$119,100,000
MEDICAID REVENUE 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.	$2,100,000
OTHER LOCAL REVENUES:	
NON-RESIDENT TUITION FROM OTHER DISTRICTS 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.	$1,067,926
HEALTH SERVICES REVENUE 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.	$1,750,740
RENTAL AND USE OF BUILDINGS This represents the fees charged to various groups for the use of buildings in accordance with district policy.	$275,000
CURRICULUM BASED PROGRAMS Revenue generated by student curriculum programs such as the Work Experience Program.	$35,000
SALES OF OBSOLETE EQUIPMENT This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.	$75,000
STOP LOSS REIMBURSEMENT FOR SELF INSURANCE The District is self-insured for medical, dental, and workers compensation and has secured stop loss insurance policy for medical insurance. The District receives reimbursement for claims in excess of the stop loss limit.	$450,000
PRIOR YEARS REFUND This revenue accounts for refund of prior year expenditures.	$200,000
STUDENT AND OTHER FEES This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.	$60,000
E-RATE REVENUE Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.	$968,285
EARNINGS - GENERAL FUND INVESTMENTS This revenue from investments is earned by the district's cash management program.	$75,000
MISCELLANEOUS REVENUE This represents revenues that do not fit in any other categories and are non-recurring.	$340,568

INDIRECT COSTS 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. The School Food Service Fund provides revenue to offset overhead cost incurred by the District in the operation of the Lunch Program. Overhead costs includes supervision, accounting cost, etc	$3,784,961
EARNINGS - CAPITAL FUND INVESTMENTS This revenue is earned through the following sources: interest earned on authorized capital funds which have not yet been expended, unused capital fund authorizations, and Facilities Modernization Program funding.	$5,837,153
APPROPRIATIONS FROM FUND BALANCE An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.	$20,000,000
GRAND TOTAL GENERAL FUND REVENUE	**$778,585,229**

GRANT REVENUE -Alphabetical Listing

Source	All Grants	2017-2018 Amended Budget	2018-2019 Budget	$ Change Fav/(Unfav)
FEDERAL	21ST CENTURY COMMUNITY LRNG	1,200,000	1,200,000	-
LOCAL	ALTERNATIVE SCHOOL BREAKFAST	90,000	-	(90,000)
STATE	COMMUNITY SCHOOLS	8,923,764	4,723,922	(4,199,842)
STATE	EDISON ESD INCENTIVE	83,000	-	(83,000)
STATE	EDISON WFL BOCES	142,000	-	(142,000)
STATE	EMPLOYMENT PREP ED (EPE)	3,249,357	3,249,357	-
STATE	ENCOMPASS: RESOURCE FOR LEARN	56,000	58,000	2,000
STATE	EXTENDED LEARNING TIME	3,445,570	3,445,570	-
STATE	EXTENDED SCHOOL YEAR (ESY)	5,800,000	5,800,000	-
LOCAL	GAME ON #44	2,500		(2,500)
LOCAL	GREATER ROCH HEALTH DISTRICT	818,211	-	(818,211)
FEDERAL	IDEA PRESCHOOL SERV & SEC 619	688,546	616,546	(72,000)
FEDERAL	IDEA SUPPORT SERV & SEC 611	10,228,631	9,700,000	(528,631)
IMPACT AID	IMPACT AID	10,000	-	(10,000)
LOCAL	KONAR FOUNDATION	30,000	-	(30,000)
STATE	LIBRARY AUTOMATION	9,250	9,250	-
STATE	LIBRARY ROLLOVER AUTOMATION	1,075	-	(1,075)
STATE	LIBRARY OPERATING	92,497	92,500	3
STATE	LIBRARY ROLLOVER OPERATING	2,458	-	(2,458)
STATE	LIBRARY OPERATING SUPPLEMENTAL	50,911	46,566	(4,345)
STATE	LTG #3,19, 28, 58, AQUINAS	50,000	-	(50,000)
STATE	LTG #34, 2, 7, 42, NAZARETH	50,000	-	(50,000)
STATE	LTG #45,10, 25, 46, HOLY CROSS	50,000	-	(50,000)
STATE	LTG #9 , 12, 15, 33, HILLSIDE	50,000	-	(50,000)
STATE	LTG #MONROE- EAST UPPER, ORA	50,000	-	(50,000)
STATE	LTG NECP,SOTA,SWW,RECIHS,AQUINAS	50,000	-	(50,000)
STATE	MATH & SCIENCE OPTICS - EAST	460,664	-	(460,664)
LOCAL	MC CAREERS	500,000	1,029,432	529,432
STATE	MCDHS ADMIN SPECIALIST	53,755	58,000	4,245
FEDERAL	MCKINNEY-VENTO HOMELESS YOUTH	120,000	120,000	-
STATE	MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
STATE	MY BROTHERS KEEPER CHALLENGE	1,307,954	1,307,954	-
STATE	MY BROTHERS KEEPER FCEP	129,153	-	(129,153)
FEDERAL	OTDA EDUCATION RESOURCES	149,812	128,559	(21,253)
FEDERAL	PERKINS IV CAREER & TECH	99,791	74,843	(24,948)
FEDERAL	PERKINS IV SECONDARY	505,965	450,000	(55,965)
STATE	PRE-K EXPANSION 3 & 4 YEAR OLD	11,940,627	11,940,627	-
STATE	PRE-K UNIVERSAL	20,794,914	20,794,914	-
LOCAL	PRE-SCH ADMIN & COUNTY	694,836	795,681	100,845
LOCAL	PRE-SCH RELATED SERVICES	955,000	983,650	28,650
LOCAL	PRE-SCHOOL EVALUATIONS	760,000	840,000	80,000
LOCAL	PRE-SCHOOL INTEGRATED HANDICAP	1,200,000	1,236,000	36,000
LOCAL	PRE-SCHOOL S.E.I.T.	262,714	330,000	67,286
LOCAL	PRE-SCHOOL SPECIAL CLASS	780,000	725,000	(55,000)
LOCAL	PRE-SCHOOL ESY	121,000	110,000	(11,000)

GRANT REVENUE -Alphabetical Listing

Source	All Grants	2017-2018 Amended Budget	2018-2019 Budget	$ Change Fav/(Unfav)
LOCAL	PRIMARY PROJECT	96,278	96,278	-
FEDERAL	PTECH	403,455	404,000	545
LOCAL	READY TO CODE	24,995		(24,995)
STATE	RECEIVERSHIP EAST	214,182	-	(214,182)
STATE	RECEIVERSHIP MONROE	2,910,888	-	(2,910,888)
STATE	RECEIVERSHIP SCHOOL #09	873,503		(873,503)
STATE	REMOVING BARRIERS TO CTE	156,369	-	(156,369)
FEDERAL	RSETACS (SESIS)	491,159	505,894	14,735
LOCAL	SAFE ROUTES TO SCHOOL	828	-	(828)
STATE	SCHOOL FOR DEAF STATE TUITION	2,208,584	2,524,096	315,512
STATE	SCHOOL HEALTH SERVICES	6,292,431	6,292,431	-
FEDERAL	SES 1003(A) EDISON	297,788	-	(297,788)
FEDERAL	SES 1003(A) SCHOOL #50	278,382	-	(278,382)
FEDERAL	SIG 7 #19	500,000	500,000	-
FEDERAL	SIG 4 #03	250,000	-	(250,000)
FEDERAL	SIG 4 #17	250,000	-	(250,000)
FEDERAL	SIG 4 #45	250,000	-	(250,000)
FEDERAL	SIG 4 MONROE	250,000	-	(250,000)
FEDERAL	SIG 4 NWCP	250,000	-	(250,000)
FEDERAL	SIG 4 WILSON	250,000	-	(250,000)
FEDERAL	SIG 6 #44	500,000	250,000	(250,000)
FEDERAL	SIG 6 #8	500,000	250,000	(250,000)
FEDERAL	SIG 6 NE	500,000	250,000	(250,000)
FEDERAL	SIG 7 #10	500,000	500,000	-
FEDERAL	SIG 7 #41	500,000	500,000	-
FEDERAL	SIG 7 IATHS	500,000	500,000	-
STATE	TEACHER CENTERS	289,233	250,000	(39,233)
STATE	TEACHERS OF TOMORROW	901,500	901,500	-
FEDERAL	TITLE 1 SCHOOL IMPROVEMENT 1003(a)	1,425,000	-	(1,425,000)
FEDERAL	TITLE I	24,377,838	24,300,000	(77,838)
FEDERAL	TITLE IIA TEACH/PRIN TRNG/RECR	3,770,000	2,650,000	(1,120,000)
FEDERAL	TITLE III BILINGUAL	730,560	645,000	(85,560)
STATE	VIOLENCE PREVENT EXTDAY 2NDARY	350,000	350,000	-
STATE	VIOLENCE PREVENT EXTDAY PRIMARY	350,000	350,000	-
FEDERAL	WIA TITLE 2 - ADULT ED	470,331	399,780	(70,551)
FEDERAL	WIA TITLE 2 - ESOL/CIVICS	250,000	212,500	(37,500)
FEDERAL	WIA TITLE 2 - INCAR & INSTIT	250,000	212,500	(37,500)
FEDERAL	WIA TITLE 2 - LITERACY ZONE	100,000	85,000	(15,000)
LOCAL	WILLMOTT FOUNDATION	6,990	-	(6,990)
	TOTAL ALL GRANTS	**$ 128,645,249**	**$ 112,860,350**	**$ (15,784,899)**

GRANT REVENUE -by Funding Source

STATE GRANTS	2017-2018 Amended Budget	2018-2019 Budget	$ Change Fav/(Unfav)
COMMUNITY SCHOOLS	8,923,764	4,723,922	(4,199,842)
EDISON ESD INCENTIVE	83,000	-	(83,000)
EDISON WFL BOCES	142,000	-	(142,000)
EMPLOYMENT PREP ED (EPE)	3,249,357	3,249,357	-
ENCOMPASS: RESOURCE FOR LEARN	56,000	58,000	2,000
EXTENDED LEARNING TIME	3,445,570	3,445,570	-
EXTENDED SCHOOL YEAR (ESY)	5,800,000	5,800,000	-
LIBRARY AUTOMATION	9,250	9,250	-
LIBRARY ROLLOVER AUTOMATION	1,075	-	(1,075)
LIBRARY OPERATING	92,497	92,500	3
LIBRARY ROLLOVER OPERATING	2,458	-	(2,458)
LIBRARY OPERATING SUPPLEMENTAL	50,911	46,566	(4,345)
LTG #3,19, 28, 58, AQUINAS	50,000	-	(50,000)
LTG #34, 2, 7, 42, NAZARETH	50,000	-	(50,000)
LTG #45,10, 25, 46, HOLY CROSS	50,000	-	(50,000)
LTG #9 , 12, 15, 33, HILLSIDE	50,000	-	(50,000)
LTG #MONROE- EAST UPPER, ORA	50,000	-	(50,000)
LTG NECP,SOTA,SWW,RECIHS,AQUINAS	50,000	-	(50,000)
MATH & SCIENCE OPTICS - EAST	460,664	-	(460,664)
MCDHS ADMIN SPECIALIST	53,755	58,000	4,245
MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
MY BROTHERS KEEPER CHALLENGE	1,307,954	1,307,954	-
MY BROTHERS KEEPER FCEP	129,153	-	(129,153)
PRE-K EXPANSION 3 & 4 YEAR OLD	11,940,627	11,940,627	-
PRE-K UNIVERSAL	20,794,914	20,794,914	-
RECEIVERSHIP EAST	214,182	-	(214,182)
RECEIVERSHIP MONROE	2,910,888	-	(2,910,888)
RECEIVERSHIP SCHOOL #09	873,503		(873,503)
REMOVING BARRIERS TO CTE	156,369	-	(156,369)
SCHOOL FOR DEAF STATE TUITION	2,208,584	2,524,096	315,512
SCHOOL HEALTH SERVICES	6,292,431	6,292,431	-
TEACHER CENTERS	289,233	250,000	(39,233)
TEACHERS OF TOMORROW	901,500	901,500	-
VIOLENCE PREVENT EXTDAY 2NDARY	350,000	350,000	-
VIOLENCE PREVENT EXTDAY PRIMARY	350,000	350,000	-
TOTAL STATE GRANTS	**$ 71,454,639**	**$ 62,259,687**	**$ (9,194,952)**

GRANT REVENUE -by Funding Source

FEDERAL GRANTS	2017-2018 Amended Budget	2018-2019 Budget	$ Change Fav/(Unfav)
21ST CENTURY COMMUNITY LRNG	1,200,000	1,200,000	-
IDEA PRESCHOOL SERV & SEC 619	688,546	616,546	(72,000)
IDEA SUPPORT SERV & SEC 611	10,228,631	9,700,000	(528,631)
IMPACT AID	10,000	-	(10,000)
MCKINNEY-VENTO HOMELESS YOUTH	120,000	120,000	-
OTDA EDUCATION RESOURCES	149,812	128,559	(21,253)
PERKINS IV CAREER & TECH	99,791	74,843	(24,948)
PERKINS IV SECONDARY	505,965	450,000	(55,965)
PTECH	403,455	404,000	545
RSETACS (SESIS)	491,159	505,894	14,735
SES 1003(A) EDISON	297,788	-	(297,788)
SES 1003(A) SCHOOL #50	278,382	-	(278,382)
SIG 7 #19	500,000	500,000	-
SIG 4 #03	250,000	-	(250,000)
SIG 4 #17	250,000	-	(250,000)
SIG 4 #45	250,000	-	(250,000)
SIG 4 MONROE	250,000	-	(250,000)
SIG 4 NWCP	250,000	-	(250,000)
SIG 4 WILSON	250,000	-	(250,000)
SIG 6 #44	500,000	250,000	(250,000)
SIG 6 #8	500,000	250,000	(250,000)
SIG 6 NE	500,000	250,000	(250,000)
SIG 7 #10	500,000	500,000	-
SIG 7 #41	500,000	500,000	-
SIG 7 IATHS	500,000	500,000	-
TITLE 1 SCHOOL IMPROVEMENT 1003(a)	1,425,000	-	(1,425,000)
TITLE I	24,377,838	24,300,000	(77,838)
TITLE IIA TEACH/PRIN TRNG/RECR	3,770,000	2,650,000	(1,120,000)
TITLE III BILINGUAL	730,560	645,000	(85,560)
WIA TITLE 2 - ADULT ED	470,331	399,780	(70,551)
WIA TITLE 2 - ESOL/CIVICS	250,000	212,500	(37,500)
WIA TITLE 2 - INCAR & INSTIT	250,000	212,500	(37,500)
WIA TITLE 2 - LITERACY ZONE	100,000	85,000	(15,000)
TOTAL FEDERAL GRANTS	**$ 50,847,258**	**$ 44,454,622**	**$ (6,392,636)**

GRANT REVENUE -by Funding Source

LOCAL GRANTS	2017-2018 Amended Budget	2018-2019 Budget	$ Change Fav/(Unfav)
ALTERNATIVE SCHOOL BREAKFAST	90,000	-	(90,000)
GAME ON #44	2,500		(2,500)
GREATER ROCH HEALTH DISTRICT	818,211	-	(818,211)
KONAR FOUNDATION	30,000	-	(30,000)
MC CAREERS	500,000	1,029,432	529,432
PRE-SCH ADMIN & COUNTY	694,836	795,681	100,845
PRE-SCH RELATED SERVICES	955,000	983,650	28,650
PRE-SCHOOL EVALUATIONS	760,000	840,000	80,000
PRE-SCHOOL INTEGRATED HANDICAP	1,200,000	1,236,000	36,000
PRE-SCHOOL S.E.I.T.	262,714	330,000	67,286
PRE-SCHOOL SPECIAL CLASS	780,000	725,000	(55,000)
PRE-SCHOOL ESY	121,000	110,000	(11,000)
PRIMARY PROJECT	96,278	96,278	-
READY TO CODE	24,995		(24,995)
SAFE ROUTES TO SCHOOL	828	-	(828)
WILLMOTT FOUNDATION	6,990	-	(6,990)
TOTAL LOCAL GRANTS	**$ 6,343,352**	**$ 6,146,041**	**$ (197,311)**

GRANT TITLE	EXPLANATION
21ST CENTURY COMMUNITY LEARNING	The 21st Century Community Learning Centers grant provides students at Schools #3 and #45 with a tiered support framework that balances academics, socio-emotional supports, health and wellness education, community outreach, and family education. The program is heavily individualized to provide each child with a unique set of enrichment activities and caring relationships. Community partners collaborate with the District to deliver a diverse array of support activities. This is Federally funded.
EMPLOYMENT PREPARATION EDUCATION AID (EPE)	This aid supports employment preparation programs such as: adult education, GED preparation, ESOL, and career education for pupils age 21 and older. This is State funded.
ENCOMPASS: RESOURCE FOR LEARNING	Reinvest in Youth - Educationally Enhanced (RIY-E2) is a collaborative partnership serving youth in a probation track as an alternative to detention. Through RIY-E2 youth in probation are served by a Core Professional Team to foster stability, build successful and positive relationships, promote academic growth and success, and facilitate positive engagement with the school and community.
EXTENDED LEARNING TIME	The Rochester City School District received a competitive grant award from the New York State Education Department to provide funding for selected schools to improve student outcomes by adding at least 25 percent more time to the academic calendar beyond the standard schedule, by extending the school day, week, year, or a combination thereof. Schools #8, #10, #22, #23, #41, #44, #46, and the Leadership Academy for Young Men are participants in this grant award. East school is working collaboratively with a partner Community Based organization, the district, and their school-based planning team to add 300 hours per year in Extended Learning Time to their individual school time schedules through academic and enrichment activities. This is State funded.
EXTENDED SCHOOL YEAR (ESY) -SUMMER SPECIAL EDUCATION	Extended School Year (ESY) services are designed to support a student with a disability as documented under the Individuals with Disabilities Education Act (IDEA) to maintain the academic, social/behavioral, communication, or other skills that they have learned as part of their Individualized Education Program (IEP). In order for a student to receive ESY services, the student must have evidenced substantial regression and recoupment issues during the previous IEP year. The focus of the services provided to the student as part of an ESY program are not on learning new skills or "catching up" to grade level, but rather to provide practice to maintain previously acquired or learned skills. The cost of the ESY program is reimbursed by the State at 80% with the remaining 20% funded locally. This is State funded.
GREATER ROCHESTER HEALTH DISTRICT	Greater Rochester Health Foundation grants that provide funding to schools to support healthy lifestyles through increased physical/nutritional activity.

IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT	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. This is Federally funded.
IMPACT AID	Federal Funds to help local school districts that educate federally connected children ie: the children of members of the uniformed services, children who reside on federal property or in federally subsidized low-rent housing, and children whose parents work on federal property.
LIBRARY AUTOMATION	NYS funds - Administrative Library Support salary and benefits current year
LIBRARY AUTOMATION ROLLOVER	NYS funds - Administrative Library Support salary and benefits prior year
LIBRARY OPERATING	NYS funds - Library Director salary and benefits current year
LIBRARY OPERATING ROLLOVER	NYS funds - Library Director salary and benefits prior year
LIBRARY OPERATING SUPPLEMENTAL	NYS funds for Supplies, Materials, System Costs, Travel necessary to run the libraries.
LTG	The NYS Learning Technology Grant Program promotes collaboration between public school districts and nonpublic schools of all denominations to increase the use of learning technology to improve student academic performance in relation to the New York State learning standards, process and content strands, key ideas and performance indicators in grades pre-kindergarten through 12; provide high quality professional development focused on increasing a teacher's knowledge and skills in the use of learning technology; provide ongoing support for students to become technologically literate by 8th grade.
MC CAREERS	The CAREERS program, in collaboration with the Monroe County Department of Human Services, prepares individuals to meet workforce demands by offering training in various career fields. Students acquire new skills and have opportunities to earn industry recognized credentials that can result in employment and career advancement.
MCDHS ADMIN SPECIALIST	Monroe County Department of Human Services supports 50% of a Social Work position within the district under the job title Administrative Specialist and Education Liaison. The focus is to reduce truancy and other school related technical violations of Probation.

MCKINNEY-VENTO HOMELESS YOUTH	New York's Education for Homeless Children and Youth program provides support to ensure that homeless children and youth have equal access to the same free, appropriate, public education - including public preschool - provided to other New York children, with the opportunity to meet the same challenging state content and student performance standards. Every school district is required to have a liaison whose duties include the removal of barriers to the enrollment, attendance and success of homeless children and youth in school. The purpose of McKinney-Vento funding is to facilitate the enrollment, attendance, and success in school of homeless children and youth. Funding comes from the U.S. Department of Education, through the Education of Homeless Children and Youth Program authorized by the McKinney-Vento Homeless Education Act. McKinney-Vento grant awards are contingent on the annual state allocation.
MENTOR TEACHER/ INTERNSHIP PROGRAM	The Mentor Teacher internship Program (MTIP) provides the opportunity for beginning teachers to broaden and enhance their classroom teaching and related skills while participating in a productive, supportive and collegial mentoring experience.
MY BROTHERS KEEPER CHALLENGE	The My Brother's Keeper Challenge Grant addresses Goal 3- Graduating from high school ready for college and career, as evidenced by a closing of graduation rate achievement gaps for disadvantaged youth, primarily young men of color, and Goal 6- Reducing Code of Conduct Violations and providing a second chance, as evidenced by disadvantaged youth, primarily young men of color having a reduction in in-school and out-of-school suspensions and behavioral related referrals. Will assist with the implementation of the Code of Conduct and is closely aligned with two district-wide training initiatives- Restorative Practices and Relationship Model of Educational Intervention.
OTDA EDUCATION RESOURCES	The Educational Resources (ER) program is designed to assist social services districts in addressing the educational needs of their TANF eligible population and enable them to improve their literacy skills and become productive and successful in the workplace, home and community. Educational activities enable participants to become employed, qualify for a better job or meet the entry requirements for job skills training.
OTDA MAKING A CONNECTION	The Making A Connection (MAC) Academy program serves refugee young adults each year, with the goal of transitioning participants to secure and unsubsidized employment, connecting participants to area services and community partners, and providing them the resources, education, and networks necessary to achieve self-confidence and self-sufficiency in our community.
PERKINS IV CAREER & TECH	The Perkins program supports the OACES Culinary CAREERS CTE Training, which is a full day contextualized program that integrates Culinary Skills Level I & Level II curriculum with critical reading, writing, and math required for the high school equivalency diploma. Students in the program directly apply their learning in the real world through the operation of a student run café on the OACES campus. In addition, an industry specific Advisory Board is laying the ground work for critical educational and employment pathways and opportunities for students.

PERKINS IV SECONDARY	Supports development of programs at Edison that: integrate rigorous academics with career and technical instruction; link secondary education and postsecondary education to prepare students for high-skill, high-wage, high-demand occupations in current or emerging occupations; and, enable participating students to meet or exceed Perkins performance standards.
PREGNANCY ASSISTANCE FUND	Federal Flow-through funding for pregnant students that provides parenting skills and baby supplies.
PRE-K EXPANSION 3 & 4 YEAR OLDS (Full Day 3 year olds)	Expanded Pre-Kindergarten is a grant from New York State that targets the youngest students yet. The grant funds three-year old high-need city residents to attend full-day three-year old programs modeled after the Universal Prekindergarten programs. Students qualify for this program by having met one of three criteria: having an IEP, ELL status, or qualifying for free and/or reduced lunch program. The program is offered at RCSD sites and Community Based Organizations. This is State funded.
PRE-K UNIVERSAL	Universal Pre-Kindergarten supports the District's efforts to provide environments and experiences in socialization, early literacy and motor skill development to all eligible 4 year old children, including those with disabilities and children whose home language is other than English at Rochester City School District sites and Community Based Organizations that are contracted and supervised by the District. This is State funded.
PRE-SCHOOL RELATED SERVICES -SPECIAL EDUCATION	Pre-School Related Services which include speech, OT and PT.
PRE-SCHOOL ADMINISTRATION -SPECIAL EDUCATION	Offsets CPSE Administration and Committee costs
PRE-SCHOOL INTEGRATED HANDICAP -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 S.E.I.T. -SPECIAL EDUCATION	Special Education/Itinerant Teacher (S.E.I.T.) services
PRIMARY PROJECT	Primary Project is a national evidence-based program that helps children in pre-k through third grade adjust to school, gain confidence, social skills, and focus on learning. Through play, Primary Project addresses children's school adjustment difficulties and increases their chances for success.
PTECH PATHWAYS IN TECHNOLOGY	The New York State Pathways in Technology Early College High School (NYS P-TECH) program located at the Edison campus, prepares students for high-skills jobs of the future in technology, manufacturing, healthcare and finance. The model incorporates a six-year program that combines high school, college and career training and is targeted to at-risk, disadvantaged students.
RECEIVERSHIP	The New York State Education Department allocated funds specifically to support and implement turnaround efforts for Priority Schools that have been identified as "Persistently Struggling Schools". These schools have been placed under the sole authority of a 'Receiver'. Each school's 'Receiver' has an initial one-year period to use the enhanced Receivership authority, and the allocated funds, to make demonstrable improvement in student performance at each Persistently Struggling School, or have the State assume school control. This is State funded.

RSETACS SPEC ED TECH ASST CTR	The purpose of this grant is to fund the Regional Technical Assistance Center to provide a coordinated system of high quality technical assistance, training, information dissemination and professional development to the Rochester City School District to improve instructional programs and practices for students with disabilities, particularly in the areas of literacy, behavioral supports and interventions, specially designed instructional practices and transition planning and activities.
SCHOOL FOR DEAF STATE TUITION	Aidable operating expenses for approved educational programs provided to State-supported students.
SCHOOL HEALTH SERVICES	The purpose of the School Health Services grant is to provide the following: Mandated first aid, Emergency services, Screening, Contagious disease management, Services to children with special health concerns, and Documentation and State reporting. This is State funded.
SES- 1003(A)TITLE I SCHOOL IMPROVEMENT GRANT	The School Improvement Grants under Section 1003(a) provide financial assistance to Title 1 schools. The purpose of the Socioeconomic Integration Pilot Program was to increase student achievement in Priority and Focus Schools by encouraging greater socioeconomic integration in these schools. Schools were #50 and Edison. Funding from the US Department of Education flows through the NYS Department of Education, who awards grants to individual school districts.
SIG - TITLE I SCHOOL IMPROVEMENT GRANT - 1003(g)	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. This is Federally funded.
TEACHER CENTERS	Within available state appropriations and subject to the procedures established in Education Law Section 31, funds are used to plan, establish and operate teacher resource and computer training centers.
TEACHERS OF TOMORROW	This grant provides a variety of incentives that encourage teachers to teach in a school district that is experiencing a teacher shortage or to teach in a subject area that is experiencing a teacher shortage. This is State funded.
TITLE I FEDERAL ESSA	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. The District is required to set aside 15% of the Title I funds for School Improvement activities as defined by NYSED. This is Federally funded.

TITLE I SCHOOL IMPROVEMENT GRANT 1003(a)	The School Improvement Grants under Section 1003(a) provide financial assistance to Title 1 schools.
TITLE IIA FEDERAL ESSA	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. This is Federally funded.
TITLE III BILINGUAL	The purpose of Title III is to support and enhance the education of students who are English Language Learners (ELL) in all aspects of the English language and literacy development in order to promote academic achievement in all areas and lead to graduation and post-high school success. More than 11% of the student population of the Rochester City School District is English Language Learners (ELL), and the predominant non-English language group is Spanish. Other languages spoken by RCSD students include Somali, Burmese, Arabic, Korean, and Chinese. RCSD programs receiving funds from Title III include Bilingual programs, Learning English through Academics Program (LEAP), Dual Language, and Free Standing ESOL. This is Federally funded.
VIOLENCE PROTECTION EXTENDED DAY	The primary purpose of the ESD/SVP Program is to provide support to students through extended school day activities and/or school safety programs which promote violence prevention.
WIA TITLE 2- ADULT ED	The WIA Adult Literacy program supports instruction in adult basic education, English for Speakers of Other Languages, and adult secondary education leading to a New York State high school equivalency diploma. The program is designed to support adults to become literate and obtain the knowledge and skills necessary for employment, retention of employment, and self-sufficiency. The program is also designed to assist adults in obtaining the educational skills necessary to become full partners in the educational development of their children, complete their own secondary school education, and assist them as they transition to postsecondary education or training.
WIA TITLE 2- ESOL/CIVICS	The English Language and Civics program provides English literacy services in an integrated program of services that incorporates English literacy and civics education. Civics education is defined by the USDOE as an educational program that emphasizes contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, and U.S. history and government to help students acquire the skills and knowledge to become active and informed parents, workers, and community members.
WIA TITLE 2- INCAR & INSTIT	The WIA Corrections program provides academic services for basic education, special education, English literacy, and secondary school credit programs to serve individuals who are likely to leave the correctional institution within five years of participation.

Expenditure Summary (All Funds)

	2016-2017 Actual	2017-2018 Adopted	2017-2018 Amended	2018-2019 Proposed	$ Variance Fav/(Unfav)
EXPENDITURES BY ACCOUNT					
Salary Compensation					
Teacher	$ 203,637,732	$ 220,888,795	$ 217,790,522	$ 228,153,478	$ (10,362,956)
Civil Service	59,787,874	65,132,116	65,555,639	68,555,358	(2,999,720)
Administrator	31,483,274	29,119,315	31,119,601	31,826,449	(706,848)
Teaching Assistants	5,977,577	8,038,356	7,959,626	9,065,717	(1,106,091)
Paraprofessional	8,783,128	10,779,868	11,272,845	12,229,560	(956,715)
Sub Total Salary Compensation	**309,669,584**	**333,958,450**	**333,698,232**	**349,830,562**	**(16,132,330)**
Other Compensation					
Substitute Teacher	14,751,598	7,820,862	9,836,134	9,401,607	434,527
Hourly Teachers	17,758,799	19,337,852	21,364,479	19,154,148	2,210,331
Teachers In-Service	1,795,575	1,501,372	1,864,739	1,332,087	532,652
Overtime Civil Service	4,570,810	4,263,661	4,944,212	4,857,404	86,808
Civil Service Substitutes	1,636,294	1,569,508	1,535,473	1,444,654	90,819
Sub Total Other Compensation	**40,513,075**	**34,493,255**	**39,545,036**	**36,189,900**	**3,355,136**
Total Salary and Other Compensation	**350,182,660**	**368,451,705**	**373,243,269**	**386,020,462**	**(12,777,194)**
Employee Benefits	**157,617,652**	**151,222,003**	**152,432,288**	**157,368,410**	**(4,936,122)**
Total Sal., Other Comp., and Empl. Benefits	**507,800,312**	**519,673,708**	**525,675,556**	**543,388,872**	**(17,713,316)**
Fixed Obligations With Variability					
Special Education Tuition	19,293,880	19,667,053	19,664,896	20,084,838	(419,942)
Contract Transportation	67,054,294	67,096,635	67,437,180	66,163,902	1,273,278
Charter School Tuition	69,211,715	77,538,000	77,538,000	79,563,000	(2,025,000)
Health Service Other Districts	1,424,435	1,100,000	1,100,000	1,100,000	-
Insurance Non-Employee	753,481	840,000	851,000	851,000	-
Sub Total Fixed Obligations	**157,737,806**	**166,241,688**	**166,591,076**	**167,762,740**	**(1,171,664)**
Debt Service	**55,485,611**	**61,846,372**	**62,225,587**	**69,728,665**	**(7,503,078)**
Cash Capital Outlays					
Cash Capital Expense	10,000,000	10,000,000	10,000,000	10,000,000	-
Textbooks	2,406,362	2,091,000	2,076,000	2,063,000	13,000
Equipment Other than Buses	517,979	479,388	3,867,328	3,648,066	219,262
Equipment Buses	-	880,000	31,953	848,000	(816,047)
Computer Hardware - Instructional	211,893	461,091	444,630	453,426	(8,796)
Computer Hardware - Non-Instructional	77,631	91,650	79,750	84,667	(4,917)
Library Books	218,560	250,850	266,055	222,000	44,055
Sub Total Cash Capital Outlays	**13,432,425**	**14,253,979**	**16,765,716**	**17,319,159**	**(553,443)**

Expenditure Summary (All Funds)

	2016-2017 Actual	2017-2018 Adopted	2017-2018 Amended	2018-2019 Proposed	$ Variance Fav/(Unfav)
Facilities and Related					
Utilities	8,633,493	9,679,160	9,896,617	10,031,690	(135,073)
Instructional Supplies	4,910,263	5,129,240	5,024,298	4,600,776	423,522
Equip Service Contr & Repair	3,631,145	4,259,033	4,767,177	4,654,138	113,039
Facilities Service Contracts	2,492,275	1,599,700	1,997,375	2,310,700	(313,325)
Rentals	2,904,966	3,164,000	4,207,198	4,359,899	(152,701)
Maintenance Repair Supplies	1,831,632	848,699	1,251,934	1,571,159	(319,225)
Postage and Print/Advertising	1,604,849	1,340,937	2,426,976	1,217,570	1,209,405
Auto Supplies	500,953	829,376	826,701	926,173	(99,472)
Supplies and Materials	11,117,909	10,961,492	10,960,912	10,622,333	338,579
Custodial Supplies	715,323	831,152	733,028	721,241	11,787
Office Supplies	433,260	456,243	584,224	478,339	105,885
Sub Total Facilities and Related	**38,776,068**	**39,099,032**	**42,676,440**	**41,494,018**	**1,182,422**
Technology					
Computer Software - Instructional	794,613	752,500	917,300	768,143	149,157
Computer Software - Non-Instructional	1,945,106	1,810,607	2,389,005	2,162,386	226,619
Subtotal Technology	**2,739,719**	**2,563,107**	**3,306,305**	**2,930,529**	**375,776**
All Other Variable Expenses					
Miscellaneous Services	1,917,110	1,870,773	2,196,992	2,019,648	177,344
Professional Technical Service	31,196,628	31,869,311	34,596,271	31,684,819	2,911,452
Agency Temporary Staff	6,012,013	3,090,192	4,286,486	3,535,031	751,455
Judgments and Claims	927,646	500,000	500,000	500,000	-
Grant Disallowances	(746,926)	120,000	117,790	120,000	(2,210)
Interfund Exp Pre-K Spec Ed	625,773	700,000	700,000	1,000,000	(300,000)
Departmental Credits	(1,846,775)	(1,075,000)	(1,156,709)	(1,356,000)	199,292
Indirect Costs Grants	3,327,635	3,075,836	3,662,799	3,281,786	381,014
Professional Development	1,682,689	1,313,721	2,405,169	1,645,982	759,187
BOCES Services	32,036,410	34,909,370	35,312,580	30,540,331	4,772,249
Subtotal of All Other Variable Expenses	**75,132,201**	**76,374,203**	**82,621,379**	**72,971,597**	**9,649,782**
Total Non Compensation	**343,303,830**	**360,378,381**	**374,186,502**	**372,206,707**	**1,979,795**
Contingency Fund	**-**	**3,304,288**	**584,997**	**350,000**	**234,997**
Grand Total	**$ 851,104,143**	**$ 883,356,377**	**$ 900,447,055**	**$ 915,945,579**	**$ (15,498,524)**

EXPENDITURES BY DEPARTMENT

Rochester City School District	**$ 851,104,143**	**$ 883,356,377**	**$ 900,447,055**	**$ 915,945,579**	**$ (15,498,524)**

TOTAL EXPENDITURES ALL FUNDS

Program	2017-18 Budget	2018-19 Proposed	Dollar Change	Percent Change
Regular Instruction	$411,237,394	$418,597,632	$7,360,238	1.8%
Special Schools Program	$8,384,830	$6,810,493	-$1,574,337	-18.8%
Student Support Services	$36,257,829	$37,989,824	$1,731,995	4.8%
In-Service Training	$12,351,668	$9,308,098	-$3,043,571	-24.6%
Athletic Programs	$2,804,856	$3,119,072	$314,216	11.2%
Transportation	$76,517,198	$76,074,671	-$442,527	-0.6%
Food Service	$19,593,220	$19,922,600	$329,380	1.7%
Employee Benefits	$123,790,154	$128,281,146	$4,490,992	3.6%
TOTAL Program	$690,937,150	$700,103,536	$9,166,386	1.3%

Administrative	2017-18 Budget	2018-19 Proposed	Dollar Change	Percent Change
Board of Education	$646,317	$595,449	-$50,868	-7.9%
Central Administration	$1,351,692	$1,418,115	$66,423	4.9%
Legal Services	$1,509,367	$1,398,824	-$110,543	-7.3%
Finance	$5,349,852	$5,253,235	-$96,617	-1.8%
Central Support	$22,061,543	$21,041,965	-$1,019,578	-4.6%
School Supervision	$39,425,667	$38,982,395	-$443,272	-1.1%
Community Services	$2,833,810	$2,128,417	-$705,393	-24.9%
Employee Benefits	$24,402,229	$24,283,884	-$118,345	-0.5%
TOTAL Administrative	$97,580,477	$95,102,285	-$2,478,193	-2.5%

Capital	**2017-18 Budget**	**2018-19 Proposed**	**Dollar Change**	**Percent Change**
Operation/Maintenance of Plant	$43,026,096	$44,291,674	$1,265,578	2.9%
Debt Service	$62,225,587	$69,728,665	$7,503,078	12.1%
Employee Benefits	$6,677,745	$6,719,420	$41,675	0.6%
TOTAL Capital	$111,929,428	$120,739,759	$8,810,331	7.9%

TOTAL EXPENDITURES	**2017-18 Budget**	**2018-19 Proposed**	**Dollar Change**	**Percent Change**
	$900,447,055	$915,945,579	$15,498,524	1.7%

Position Summary

	2016 - 2017 Actual	2017 - 2018 Adopted	2017 - 2018 Amended	2018 - 2019 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT					
Compensation					
Teacher	3,432.35	3,564.69	3,634.84	3,743.15	(108.31)
Civil Service	1,478.87	1,490.31	1,498.42	1,547.72	(49.30)
Administrator	305.20	278.20	302.20	309.70	(7.50)
Teaching Assistants	286.00	293.00	301.10	324.50	(23.40)
Paraprofessional	505.00	500.60	550.60	558.60	(8.00)
Building Substitute Teachers	27.00	25.00	26.00	26.00	0.00
Employee Benefits	4.00	1.00	2.00	1.00	1.00
Grand Total	**6,038.42**	**6,152.80**	**6,315.16**	**6,510.67**	**(195.51)**
POSITIONS BY DEPARTMENT					
Rochester City School District - RCSD	**6,038.42**	**6,152.80**	**6,315.16**	**6,510.67**	**(195.51)**

Explanation of Changes to the Budget

The proposed 2018-19 Rochester City School District Budget increased to $915.9M from the 2017-18 December Amended Budget of $900.4M; this represents an increase of $15.5M or 1.7%. The District revenue is comprised of $622.5M (68.0%) in State Aid, $119.1M (13.0%) in City Revenue, $2.1M (0.2%) in Medicaid Revenue, $14.9M (1.6%) in Other Local Revenue Sources, and $20.0M (2.2%) of Appropriated Fund Balance for the General Fund, $112.9M (12.3%) in Grants and Special Aid Fund, and $24.5M (2.7%) in Food Service Revenue.

The overall budget increase of $15.5M was funded by increases of $33.0M in New York State Aid, $0.5M in Food Service Revenue, and the use of an additional $2.5M from Fund Balance in the General Fund. These revenue increases were offset by reductions of $15.8M in the Grant and Special Aid Fund and $4.7M in other local revenue (RJSCB QSCB Subsidies and Capitalized Interest).

The District projects Total Salary and Other Compensation costs to increase to $543.3M from $525.7M, this represents an increase of $17.8M or 3.4%. Total increase in teaching staff salaries was $8.3M, which account for 70% of the overall salary increase. Increases were attributable to contractual teacher salary increases, additional permanent and substitute teachers for Reading, Math, Special Education, English for Speakers of Other Languages (ESOL), Counselors, Social Workers, and Intervention Prevention Teachers to help students. These teachers will ensure adequate support for the student population. Contractual salary increases were incorporated in the budget for the five bargaining units based on the collective bargaining agreements, and a mutually agreed one year extension with three bargaining units.

Employee Benefits cost in 2018-19 will increase from $152.4M to $157.3M, an increase of $4.9M or 3.2%. Retirement System costs are expected to increase by $1.2M as a result of increases in the School District payroll for members of the New York State Employee Retirement System and the Teachers Retirement System. Other increases include $1.1M in Social Security and other benefits due to projected costs increases for contractual obligations. Health and Dental Insurance is projected to increase by $1.5M due to rising usage and medical claims as a result of being self-insured. Other benefit items showed a net change of $1.1M resulting in small increases and decreases in various items.

Fixed Obligations with Variability will increase by $1.1M to $167.8M in 2018-19. Contract Transportation will decrease by $1.2M to $66.1M as a result of busing route changes. Charter School tuition costs will increase by $2.4M to $79.5M and Special Education School tuition costs will increase by $0.4M to $20.0M; this increase is attributable to projected enrollment growth of about 400 additional students in the Charter Schools and potential increases in Charter School growth and tuition rates for both Charter School and Special Education. Total of all other items showed a net increase of $0.6M as a result of minor changes in each item.

The Debt Service budget will increase by $7.5M to $69.8M to reflect changes in the District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization Plan projects.

The District anticipates that Cash Capital Outlays expenditures will increase by $0.6M to $17.4M in 2018-19. The School District will keep $10M in Cash Capital Expense which is the result of the City of Rochester requirement for the School District to invest in capital expenditure of at least $10M each year.

Facilities and Related expenses as a whole will decrease by $1.1M to $41.4M. Utilities, Facilities Service Contracts, Rentals, Maintenance Repair Supplies, and Auto Supplies had increases totaling about $1.0M. While Instructional Supplies, Equipment Service Contracts & Repairs, Postage and Print/Advertising, Supplies and Materials, Custodial Supplies, and Office Supplies have a total decrease of $1.9M.

Technology expenses is projected to decrease by $0.3M to $2.9M. The District plans on purchasing less Computer Software.

All Other Variable Expenses as a total will decrease by $9.6M to $73.0M. This is largely due to a decreases of $0.2M in Miscellaneous Services, $2.9M in Professional and Technical Services, $0.7M in Agency Temporary Services, $0.2M in Departmental Credits, $0.4M in Indirect Cost related to grants, $0.7M in Professional Development, and $4.8M in BOCES services. There were offsetting increases of $0.3M in Inter-fund Expenses related to Pre-K Special Education and Grant Disallowances.

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.

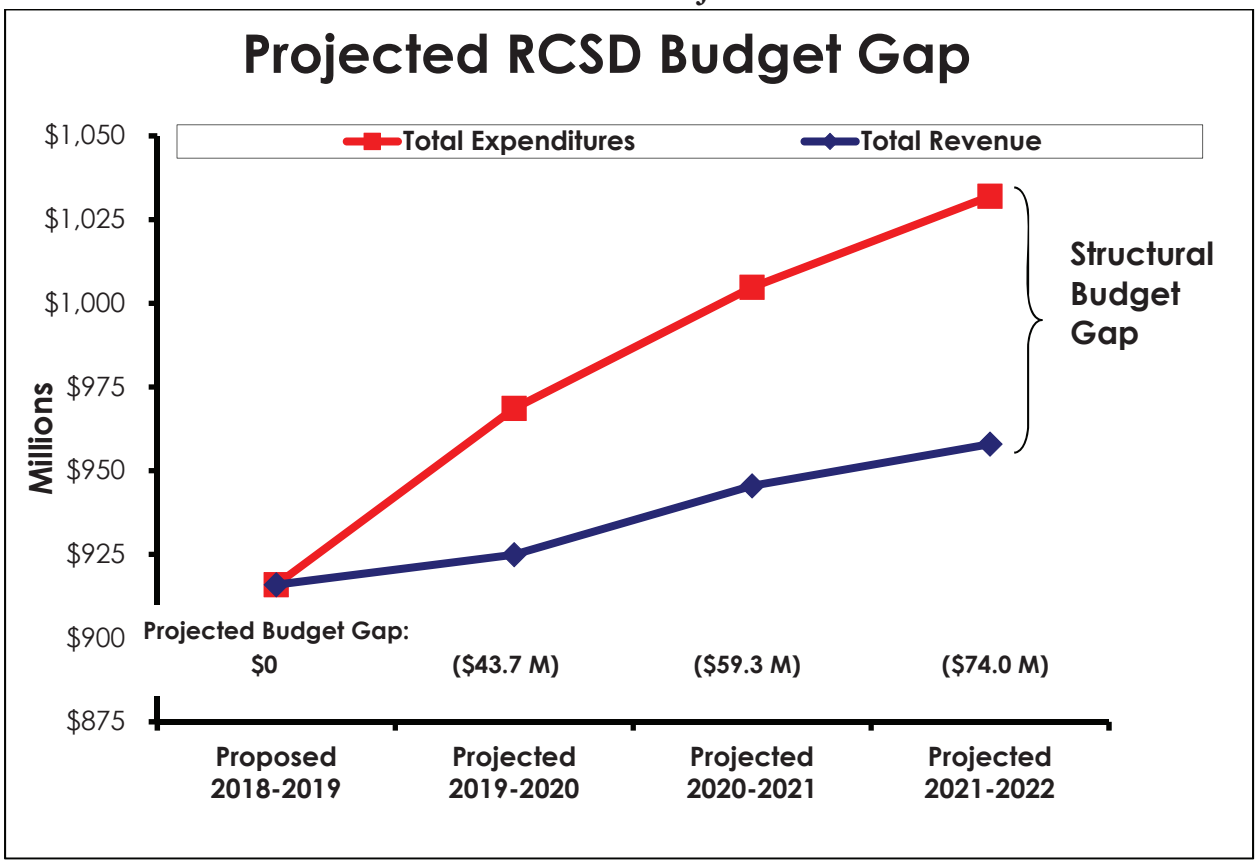
New York State educational funding, which accounts for 68% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. Another important factor is grant funding. This analysis assumes a stable level of grant funding and anticipates the loss of competitive grants in future years. Closing future year budget gaps will require a commensurate reduction in expenditures funded by those grants or new grant revenue to sustain the activities and services. The District continuously pursues new grant opportunities to fund our academic priorities.

ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase and other assumptions to develop the projections:

Assumptions	Projected 2019-2020	Projected 2020-2021	Projected 2021-2022
Revenues:			
State Aid Revenue - Foundation Aid Increase	2.00%	2.00%	2.00%
State Aid Revenue - Formula Aid Increase	3.00%	3.00%	3.00%
City of Rochester Revenue Increase	0.00%	0.00%	0.00%
All Other General Fund Revenue Increase	0.00%	0.00%	0.00%
Appropriated Fund Balance	$8,000,000	$8,000,000	$8,000,000
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	1.82%	1.83%	1.83%
Expenditures:			
Employee Salary Increases	3.40%	3.40%	3.40%
Health Insurance Increase	4.00%	4.00%	4.00%
Employee Retirement System % of Payroll	15.00%	15.00%	15.00%
Teachers Retirement System % of Payroll	10.00%	10.00%	10.00%
Other Benefits Increase	4.00%	4.00%	4.00%
Charter Schools Tuition Increase	17.86%	4.07%	1.77%
Transportation Contracts incl. impact of Charters	6.00%	6.00%	6.00%
Special Education Private Tuition Rate Increase	4.00%	4.00%	4.00%
Utilities	4.00%	4.00%	4.00%
BOCES Services (Special Ed and Nursing Services)	4.00%	4.00%	4.00%
CPI	1.50%	1.50%	1.50%

MULTI-YEAR PROJECTION



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 will be closed through actions taken in the budget process, and the projected budget gap for subsequent years will be reevaluated and revised each year.

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 such as:

- 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

MULTI-YEAR PROJECTION
Rochester City School District
2018-19 Budget Projection

	Proposed 2018-2019	Projected 2019-2020	Projected 2020-2021	Projected 2021-2022
Revenue:				
New York State Foundation Aid	$434,491,807	$443,181,643	$452,045,276	$461,086,182
New York State Aid - Formula	120,878,788	126,317,702	131,956,308	137,496,217
New York State Building Aid	64,025,321	70,776,947	79,589,354	76,996,976
New York State Aid - Other	4,280,000	4,280,000	4,280,000	4,280,000
New York State Aid - Adjustments	(1,210,320)	(1,210,320)	(1,210,320)	(1,210,320)
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal - Medicaid	2,100,000	2,100,000	2,100,000	2,100,000
Other Local	14,919,633	14,564,081	11,364,120	11,364,120
Appropriated Fund Balance	20,000,000	8,000,000	8,000,000	8,000,000
Grant and Special Aid Fund	112,860,350	112,860,352	112,860,354	112,860,356
Food Services	24,500,000	24,947,000	25,402,900	25,868,000
Total Revenue	$915,945,579	$924,917,405	$945,487,992	$957,941,531
Expenditures:				
Compensation	386,020,462	401,386,035	414,590,690	428,247,910
Employee Benefits	157,368,410	162,407,866	168,634,057	175,100,959
Total Compensation and Benefits	$543,388,872	$563,793,901	$583,224,747	$603,348,869
Fixed Obligations with Variability	167,762,740	186,749,763	195,607,524	202,668,545
Debt Service	69,728,665	80,179,470	85,586,184	82,609,046
Cash Capital Outlays	17,319,159	17,386,600	17,455,053	17,524,532
Facilities and Related	41,494,018	42,367,221	43,263,553	44,183,765
Technology	2,930,529	2,974,487	3,019,104	3,064,391
Other Variable Expenses	72,971,597	74,776,492	76,639,001	78,561,209
Total Non-Compensation	$372,206,707	$404,434,033	$421,570,419	$428,611,488
Budget Contingency	350,000	350,000	-	-
Total Expenditures	$915,945,579	$968,577,934	$1,004,795,166	$1,031,960,357
Total Surplus/(Deficit)	$0	($43,660,529)	($59,307,174)	($74,018,826)

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	-	Department of Environmental Services
ECD	-	Emergency Communications Department
DRYS	-	Department of Recreation & Youth Services
IT	-	Information Technology
NBD	-	Neighborhood & Business Development

Accounting
(Finance), 5–9
Administration
(Police), 9–30
Architecture & Engineering
(DES), 7–16
Assessment
(Finance), 5–18
BEST
(DRYS), 12–19
Budget Amendments, 2017-18
1–41
Buildings and Parks
(DES), 7–35
Buildings and Zoning
(NBD), 6-22
Business and Housing Development
(NBD), 6-10
Cash Capital
(Capital Expense), 15–5
Central
(Library), 11–6
Chargebacks
Duplicating, 5–30
Motor Equipment, 7–43
Postage, 5–15
Printer, 4–7
Telephone, 4–6
Workers Compensation, 13–5
Chief's Office
(Fire), 10–6
(Police), 9–9
Commissioner's Office
(DES), 7–10
(DRYS), 12–6
(NBD), 6-5
Communications
(Admin.), 3–18
Community
(Library), 11–11
Community Affairs
(Police), 9-36
Debt Service
(Capital Expense) 15–16
Director's Office
(Finance), 5–6
Employment Benefits-Current
(Undistributed), 13–3
Employment Benefits-Non-Current
(Undistributed), 13–8
Equipment Services
(DES), 7–42
Fund Summary
1–46
General Risk Management
(Undistributed), 13–11
Glossary
ix
Human Resource Management
(Admin) 3-15
Law Department
(Admin.), 3–23
Local Government Exemption Impact Report
1–32

Management & Budget
(Admin.), 3–9
Mayor's Office
(Admin.), 3–4
Multi-Year Projection
1–48
Neighborhood Preservation
(NBD), 6-16
Office of Management and Budget (OMB)
(Admin), 3-11
Operations
(Police), 9–14
Operations
(Fire), 10–10
Operations-Bureau of
(DES), 7–21
Operations-Director’s Office
(DES), 7–25
Operations – Solid Waste Collections
(DES), 7-28
Operations-Special Services
(DES), 7–31
Operations – Special Operations
(Police), 9–24
Operations – Patrol
(Police), 9–18
Other
(Undistributed), 13–13
Parking & Municipal Violations
(Finance), 5–22
Planning & Zoning
(NBD), 6–16
Police Personnel Summary
9–7
Position Summary
16–4
Property Tax
1–4
Property Tax (computation)
1–24
Purchasing
(Finance), 5–27
Reader's Guide
vii
Recreation
(DRYS), 12–12
Revenue Changes - Summary
1–2
Salary Schedules
16–9
Sales Tax
1–6
School Tax Relief Program (STAR)
1–27
State Aid
1–10
Support
(Fire), 10–16
Traffic Violations Agency
(Finance), 5–33
Treasury
(Finance), 5–13
Water – Bureau of
(DES), 7–47
Water – Director's Office
(DES), 7–49
Water – Engineering
(DES), 7-52
Water – Upland Operations Division
(DES), 7–55
Water – Water Distribution
(DES), 7–58
Water – Water Fixed Charges
(DES), 7–61