



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

Dana K. Miller (At-Large)

Vice President

Carolee A. Conklin (At-Large)

Matt Haag (At-Large)

Adam C. McFadden (South District)

Jacklyn Ortiz (At-Large)

Carla M. Palumbo (Northwest District)

Michael A. Patterson (Northeast District)

Elaine M. Spaul (East District)

Mayor

Lovely A. Warren

Deputy Mayor

Leonard E. Redon

Office of Management & Budget

Christopher M. Wagner

Budget Director

Budget Staff

Sarah Boyce

Sharla D. Davenport

James Gillis

Joe Mustico

Kabutey Ocansey

Sarah E. Ruekberg

Josephus Tisdale

Amy J. Ventura

Suzanne P. Warren

Victoria Wehbring

BUDGET AT A GLANCE

BUDGET AT A GLANCE

	Amended Budget <u>2014-15</u>	Approved Budget <u>2015-16</u>	Dollar Change
BUDGET	\$503,629,200	\$501,602,300	-\$2,026,900
PROPERTY TAX LEVY (Before STAR)	\$171,949,400	\$171,949,400	\$0
TYPICAL HOMESTEAD BURDEN*			
Property Tax	\$1,403.50	\$1,410.50	\$7.00
Service Charges	<u>\$951.17</u>	<u>\$967.96</u>	<u>\$16.79</u>
Subtotal	\$2,354.67	\$2,378.46	\$23.79
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	\$11,233.61	\$10,987.23	-\$246.38
Local Works Charge	<u>\$835.07</u>	<u>\$843.42</u>	<u>\$8.35</u>
Total	\$12,068.68	\$11,830.65	-\$238.03
PROPERTY TAX RATES (PER \$1,000)			
Homestead	\$20.05	\$20.15	\$0.10
Non-Homestead	\$42.86	\$41.92	-\$0.94
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	\$355.48	\$363.04	\$7.56
Refuse	\$373.00	\$380.00	\$7.00
Local Works	<u>\$222.69</u>	<u>\$224.92</u>	<u>\$2.23</u>
	\$951.17	\$967.96	\$16.79

*Based on a typical house assessed at \$70,000 with 40' front footage and using 80,000 gallons of water annually.

**Based on a business assessed at \$262,100 with 150' front footage.

TABLE OF CONTENTS

<u>Tab</u>		<u>Page</u>
	<u>READER'S GUIDE</u>	vii
	<u>GLOSSARY</u>	ix
	<u>ORGANIZATION CHART</u>	xii
	<u>MAYOR'S MESSAGE</u>	
	<u>CITY COUNCIL REPORT</u>	
1	<u>SUMMARY</u>	
	Highlights	1-1
	Summary of Revenue Changes	1-2
	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 2014-15 Budget Amendments	1-43
	Application of Related Expenditures & Revenues.....	1-48
	Fund Summary.....	1-49
	Multi-Year Projection.....	1-51
2	<u>CITY COUNCIL & CLERK</u>	2-1
3	<u>ADMINISTRATION</u>	
	Department Summary	3-1
	Mayor's Office	3-4
	Office of Management & Budget	3-9
	Department of Human Resource Management	3-13
	Bureau of Communications	3-18
	Law Department.....	3-23
4	<u>INFORMATION TECHNOLOGY</u>	4-1

<u>Tab</u>		<u>Page</u>
5	<u>DEPARTMENT OF FINANCE</u>	
	Department Summary	5-1
	Director's Office	5-5
	Bureau of Accounting	5-8
	Bureau of Treasury	5-12
	Bureau of Assessment	5-17
	Bureau of Parking & Municipal Violations	5-21
	Bureau of Purchasing.....	5-25
6	<u>DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT</u>	
	Department Summary	6-1
	Office of the Commissioner.....	6-5
	Business & Housing Development.....	6-9
	Planning & Zoning.....	6-16
	Neighborhood Preservation	6-20
	Inspection & Compliance	6-25
7	<u>DEPARTMENT OF ENVIRONMENTAL SERVICES</u>	
	Department Summary	7-1
	Office of the Commissioner.....	7-8
	Bureau of Architecture & Engineering.....	7-15
	Bureau of Operations	
	Summary.....	7-21
	Director's Office.....	7-25
	Solid Waste Collections	7-28
	Special Services	7-31
	Bureau of Building Services	7-35
	Bureau of Equipment Services.....	7-39
	Bureau of Water	
	Summary.....	7-44
	Director's Office.....	7-46
	Water Engineering	7-49
	Upland Operations	7-52
	Water Distribution	7-55
	Fixed Charges.....	7-58

INTRODUCTION

Table of Contents
 Reader's guide
 Glossary
 Management Chart

<u>Tab</u>		<u>Page</u>
8	<u>EMERGENCY COMMUNICATIONS DEPARTMENT</u>	8-1
9	<u>POLICE DEPARTMENT</u>	
	Department Summary	9-1
	Office of the Chief	9-7
	Operations	
	Summary	9-12
	Patrol Division	9-15
	Special Operations Division	9-21
	Administration	9-27
10	<u>FIRE DEPARTMENT</u>	
	Department Summary	10-1
	Office of the Chief	10-6
	Operations.....	10-10
	Support.....	10-16
11	<u>LIBRARY</u>	
	Department Summary	11-1
	Central Library.....	11-5
	Community Library	11-10
12	<u>DEPARTMENT OF RECREATION & YOUTH SERVICES</u>	
	Department Summary	12-1
	Office of the Commissioner	12-6
	Bureau of Recreation	12-12
	Bureau of Employment, Skills Training, & Youth Services.....	12-19
	Bureau of Employment Opportunities	12-26
	Bureau of Youth Services	12-27
13	<u>UNDISTRIBUTED EXPENSE</u>	
	Summary	13-1
	Employee Benefits – Current	13-3
	Employee Benefits – Non-Current	13-8
	General Risk Management	13-11
	Other	13-13
14	<u>CONTINGENCY</u>	14-1
15	<u>CAPITAL EXPENSE SUMMARY</u>	
	Summary	15-1
	Cash Capital.....	15-5
	Debt Service.....	15-16
	CIP Document Notes	15-19
	[Capital Improvement Program	Insert]

INTRODUCTION

Table of Contents
Reader's guide
Glossary
Management Chart

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

Budget Process

This budget is for the City's 2015-16 fiscal year, which begins on July 1, 2015 and closes on June 30, 2016. 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 Fund for the City's Future, which is restricted to the promotion of City tourism, living, and marketing. Such funds are not included in the budget; their use requires City Council appropriation during the year.

Budget Format – Organization

The budget is organized into five presentations:

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

Budget Format - Departmental Sections

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

1. 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, workers' compensation, water, and refuse collection.
4. Vacancy Allowance, which accounts for the year to year change in the assumption of the vacancy allowance. This allowance is the difference between the actual expenditure requirements for personnel and that required if all positions were filled at all times.
5. Miscellaneous, which accounts for minor changes not accounted for by any of the other categories.
6. Major Change, which accounts for significant budget variances. If there are any major changes, a narrative explanation follows immediately.
7. Program Change, a written explanation of any significant changes in the operation or service delivery of the unit.

Basis of Accounting

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

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

Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

READER'S GUIDE

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

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

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

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

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

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

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

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

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

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

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

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.

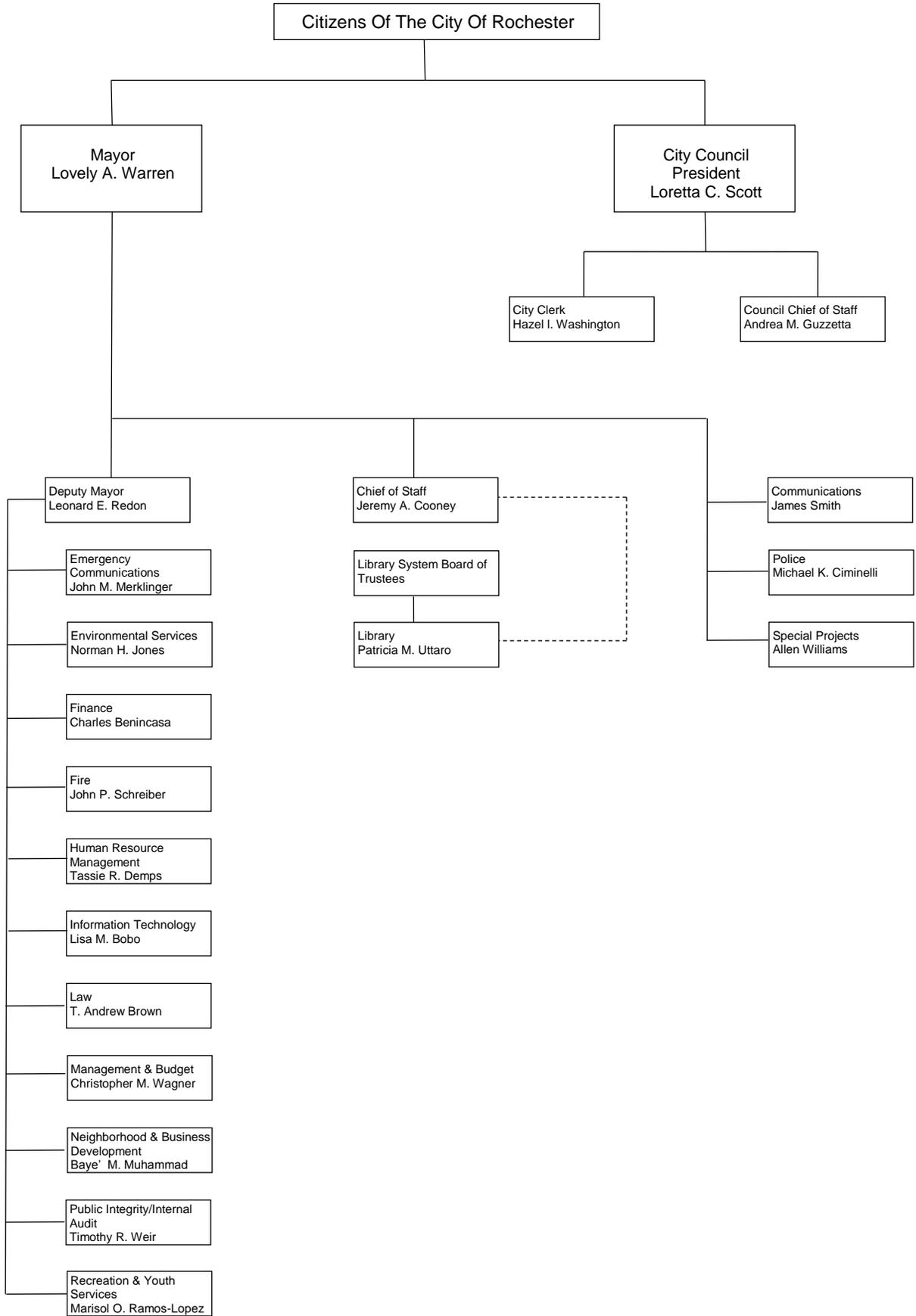
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

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.





May 15, 2015

TO THE COUNCIL:

RE: The 2015-16 Budget

Ladies and Gentlemen:

In accordance with the City Charter, it is my pleasure to submit to you the City of Rochester's annual budget estimate for the 2015-16 Fiscal Year. My 2015-16 Proposed Budget is \$501,602,300 which I am pleased to say is \$2,026,900 lower than the 2014-15 Amended Budget of \$503,629,200.

This budget does not raise taxes and it does not borrow to pay pension costs.

In an effort to bring relief to city residents and property taxpayers, I have continued to seek additional aid from New York State and am pleased to report that our lobbying efforts have borne fruit. This year we received significant assistance from Albany in the form of \$2 million in unrestricted aid as well as a \$20.7 million commitment for capital grants through the Dormitory Authority of the State of New York (DASNY). We will continue to make the case for more AIM Aid going forward.

Success in obtaining this additional state aid would not have been possible without my partnership and positive working relationship with Governor Cuomo; Assembly members Gantt, Morelle, Bronson; and our entire State Delegation. I thank them for their support.

We will be submitting applications for additional state funding through the Consolidated Funding Application (CFA) process and through the Upstate Revitalization Initiative (URI). We will also continue to be active participants in the anti-poverty task force created by the state.

As part of the Budget process this year, I solicited and received a significant amount of citizen input in three ways: through a facilitated meeting at City Hall, through a telephone town hall discussion and through an online survey. I am encouraged and impressed by the level of engagement of our citizens regarding the budget and the critical services the City provides.

Almost 200 people actively participated in our discussion at City Hall; over 2,700 participated in the telephone town hall; and 373 people responded to our online survey. Themes that emerged from these input sessions include: support for police body cameras and the return to community policing; support for City funding of housing repair and rehabilitation programs; support for City investment in neighborhood infrastructure, including streets, sidewalks, housing rehab and repair programs, vacant house demolitions and the roof replacement program; demand for homework help and mentoring programs at recreation centers; support for investment in festivals and events; a desire for the City to continue to operate Durand Eastman Beach for swimming. A full report on citizen input is included for the first time in this Budget.



My Proposed Budget provides for a net increase of 11 full-time positions, including 5 positions associated with the newly created Office of Innovation and Strategic Initiatives, additional full-time positions in the Department of Recreation and Youth Services and a full-time paralegal in the Law Department focused on collection efforts. We are also adding part-time and seasonal staff and are shifting resources from certain satellite sites to main sites in the Department of Recreation and Youth Services.

Despite the increase in full-time staff, we anticipate up to 6 full-time and 5 part-time layoffs as a result of staffing changes, reorganizations and other reductions -- though we hope to reduce this number through attrition, reassignment and/or retirement.

This budget makes investments in safer and more vibrant neighborhoods, more jobs and neighborhood development, better schools and educational opportunities, and in innovation and efficiency initiatives. Below are some highlights of investments in these areas contained in the 2015-16 Budget.

Investments in More Jobs and Neighborhood Development include:

- Expansion of Operation Transformation Rochester (OTR)
- Funds for job training for OTR graduates
- Continued support for Business Development Financial Assistance and Neighborhood Commercial Assistance programs
- Continued funding for the Pathways to Public Safety and Firefighter Trainee Programs
- Funding for Police and Fire recruit classes
- Continued funding for the Summer of Opportunity Program
- Funding for City interns

Investments in Safer and More Vibrant Neighborhoods include:

- Up to \$2 million for police body cameras
- Continued funding for Pathways to Peace, with a renewed focus to the program based upon an evaluation done by RIT
- Additional funding for the popular Roofing Program
- Continued funding for Emergency Assistance and Targeted Housing Repair Programs
- Capital funding for demolitions
- Increased funding for Special Events
- Increased mowing for vacant lots and street malls
- Continued operation of Durand Eastman Beach

Investments in Better Schools and Educational Opportunities include:

- Additional positions in DRYS to support programming
- Partnering with the Rochester City School District to fund literacy aides in Libraries and in our R-Centers
- Increased programming at R-Centers including STEM, literacy and health-focused activities
- Funding for developmental screening for 3-year-olds
- Investments in R-Center upgrades, including play apparatus

Investments in Innovation and Efficiency include:

- Establishment of the Office of Innovation and Strategic Initiatives through the Bloomberg Innovation Grant
- Receipt and use of the IBM Smarter Cities Grant
- Establishment of the Capital Assistance Fund in conjunction with the Investing in Manufacturing Community Partnership (IMCP)
- Continued work with the Democracy Collaborative to create a Market Driven Community Cooperative
- Funding of up to \$3.3 million to replace street lights with LED fixtures
- Funding for the transition to single stream recycling

We are able to make the investments above without cuts to critical services because our recent financial performance has been strong and because of the forementioned aid from New York State for 2015-16.

Closing the Budget Gap

We closed our \$34.8 million all funds gap through:

- \$20.7 million Capital Grants through the Dormitory Authority of the State of New York
- \$4.5 million Use of Retirement Reserve
- \$3.4 million Additional Use of Tax Relief Reserve
- \$2.0 million Additional NYS Unrestricted Aid
- \$1.2 million Enterprise Fund Fee increases
- \$1.2 million Use of repurposed cash capital
- \$.8 million Departmental reductions and efficiencies
- \$.8 million Additional transfer from Premium and Interest Account
- \$.2 million Net of other changes

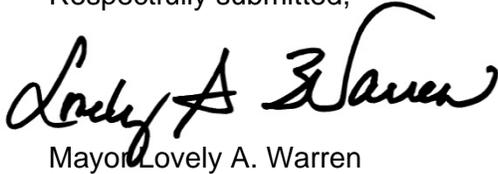
I believe that the investments this Budget makes in our city and in our citizens are crucial to our success. Further, I believe the plan we have for closing our gap and funding our priorities is a prudent one.

Having said this, I feel it must be noted that the assistance we received from NYS is not recurring assistance, so we will continue to face challenges ahead as we deal with the lingering effects of the Great Recession.

As I indicated earlier, this budget does not raise the tax levy and is within the tax cap allowed by New York State. In addition to staying within the tax cap, the City will file a Local Government Efficiency Plan in conjunction with the Rochester City School District in compliance with the State's Tax Freeze program, thereby ensuring that homeowners eligible for the STAR exemption will again receive rebate checks from the State starting in the fall.

I look forward to working with you to finalize this year's Budget and eagerly await your review and comments.

Respectfully submitted,

A handwritten signature in black ink, reading "Lovely A. Warren". The signature is written in a cursive, flowing style. The first name "Lovely" is written in a larger, more prominent script, followed by "A." and "Warren".

Mayor Lovely A. Warren

2015-16 CHILDREN AND FAMILIES FUNDING

All City Departments benefit children and families in some way, from the Public Library and the Department of Recreation and Youth Services, to our 911 Emergency Communications Department and numerous programs within Neighborhood and Business Development. Those programs and services designed for, and delivered specifically to, children and families are listed below.

DEPARTMENT	PROGRAM	2015-16 AMOUNT
<u>Funding for City School District</u>	Maintenance of Effort (MOE)	119,100,000
<u>Environmental Services</u>	Parks Operations	2,997,900
	Vacant Lot Maintenance	796,900
<u>Emergency Communications Department</u>	Pathways to Public Safety	27,300
<u>Fire Department</u>		
	Pathways to Public Safety / Firefighter Trainee Program	288,500
	Community Outreach Program	122,200
	Fire Related Youth Program	70,100
<u>Library</u>		
	Community Libraries and Other City Tax Support	4,954,350
	Library Materials and Books	527,000
	Safe to be Smart - Youth Education/Employment Counseling	465,000
	Raising a Reader - Early Literacy and Parent Engagement	52,600
	Lincoln Toy Library	34,100
<u>Neighborhood and Business Development</u>		
	Roofing Program	2,300,000
	Demolition Funding	1,900,000
	Emergency Shelter Grant	656,600
	Targeted Housing Repair Program	445,100
	Lead Hazard Control	300,000
	Lead Paint Initiative Grant	290,000
<u>Police Department</u>		
	Youth Services Unit - School Resource Officers and other Youth-Related Initiatives	1,905,600
	School Crossing Guards	611,500
	Pathways to Public Safety/Police Cadet Program	91,600
	Police Activities League	In Kind
	Do The Right Thing Program	In Kind
<u>Recreation and Youth Services</u>		
Commissioner's Office	Public Market	865,200
	Public Market Funding (capital)	20,000
	Office of Youth Outreach and Violence Prevention/Pathways to Peace	525,300
	Summer Food Program Grant	344,400
Bureau of Recreation	Recreation Centers, Athletics/Aquatics, Summer Camps	8,422,800
	Neighborhood Recreation Facilities	2,103,000

continued on next page

DEPARTMENT	PROGRAM	2015-16 AMOUNT
	Play Apparatus	465,000
	Durand Beach	155,900
	Sexual Health Among Young People: NYS Grant	125,000
	Rochester After School Academy NYS Grant	49,700
	Recreation on the Move	107,400
	Youth Literacy Program with RCSD	81,800
	Youth Bureau Funded Programming	66,300
	Youth Voice/One Vision	64,300
	USDHHS: Substance Abuse Program Grant	32,300
Bureau of Employment, Skills Training, & Youth Services	Operation Transformation Rochester	1,099,000
	Comprehensive Adolescent Pregnancy Prevention	546,000
	Summer of Opportunity Program	692,700
	Teenage Pregnancy Prevention USDHHS Grant	250,000
	Biz Kids	24,500
	Jr. Rec Leaders	26,600
	Job Creation/Youth Development	96,000
	NE Youth Organizing	30,000
	Hillside Work Scholarship Program	25,000
	Parent Leadership Training Institute	10,000
Undistributed	Developmental Screening of Three-Year Olds	50,000
	Lifespan funding	10,000
	TOTAL FUNDING	154,224,550



SAFER
and More Vibrant
Neighborhoods



MORE
Jobs and
Neighborhood
Development



BETTER
Schools and
Educational
Opportunities

- Telephone Town Hall • Community Input Forum • Online Citizen Survey •

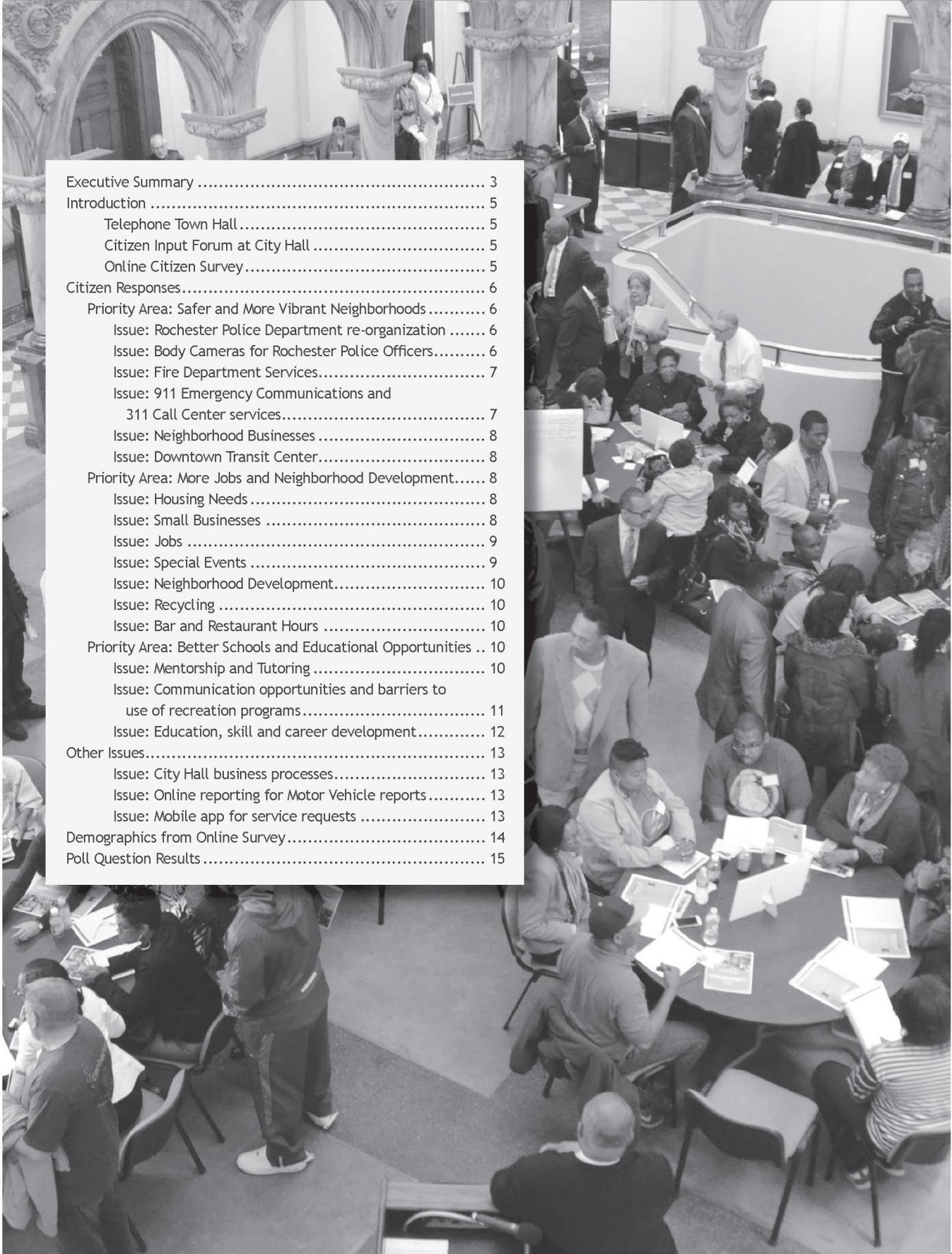
Your **OPINION** *Matters*

COMMUNITY

2015-16 Budget Input Sessions

FINAL REPORT • May 2015

Executive Summary	3
Introduction	5
Telephone Town Hall	5
Citizen Input Forum at City Hall	5
Online Citizen Survey	5
Citizen Responses	6
Priority Area: Safer and More Vibrant Neighborhoods	6
Issue: Rochester Police Department re-organization	6
Issue: Body Cameras for Rochester Police Officers	6
Issue: Fire Department Services	7
Issue: 911 Emergency Communications and 311 Call Center services	7
Issue: Neighborhood Businesses	8
Issue: Downtown Transit Center	8
Priority Area: More Jobs and Neighborhood Development	8
Issue: Housing Needs	8
Issue: Small Businesses	8
Issue: Jobs	9
Issue: Special Events	9
Issue: Neighborhood Development	10
Issue: Recycling	10
Issue: Bar and Restaurant Hours	10
Priority Area: Better Schools and Educational Opportunities ..	10
Issue: Mentorship and Tutoring	10
Issue: Communication opportunities and barriers to use of recreation programs	11
Issue: Education, skill and career development	12
Other Issues	13
Issue: City Hall business processes	13
Issue: Online reporting for Motor Vehicle reports	13
Issue: Mobile app for service requests	13
Demographics from Online Survey	14
Poll Question Results	15



EXECUTIVE SUMMARY

The City of Rochester is planning now for the fiscal year that begins July 1, 2015 and ends June 30, 2016, or fiscal year 2015-16. The Office of Management and Budget estimates a budget gap of \$34.8 million.

Mayor Warren wants to hear about the community's priorities in relation to City programs and services, as decisions are made on how to close the gap. This report highlights the citizen perceptions and opinions gathered through a telephone town hall, a public citizen input forum and an online survey.

The public was invited by the Mayor to provide input to the budget process in one of three ways:

Date	Event	Participation
April 27	Telephone Town Hall	2,723
April 21	Citizen Input Forum at City Hall	198
April 21-27	Online Survey	373

Poll results from the telephone town hall included the following:

- 92% support a neighborhood based police model
- 90% were in favor of the purchase and implementation of body cameras for our police force
- 95% support neighborhood investment such as streets and sidewalks, transportation infrastructure, vacant house demolitions, roofing replacement programs and brownfield cleanups
- 94% support City investment in programs to prepare our youth and adults with job skills
- 84% believe the City should continue to operate Durand Eastman beach for swimming during the summer
- 82% feel the City should continue to invest in summer festivals and events

Some highlights from the online survey results included:

- 81% say that repair and rehabilitation of properties is a way that the City can help support residents with housing needs
- 80% would like to see a website reporting function for the 311 Call Center function
- 59% agree or strongly agree that the reorganization will improve police-community relations
- 51% agree or strongly agree that the Police reorganization will make their neighborhood safer
- Homework help, mentoring programs and organized sports were ranked as the most important services that City Recreation offers
- Among library educational services, respondents felt that summer learning and literacy programs for children in grades K-6 are most important
- If the library were to provide early learning classes for 3-year-olds, survey respondents feel that Central and the Arnett branch would be the best locations

THEMES FROM THE COMMUNITY INPUT SESSION UNDER EACH PRIORITY AREA INCLUDED:

Safer and More Vibrant Neighborhoods

- The RPD should provide more walking patrols to establish trust between officers and the community
- Engage the community - enhance block clubs and neighborhood groups
- Police body cameras will protect citizens and police officers
- Provide Officer assistance to store owners to combat illegal activities

More Jobs and Neighborhood Development

- Need more affordable housing - subsidized and emergency housing
- Provide grants for small businesses for façade improvement, repairs
- Create job development above entry level; encourage college graduates to stay in Rochester
- Create programs for formerly incarcerated individuals - apprenticeship or training programs
- Need greater community input on musical performers at special events

Better Schools and Educational Opportunities

- Mentoring and homework help are the most important recreation activities
- Need more parent engagement at recreation centers, libraries, schools
- Libraries should offer computer and financial literacy programs
- Need more dance and theater, year-round arts programs
- Libraries need extended hours - school holidays, weekends



“Working together, we can create more job opportunities, safer, more vibrant neighborhoods and better schools for all of our residents.”

Sincerely,

*Lovely A. Warren
Mayor*

INTRODUCTION

As the City of Rochester plans for the 2015-16 fiscal year, Mayor Warren provided three different methods for citizens and the community to share their thoughts, concerns and suggestions. This report highlights the citizen input from a telephone town hall, a public citizen input forum and an online survey.

1 Telephone Town Hall

A total of 19,452 households in the city of Rochester were directly dialed and invited to participate in the Telephone Town Hall and 2,723 individuals, or 14%, agreed to take part. Ten percent participation is considered typical. Mayor Warren, Budget Director Chris Wagner, Police Chief Mike Ciminelli and Commissioner of Neighborhood and Business Development Baye Muhammad all provided information about current and proposed City programs and services. Twelve callers were put on air to ask questions and six poll questions were asked over the course of the hour-long telephone conference.

2 Citizen Input Forum at City Hall

At the April 21 Citizen Input Forum, Mayor Warren provided a welcome and Budget Director Christopher Wagner delivered a presentation on the current state of the budget. Deputy Mayor Leonard Redon then outlined the process to be used to gather information during the community forum. Participants were invited to join breakout groups to further discuss the three major priority areas, or any other topic of their choosing.

Discussion was dedicated to three priority topics:

1. Safer and More Vibrant Neighborhoods
2. More Jobs and Neighborhood Development
3. Better Schools and Educational Opportunities

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

3 Online Citizen Survey

The online survey asked about issues ranging from Police body cameras to early childhood learning opportunities to enhancements to 311 Call Center services. Responses were received from 373 individuals. Nearly one-quarter of respondents were ages 18 to 34 (23%), while 40% were 45 to 54, 35% were 55 or older and 2% were under 18. More than half of respondents (52%) indicated they live in the Southeast quadrant of the city (such as Browncroft, Culver/Winton, Strong/Mt. Hope, Monroe/Park/East), 14% reside in the Northeast (14621, Upper Falls), 14% live in the Northwest (Charlotte, Maplewood, Lyell, JOSANA) and 2% are from Center City (Downtown, Corn Hill, High Falls).

CITIZEN RESPONSES

In this section we identify themes heard from a telephone town hall, the citizen input forum at City Hall and online citizen survey. Themes are organized by the Mayor's priority areas.



POLL QUESTION RESULTS FROM TELEPHONE TOWN HALL

1. Are in favor of the purchase and implementation of body cameras for our police force?
Yes: 90% No: 10%
2. Do you support a neighborhood based police model?
Yes: 92% No: 3% Need more information: 5%
3. Do you support neighborhood investments such as transportation infrastructure/streets and sidewalks, vacant house demolitions, or roof replacement program, brownfield cleanups?
Yes: 95% No: 5%
4. Should the City invest in summer festivals and events?
Yes: 82% No: 18%
5. Do you think the City should continue to operate Durand Eastman Beach for swimming during the summer?
Yes: 84% No: 16%
6. Do you support City investment in programs that will prepare our youth and adults with job skills?
Yes: 94% No: 6%

CITIZEN INPUT FORUM AT CITY HALL

Priority Area: Safer and More Vibrant Neighborhoods

Issue: Rochester Police Department re-organization

Among survey respondents, over half agree or strongly agree that the Police reorganization will make their neighborhood safer and 59% feel it will improve police-community relations. While few disagreed with these statements, about one-quarter to one-third of respondents indicated they don't yet know what the outcomes will be.

Participants in the community forum were largely supportive as well, and shared some of their expectations for the re-organization:

- More walking patrols - establish trust between officers and the community
- Engage community - enhance block clubs and neighborhood groups
- Get citizens and youth more involved - more youth events with officers
- Strengthen relationship between officers and businesses
- Increase RPD presence on commercial streets

The telephone town hall included a polling question about the RPD reorganization and found that 92% support the move to neighborhood based policing.

Issue: Body Cameras for Rochester Police Officers

The Mayor has announced plans to purchase and implement the use of body cameras on Rochester Police Officers. In the telephone town hall participants overwhelmingly supported this decision.

Citizen forum participants felt the cameras would protect all involved parties, including citizens and police officers, but questioned who would control when the cameras are used and wondered about the costs associated with purchase and implementation.

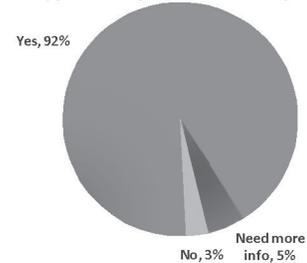
Hundreds of comments were provided on this topic in the online survey. Survey respondents are concerned about how the cameras will be used, when they will be turned on and off and at whose discretion. Other concerns include privacy issues, the cost involved and how the data will be reviewed.

On the positive side, survey respondents feel the cameras could help with accountability, that they will provide more accurate information and capture the "truth" about interactions between the police and the community, including positive ones.

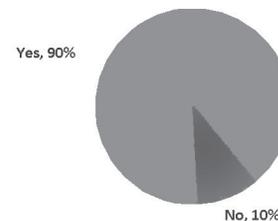
The Police Reorganization will make my neighborhood safer		
	Number	Percentage
Strongly agree	61	17%
Agree	121	34%
Don't know	119	34%
Disagree	36	10%
Strongly disagree	18	5%
Total	355	100%

The Police Reorganization will improve police-community relations		
	Number	Percentage
Strongly agree	65	19%
Agree	138	40%
Don't know	94	28%
Disagree	27	8%
Strongly disagree	17	5%
Total	341	100%

Do you support a neighborhood based police model?



Are you in favor of the purchase and implementation of body cameras for our Police force?



Issue: Fire Department Services

The Rochester Fire Department teaches Community Emergency Response Team (CERT) programs. CERT educates people about disaster preparedness including 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, as shown in the accompanying pie chart.

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. Two-thirds of those responding to the question indicated they would like to team up with RFD on one or more training program. Among those, the most popular choice was smoke and carbon monoxide installations (71%) followed by home safety inspections (63%).

Issue: 911 Emergency Communications and 311 Call Center services

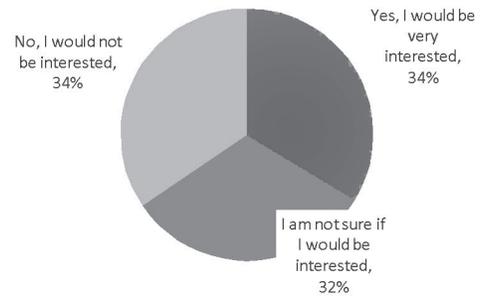
The 911 Emergency Communications Center offers services that the public may not be aware of, including text messaging and the ability to register a cell phone number for reverse calling in an emergency. Based on survey responses, less than one-third of the public appears to be aware of these services.

In addition, 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 supportive of all three possible enhancements, with 80% indicating the website reporting function would be helpful or very helpful. Three-quarters of respondents indicated the mobile app would be helpful or very helpful, compared to 65% who felt this way about live chat.

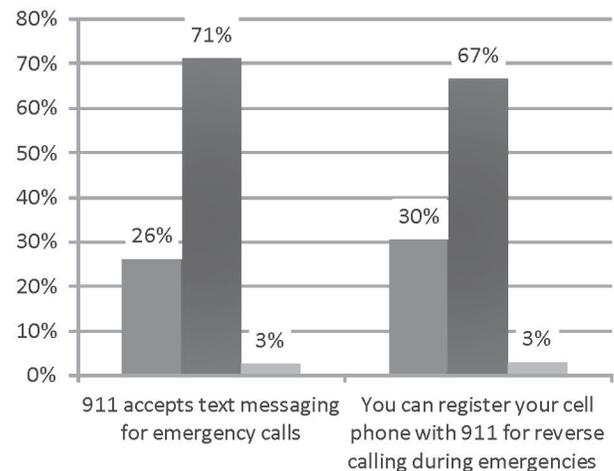
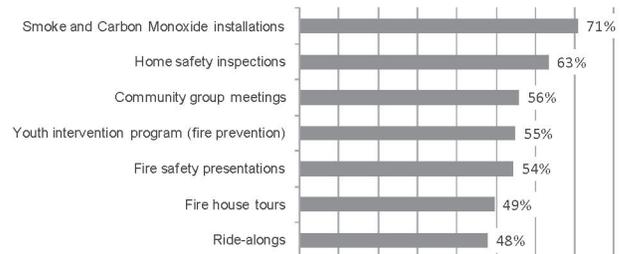
At the City Hall forum, participants stated that the 311 mobile app would enhance communication, especially for people with cell phones.

Percent of respondents who would find each 311 enhancement helpful, or very helpful	
Website Reporting Function	80%
Mobile App	75%
Live Chat	65%

Would you be interested in a Community Emergency Response Team?



Would your group be interested in the following?



Other themes that arose at the public forum on the topic of Safer Neighborhoods included businesses that are involved in illegal activities and challenges with youth violence at the Downtown transit center:

Issue: Neighborhood Businesses

- Offer assistance to store owners to combat illegal activities
- Penalize store owners who encourage/condone illegal activities. Address loitering and open air drug market
- Control hours of operation of corner stores

Issue: Downtown Transit Center

- Require RCSD to change bus routes
- Engage parent involvement with transit center concerns
- Have more police officers at transit center

Priority Area: More Jobs and Neighborhood Development

Issue: Housing Needs

The survey asked how the City can best support residents with housing needs. Help with repair of properties was the top choice, at 81%. Financial assistance and home maintenance were also supported.

Similar comments and suggestions were shared at the forum:

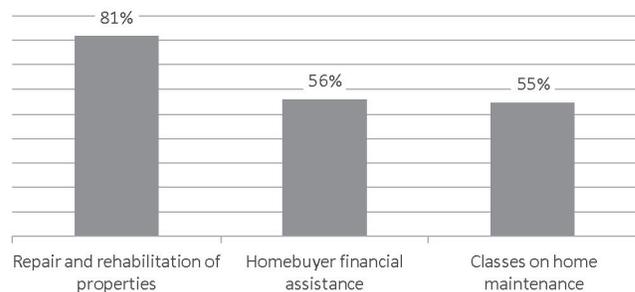
- Need for more affordable housing - subsidized housing, emergency housing
- Assistance for renters, including single people
- Funding and support for renovations - preference to local city buyers for foreclosed homes, vacant homes transferred for low-income families
- Can't we re-purpose existing vacant homes for homeless people?

Issue: Small Businesses

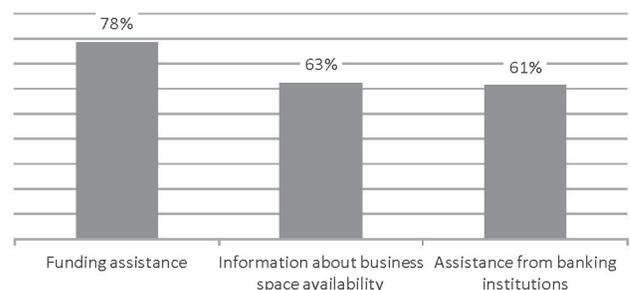
The survey asked what types of services would be best to support neighborhood businesses. Funding assistance was chosen most often among those who answered the question (78%), followed by information about business space availability and assistance from banking institutions. Other suggestions from survey respondents included keeping the neighborhoods safe so that businesses can grow.

Participants in the community forum provided some other suggestions regarding small businesses in the city.

How can the city best support residents with housing needs?



What services would best support neighborhood businesses?



- Provide grants for small businesses for façade improvement, repairs
- Reduce time to approve permits; assign City staff person to help businesses navigate City processes
- Ensure zoning and code enforcement staff are consistent in their enforcement
- Some stores are not operating in an ideal fashion—City should hold corner stores accountable for drug activities, the types of items on display in children’s view
- First black-owned roller skating rink is in the City and looking for city funding; provides a safe space for youth

Issue: Jobs

The public forum generated a number of comments on creating more jobs, how to reach certain population groups and ideas on how the City should prioritize its spending:

- Use social media to publicize City recruitment - particularly Fire Department
- Create programs for formerly incarcerated individuals; apprenticeship or training programs
- Create job development above entry level; encourage college graduates to stay in Rochester
- Support for entrepreneurs, create business cooperatives for neighborhood job creation
- Offer free/low-cost broadband internet access to encourage small businesses to locate in the city
- The Judicial Process Commission provides care and services to ex-offenders. Need to provide mentoring to adults who are trying to get back on the right path
- The “We’ve Got you Covered” roofing program should have hired 100% local workers
- We should not spend money on the marina - give money to small non-profits and churches that offer programming for youth.

The survey asked how the City of Rochester can expand recruitment initiatives for public safety jobs such as Police, Fire and 911 to increase diversity among its employees. Many respondents indicated that recruitment through the schools, elementary through high school or even at MCC is the best way to go and several others mentioned churches as a promising location for such outreach.

Issue: Special Events

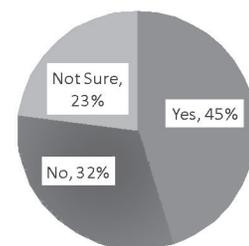
Nearly half of survey respondents thought the City should sponsor more events and festivals, while 32% were opposed.

Forum participants suggested that City-sponsored events may need greater diversity, but also that these events bring everyone together.

- Need greater diversity of events
- Greater community input on musical performers at special events
- These events bring everyone together

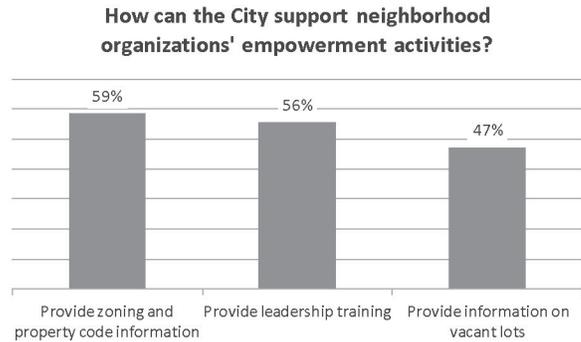
During the telephone town hall, participants were asked whether the city should invest in summer festivals and events and 82% responded “yes.”

Would you like the City to sponsor (commit funding for) more events and festivals?



Issue: Neighborhood Development

Neighborhood organizations provide important services to their communities. The City wants to know how it can best support these organizations' empowerment activities. In the survey results, 59% supported the City providing zoning and property code information and 56% believed the City could provide leadership training to these organizations.



Issue: Recycling

The City recently piloted a “single stream recycling” program in some neighborhoods. This program allows for all recyclable materials, such as paper, cardboard, plastic and glass containers to be tossed into a single recycling toter. The survey asked whether people would be likely to use this service if it were available in their own neighborhood. Overwhelmingly, the respondents agreed they would be either very likely, or somewhat likely to use this service if it were available (95%).

The City is considering providing e-recycling to residents. This would involve drop-off points for old cell phones, televisions, computers and other electronics. Support for this possible future service was also strong with 88% of respondents indicating they would use it.

Issue: Bar and Restaurant Hours

The City of Rochester has a policy that requires bars and restaurants in neighborhood commercial areas to close at 11 pm. Recently, a court ruled that the City cannot compel bars and restaurants with liquor licenses to close earlier than 2 am. The survey asked whether residents see this as an important problem that would affect their neighborhoods. Among the 309 individuals who answered this question, 57% said it would be either a minor or major problem for them, while 43% said it is not a problem and these establishments should be able to stay open whatever hours they choose to operate.

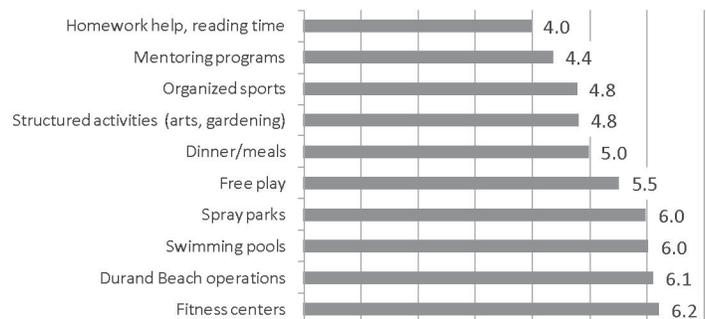
Priority Area: Better Schools and Educational Opportunities

Issue: Mentorship and Tutoring

Survey respondents felt that homework help and mentoring programs are the most important services that City Recreation offers, followed by organized sports, structured activities and meals. Forum participants echoed this sentiment:

- Mentoring and help with homework is the most favored recreation activity
- Mentorship and support to help people stay in and finish school

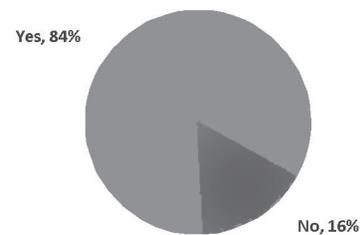
Average ranking of importance of Recreation activities
1= most important; 10=least important





- More parent engagement at City Recreation Centers, libraries, schools
- Be more conscious of girls and young women; be sure they are comfortable using City Recreation Centers
- Youth acting out at the transit center need to be able to express what they are going through; youth have a lot of talent that needs to be given an outlet, possibly through the arts, dance and acting
- Put the YMCA in the schools - for example Baden Street and School #9 collaborate and it's run by volunteers

Do you think the City should continue to operate Durand Eastman Beach for swimming during the summer?



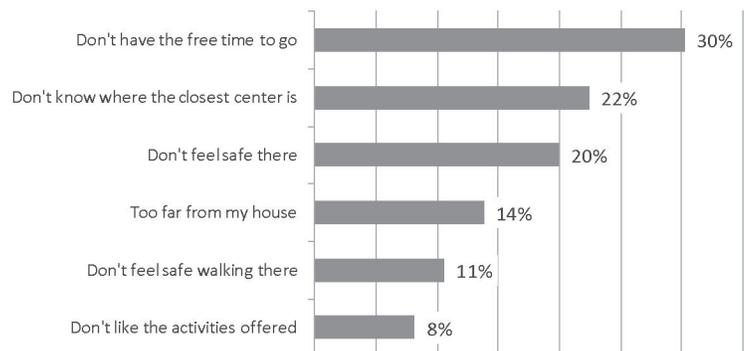
While Durand Beach operations ranked somewhat low as a priority for Recreation services in the survey chart above, in the telephone town hall poll 84% said they think the City should continue to operate Durand Eastman Beach for swimming during the summer.

Issue: Communication opportunities and barriers to use of recreation programs

More than a quarter of survey respondents (27%) said they or someone in their family had participated in a Rec program in the last year. Two percent were not sure, but 71% had not used any Recreation services. Among those who have not used a Rec program or service, the most common reason was because the person doesn't have the time to go (30%), or they don't know where the closest recreation center is (22%).

Many survey respondents indicated they do not use recreation programs because they do not have children, because they are older/seniors, or because they use the YMCA or go for walks/hikes instead.

If you have not used a Rec program in the last year, why not?



Forum participants provided some other ideas on how to generate more Recreation center and program use:

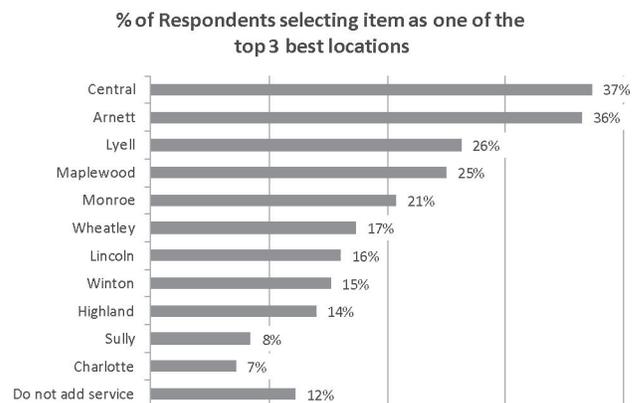
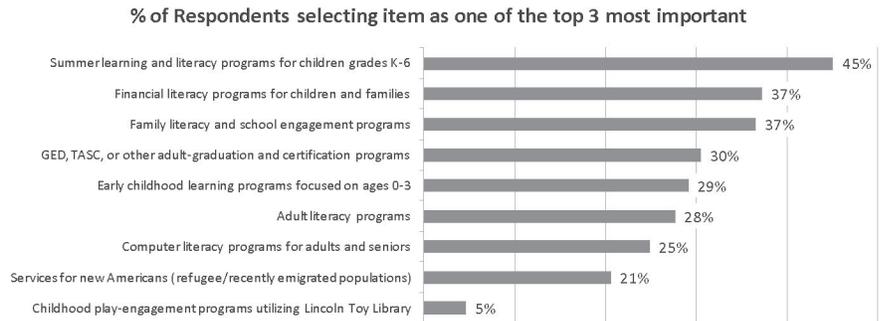
- Use social media to notify participants about activities
- Youth committees can spread information via word of mouth
- Have youth create commercials/ PSAs for television and radio
- Program staff often don't know much about programs
- Use simpler language to describe programs, consider non-native English speakers
- People don't know what programs are offered
- Bring "Rec on the Move" program to schools
- Need bus/transportation from school to City Recreation Centers
- Need transportation to City Recreation Centers with pools

Issue: Education, skill and career development

City libraries provide a wide array of services. No longer are libraries simply the place to check out books. Branch libraries have developed partnerships with the Rochester City School District and with area daycare centers to support early childhood learning and literacy engagement. In the survey, we asked what other educational services that libraries provide to City neighborhoods are most important to our community. Survey takers were presented with a list of nine possible choices and were asked to select their top three. The strongest support among survey respondents was for summer learning and literacy programs for children ages kindergarten through grade 6 (45% selected this as one of their top three choices), for financial literacy programs for children and families (37%) and for family literacy and school engagement programs (37%).

Forum participants also mentioned the need for financial literacy, among other needs:

- Offer computer and financial literacy programs
- Information on access to higher education, referrals to training and REOC
- Tutoring for immigrants and youth, including common core aligned materials, help for job-searching parents
- More dance and theater, year-round arts programs
- Community-wide art/vocal/dance competition
- Culinary programs - partner with Wegmans and restaurants
- More internships with stipends



- While a GED is important, what is available after that? What training or co-ops are available?
- Build on Sully library’s group activities which build relationships with patrons
- Offer programs to increase skills for trades and career development
- Libraries should provide extended hours - school holidays, weekends
- Programs for children and adults with disabilities (e.g., ADHD)
- More culturally enriching programs, more culturally-relevant poets, writers, dance teachers

The library is considering offering a formal early learning class for 3-year-olds. The survey asked what branch(es) should offer this class if it is provided. Respondents could choose their top three locations. Among the 236 individuals who responded to the question, 12% said they do not think the library should offer this service. However, 37% indicated that Central was one of their top three choices, followed by Arnett (36%) and Lyell (26%).

Other Issues

Issue: City Hall business processes

The City will undergo a property reassessment in the 2015-16 fiscal year. The survey asked property owners how they would prefer to communicate with an appraiser if they have a questions about their assessment and The City offers various payment options for taxes, water and other City issued bills. Options currently include check, cash, credit card (in person or online) and one-time debit or recurring debit from a checking or savings accounts. The survey asked whether the City should offer any other payment options. Only 11% of respondents indicated that the City should offer another form of payment option and some suggestions included PayPal, Bitcoin and money orders. Suggestions also included allowing an extended payment plan, discounts for seniors and eliminating the convenience fees for paying with a credit card.

Issue: Mobile app for service requests

The survey asked whether respondents might use a mobile app if one were available in order to submit service requests to the City, and to interact with City personnel. More than half agreed they would (57%) and another 19% were not sure.

Preference for Communication with City Appraiser

	<u>Number</u>	<u>Percent</u>
In person	108	45%
Over the phone	43	18%
Either is fine	75	31%
Not sure	14	6%

Would you use a mobile app to submit service requests to the City and to interact with City personnel?

	<u>Number</u>	<u>Percent</u>
Yes	174	57%
No	75	25%
Not sure	57	19%
Total	306	100%

DEMOGRAPHICS FROM ONLINE SURVEY

If you live in the city, which Quadrant do you call home?	Total	
Center City (Downtown, Corn Hill, Cascade District, High Falls, Grove Place)	6	2%
Northeast (14621, Upper Falls, Marketview Heights)	42	14%
Northwest (Charlotte, Maplewood, Lyell, JOSANA, Dutchtown)	44	14%
Southeast (Strong/Mt. Hope, South Wedge, Monroe/Park/East, Browncroft, Culver/Winton, Beechwood)	157	52%
Southwest (19th Ward, Genesee/Jefferson, Plymouth/Exchange, SWAN)	30	10%
I live in the Monroe County suburbs	23	8%
I live outside Monroe County	2	1%
Total	304	100%

Which of the following represents your age group?		
Under 18	5	1.6%
18 to 34	71	23.1%
35 to 54	123	40.1%
55 or older	108	35.2%
Total	307	100%

How are you connected to the city of Rochester? Do you...		
live in the city?	280	88.9%
work in the city?	192	61.0%
attend events, church, or other activities in the city?	284	90.2%





Thank you to the following city employees who volunteered their time to assist in the Telephone Town Hall, Community Input Forum or the the Online Survey:

- Megan Bosco • Sarah Boyce • Ted Capuano • Anne Dasilva Tella • Sharla Davenport
- Tremain Harris • John Hawk • Tymothi Howard • Arleen Hyland • Phil LaPorta
- Ray Mayoliz • Matt McCarthy • Tom Miller • Rianne Mitchell • Dave Mohney
- Mia Roan • Johanna Santiago • Sandra Simon • Josephus Tisdale • Suzanne Warren

For further information about community Input, please contact:
 James Smith, Director, Bureau of Communications
james.smith@cityofrochester.gov

Tassie Demps, Director, Department of Human Resources Management
tassie.demps@cityofrochester.gov

City Hall • 30 Church Street • Rochester, NY 14614
www.cityofrochester.gov

Produced by the City of Rochester Communications Bureau.



Loretta C. Scott, President
Councilmember At-Large

Dana K. Miller, Vice- President
Councilmember At-Large

Carolee A. Conklin
Councilmember At-Large

Matt Haag
Councilmember At-Large

Adam C. McFadden
Councilmember
South District

Jacklyn Ortiz
Councilmember At-Large

Carla M. Palumbo
Councilmember
Northwest District

Michael A. Patterson
Councilmember
Northeast District

Elaine M. Spaul
Councilmember
East District

July 1, 2015

The Honorable Lovely A. Warren
Mayor, City of Rochester
City Hall
30 Church Street, Room 301A
Rochester, NY 14614

Dear Mayor Warren:

Subsequent to our thorough review of the Proposed Budget for the City of Rochester for 2015-16, we herein present you with the comments and judgments of City Council regarding that document.

General Overview

The Approved Budget of \$501,602,300 represents a decrease of (\$2,026,900) or (-0.4%) below the Amended 2014-15 Budget. The budget presented has no change in the tax levy and provides a decrease of (-0.16%) for the property tax rate for homestead properties and a decrease of (-2.20%) for non-homestead properties. The average home (based on \$70,000 assessment) will have an increase of \$23.79 in property taxes and fees (water, refuse and local works) will increase on average of \$16.79 for an overall annual tax and fee increase of \$40.58

Assessed value of property in the city rose again, this year by 0.97% or \$57,447,170 for an overall value of \$5,980,031,427.

The City of Rochester received \$2 million in unrestricted aid from New York State, as well as a commitment of \$20.7 million from the Dormitory Authority of New York State for capital projects. The City will continue its ongoing emphasis on the disparity between Rochester's per capita State aid, and the levels of such aid provided to Buffalo and Syracuse. Achieving parity on this issue is critical to the ongoing fiscal health of the community.

Staffing levels for the city increased by 11 fulltime positions for an overall total of 2,734. It cannot be ignored, at present and in the future, that our largest challenge in balancing the budget is, and will continue to be, the skyrocketing costs of our retirement payments. This year the City did not exercise its option to participate in the New York State's

Pension Amortization Program. The City's 2015-16 payment to the New York State Retirement System is \$44 million, this is decrease of (\$1,000,000) from last year's payment, and it is expected that our payment will again decrease next year by (\$500,000) for a total bill of \$43.5 million.

Review Process

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

The City is obligated through New York State Legislation to fund the Rochester City School District (RCSD) at \$119.1 million annually. While the Council has no authority on the line spending within the RCSD's budget, we do approve their budget as a whole. Therefore it is important for the RCSD Superintendent and senior staff to come before the Council and answer questions and concerns that we have, similar to the way that City departments do. This is the fourth year that these hearings have taken place, as they were suspended prior to being reinstated during the review of the 2012-13 Budget. It is important that communication between the City and RCSD remain open and transparent. In order to enhance this effort the City Council continues to lead the "3 on 3" effort; a group that consists of three City Council Members, three Board of Education Members, and three members of the Monroe County Legislature.

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

Some items of note that are helping to balance this budget and close the \$34.8 million budget gap while ensuring that programs and services to residents are maintained include: the receipt of \$20.7 million in capital aid from the New York State Dormitory Authority, the use of \$4.5 million from the Retirement Reserve, \$3.4 million from the Tax Relief Reserve, \$2 million additional dollars from New York State in unrestricted aid, \$1.2 million in enterprise fund fee increases, repurposing \$1.2 million in cash capital, \$800,000 in departmental reductions and/or efficiencies, \$800,000 transferred from the premium and interest account and \$200,000 from various other changes. This budget is a thoughtful document that delivers essential services while maintaining a certain quality of life that Rochesterians have come to expect. Yes, cuts were made, but they were made in a way that had minimal impact on the residents of Rochester as core services and facilities were all maintained.

Council is concerned with the use of Relief Funds for the second year in a row and cautions the continued use of Reserve Funds, as this is not a permanent way to balance annual budgets going forward. Since the inception of the Tax Relief Fund in 1994-95 it has been utilized 10 times and this budget's use of \$3.4 million is the second largest amount used in any budget. In addition, it

is critical that we continue to focus on medical costs as the City is now self-insured. It is imperative that this newly implemented change be monitored to ensure that it is fiscally prudent.

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

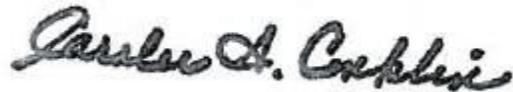
Conclusion

We conclude by complimenting you and your Administration on producing a budget that maintains services in a difficult financial time, without placing the burden on our residents. Council is, as always, your partner in government and we look forward to working with you to implement this budget.

Respectfully submitted,



Loretta C. Scott
President



Carolee A. Conklin
Chair, Finance Committee

Increases

Revenue:

- No increase in the tax levy is proposed
- Unrestricted aid from New York State is budgeted \$2,000,000
- An appropriation of fund balance committed for retirement costs is budgeted
- An appropriation of fund balance committed for tax relief is budgeted
- A water rate increase is proposed to balance the budget
- A local works rate increase is proposed to balance the budget
- A residential refuse rate increase is proposed to balance the budget

Expense:

- Wage and salary increases in accordance with current labor agreements or awards
- Program enhancements
- Enhanced maintenance of city-owned lots and malls
- Personnel expense related to additional staffing
- Support for Special Events

Decreases

Revenue:

- Municipal Relief expires \$6,000,000
- Sales tax remains flat

Expense:

- Decrease in cash capital expense as capital grants through DASNY are off-budget
- Departmental reductions and efficiencies
- Downtown Special Services, Inc.

REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

General Fund 2015-16 revenue estimates are \$373,696,100 or 1.0% less than the 2014-15 Budget. A net reduction of \$4,000,000 from New York State occurs as municipal relief of \$6,000,000 is replaced with \$2,000,000 in unrestricted aid. Use of fund balance committed for retirement costs decreases by \$1.5 million while use of fund balance committed for property tax relief increases by \$1.4 million. Collection of delinquent property taxes increases by \$2.1 million with planned foreclosure sale. Transfer from Premium & Interest to offset debt service decreases by \$1 million. One-time transfer of \$812,600 from Refunds & Overpayments Fund does not recur.

Special Fund 2015-16 revenue estimates are \$18,692,400 or 1.3% more than the 2014-15 Budget. A one-time transfer of \$150,000 from Library Trust Funds is used to offset reductions in the branch libraries. Support from Monroe County for the Central Library decreases \$100,000 as use of fund balance is reduced. An appropriation of Animal Control fund balance of \$350,000 is used to offset capital expenditures.

Enterprise Fund 2015-16 revenue estimates are \$109,213,800 or 1.3% more than the 2014-15 Budget. Rate increases are budgeted for the Water, Local Works, and Refuse Funds. The appropriation of Refuse Fund balance increases \$2,301,200 as planned capital expenditures increase. The appropriation of Water Fund balance increases \$1,876,100 as planned capital expenditures increase. The appropriation of fund balance for Local Works decreases \$1,197,700 as capital expenditures decrease.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

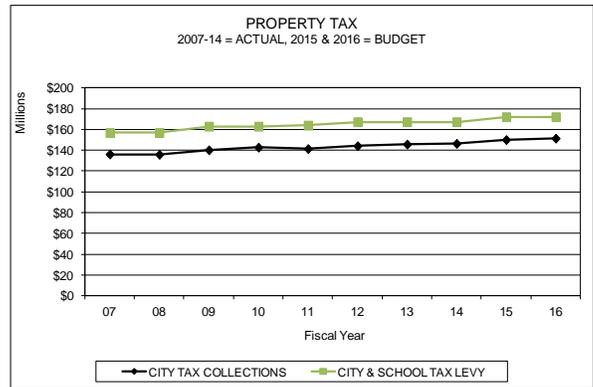
1-3

	Amended 2014-15	Approved 2015-16	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	140,077,900	141,290,800	1,212,900	0.9%
Delinquent & Supplemental Taxes	3,100,000	5,295,000	2,195,000	70.8%
In-Lieu-of-Tax Payments	10,115,200	11,236,000	1,120,800	11.1%
Interest & Penalties	1,512,000	1,710,000	198,000	13.1%
Sales Tax	142,871,400	142,871,400	0	0.0%
Utilities Gross Receipts Tax	5,810,600	5,800,000	-10,600	-0.2%
Mortgage Tax	1,500,000	1,500,000	0	0.0%
Taxes Total	304,987,100	309,703,200	4,716,100	1.5%
Departmental Income	7,910,400	7,362,000	-548,400	-6.9%
Use of Money & Property	295,000	226,400	-68,600	-23.3%
Fines & Forfeitures	5,114,000	6,420,900	1,306,900	25.6%
Licenses & Permits	2,411,700	2,533,100	121,400	5.0%
Sale of Property & Compensation for Loss	722,000	897,000	175,000	24.2%
Miscellaneous	16,064,000	16,377,900	313,900	2.0%
Intergovernmental – New York State	113,875,600	107,303,400	-6,572,200	-5.8%
Intergovernmental – Federal	5,425,200	4,860,400	-564,800	-10.4%
Intergovernmental – Other	20,135,500	19,932,800	-202,700	-1.0%
Interfund Revenue & Transfers	-99,531,900	-101,921,000	-2,389,100	2.4%
General Total	377,408,600	373,696,100	-3,712,500	-1.0%
Animal	1,789,900	2,172,600	382,700	21.4%
Library	16,668,400	16,519,800	-148,600	-0.9%
Water	40,017,100	42,039,000	2,021,900	5.1%
War Memorial	3,226,500	2,641,900	-584,600	-18.1%
Parking	13,115,700	11,914,900	-1,200,800	-9.2%
Cemetery	3,261,500	3,131,200	-130,300	-4.0%
Public Market	945,800	862,300	-83,500	-8.8%
Refuse	25,719,000	28,195,200	2,476,200	9.6%
Local Works	21,476,700	20,429,300	-1,047,400	-4.9%
Grand Total	503,629,200	501,602,300	-2,026,900	-0.4%

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Property Tax

New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first \$8,200 owed on each parcel. Responsibility for collecting property taxes is vested in the Department of Finance, Bureau of Treasury. Property taxes are allocated to various funds as necessary to balance them. Beginning in 1994-95 City and School property tax collections are accounted for within the City Budget. Funding for the City School District is provided within the Interfund revenue section. Prior to 1994-95 the School District received property tax collections outside of the City Budget. Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 the annual increase in STAR is capped at 2%. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary section.



Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation increases by \$58,030,283 or 0.98% from the 2014-15 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 2014-15 budget:

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Expenses	503,629,200	501,602,300	-2,026,900
Non-Property Tax Revenue	<u>353,640,300</u>	<u>350,275,400</u>	<u>-3,364,900</u>
Property Tax Required (City & School)	149,988,900	151,326,900	1,338,000

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

3. The Collection Rate – It is anticipated that 93.5 percent of the tax levy will be collected during 2015-16. In addition, anticipated collections for the first sixty days following the current year are accrued as 2014-15 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.0 percent. A Tax Reserve of 5.0 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2015-16 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 \$83,300 or less. Approximately 4,700 property owners will benefit from this program in 2015-16. All owner-occupied property owners with incomes less than \$500,000 are eligible for the “Basic” STAR program. Approximately 21,700 property owners will take

REVENUE SUMMARY DESCRIPTIONS & CHANGES

advantage of the “Basic” program in 2015-16. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Major Change

NYS re-application requirement resulted in the removal of approximately 3,100 “Basic” and 200 “Enhanced” STAR exemptions during 2014-15 resulting in an increase of \$1,338,000.

Year-to-Year Comparison

All Funds

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
149,988,900	151,326,900	1,338,000

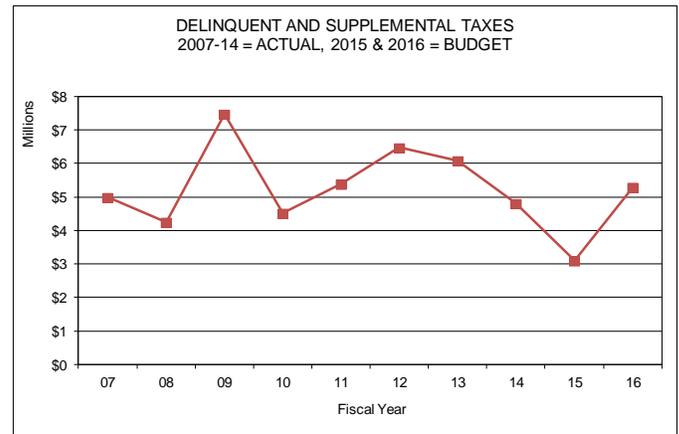
General Fund

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
140,077,900	141,290,800	1,212,900

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

Larger beginning delinquent balance and planned foreclosure sale in November, 2015 increases delinquent taxes collected. Sale of higher valued liens is planned to continue.

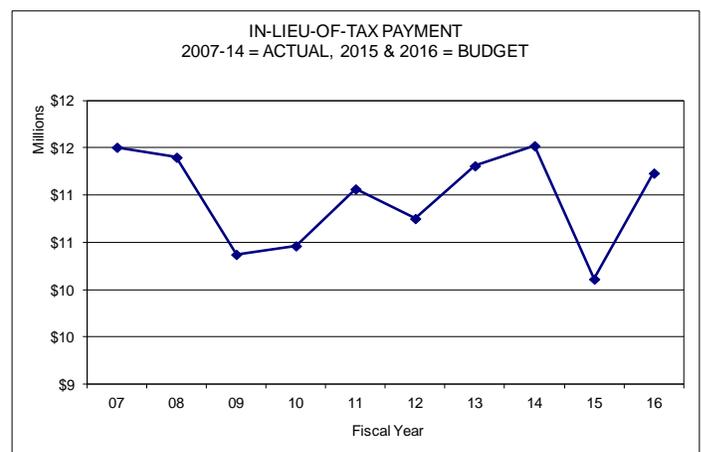
Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
3,100,000	5,295,000	2,195,000

In Lieu Of Tax Payments

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

1. The Private Housing Finance Law applies to projects constructed with private resources to



REVENUE SUMMARY DESCRIPTIONS & CHANGES

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.

Currently one-hundred five COMIDA projects make payments in lieu of taxes. Sixty-seven housing projects make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

Major Change

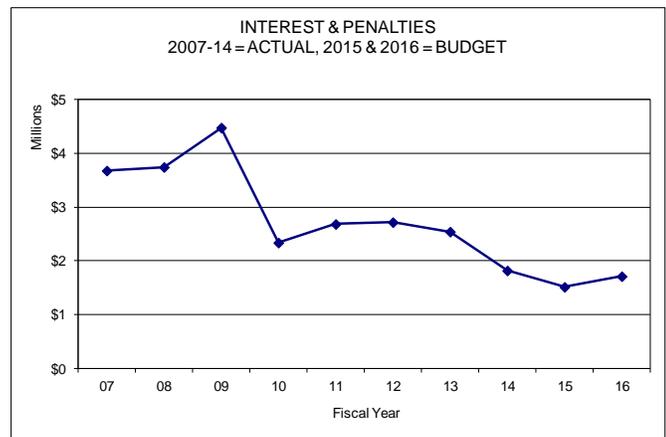
Revenue increases due to eight new COMIDA projects in addition to declining exemption values. One new housing project begins making payments in 2015-16.

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
10,115,200	11,236,000	1,120,800

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

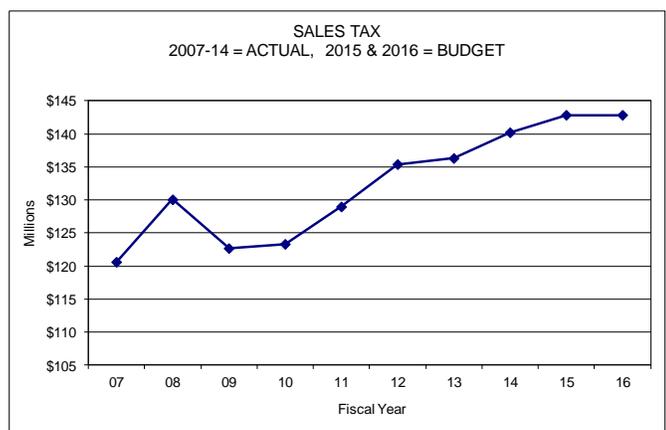
Larger beginning delinquent tax balances and planned foreclosure sale result in additional revenue.

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
1,512,000	1,710,000	198,000

Sales Tax

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



**REVENUE SUMMARY
DESCRIPTIONS & CHANGES**

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 remain flat on a lower base resulting from prior period adjustments.

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
142,871,400	142,871,400	0

Utilities Gross Receipts Tax

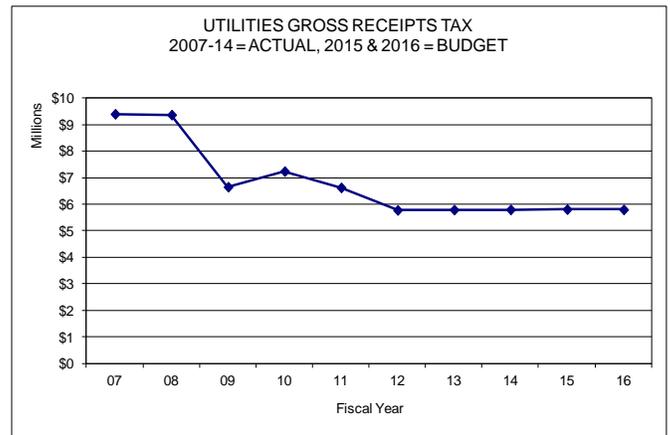
As provided by Section 20b of the General City Law, Rochester imposes a 3% tax on the gross income of utility company transactions in the City. Rochester Gas & Electric Corporation and Frontier Corporation pay approximately 83% of these taxes.

Major Change

Revenue declines as fewer Energy Service Companies (ESCOs) assess and remit tax.

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
5,810,600	5,800,000	-10,600

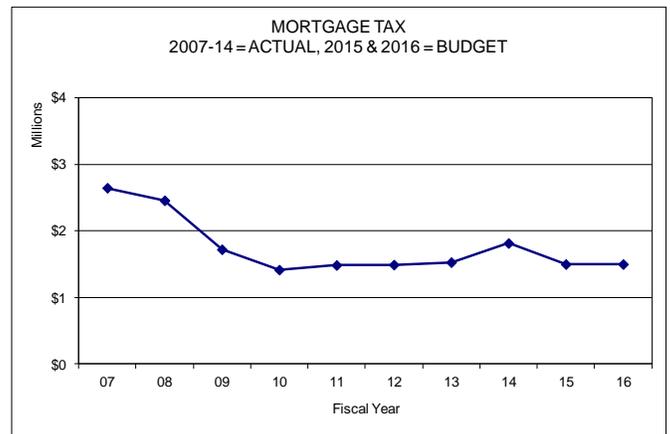


Mortgage Tax

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

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
1,500,000	1,500,000	0



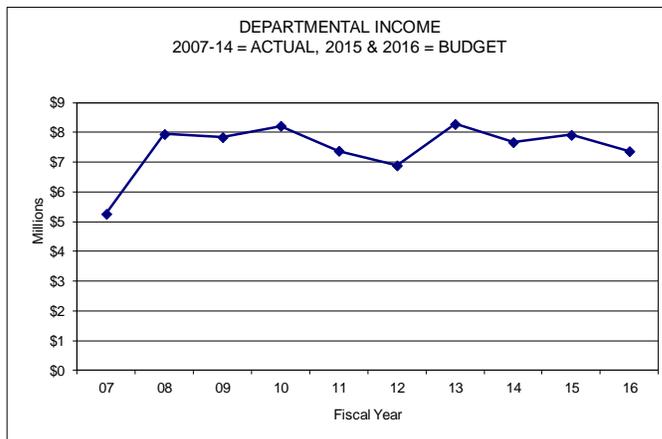
Departmental Income

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.

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Major Change

One-time reimbursement from RG&E for capital expenditures does not recur \$361,900. Case management fees eliminated due to court ruling \$200,000. Reimbursement from RCSD for School Resource Officers increases \$100,000 based on full contract value. Towing and storage fees decrease to reflect actual collections \$65,000. Recreation fees decrease net of \$63,900 due primarily to: Genesee Valley Park Ice Rink decreases \$75,000; reduction in After School in Parks Program (ASIPP) \$25,000; South Avenue Recreation Center increases \$17,500 as construction is complete; and \$18,600 in miscellaneous recreation center revenues. Support from RCSD increases \$63,200 for literacy programming in DRYS. Workers' compensation refunds increase \$50,000. Fewer Fire recruits to be trained by MCC reduces reimbursement \$40,000. Special event reimbursement for RPD drops by \$34,400 due to fewer details. Revenue from West Brighton for primary fire protection and emergency medical first responder services increases \$28,000. Fire prevention permits and fire alarm permits decrease \$13,300 and \$10,100 respectively to reflect actual collections. Net of other changes is a decrease of \$1,000.



Year-to-Year Comparison

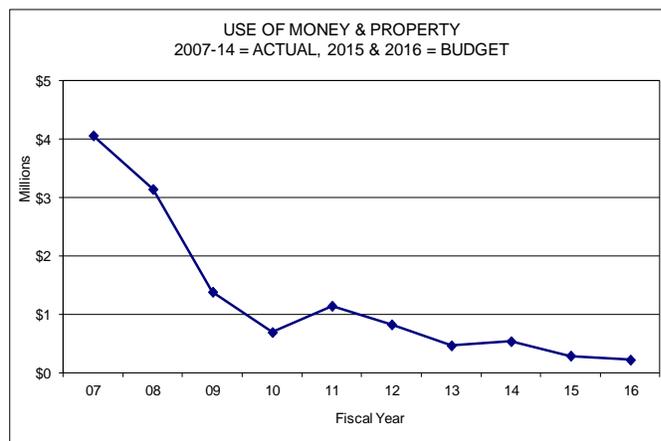
<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
7,910,400	7,362,000	-548,400

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

Revenue from use of soccer stadium is eliminated as operator fails to remit payment \$60,000. Port revenue decreases due to construction \$8,600.



Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
295,000	226,400	-68,600

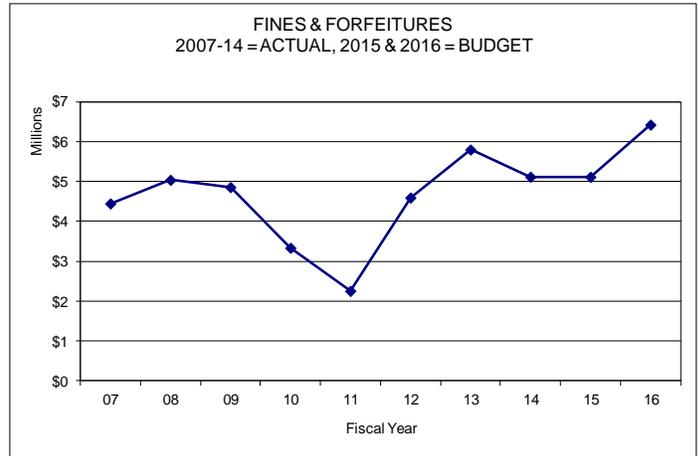
Fines & Forfeitures

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

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Major Change

Parking ticket surcharge is recorded in General Fund to be used for local criminal justice programs and purposes \$950,400. Red Light Photographic Enforcement Program fine collection expected to increase as scofflaw violators are referred to NYS \$600,000. Moving violation revenue decreases as NYS retains a larger portion for administrative costs \$540,500. Collection of municipal code violations increase as larger balance is added to property tax bill \$295,000. Net of other changes is an increase of \$2,000.



Year-to-Year Comparison

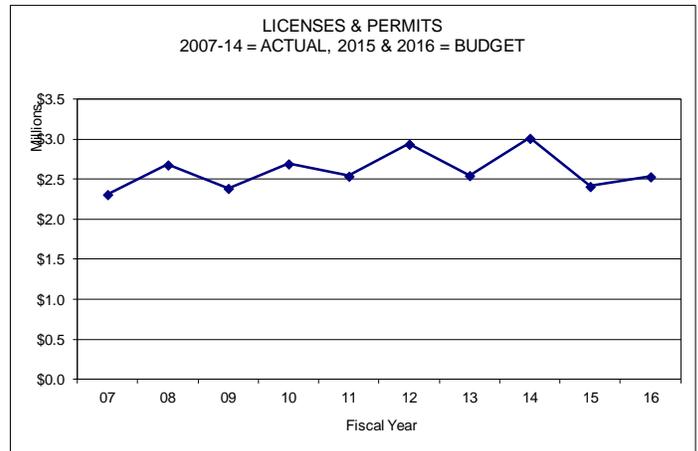
<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
5,114,000	6,420,900	1,306,900

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 increase \$192,000 due to the biannual schedule for renewal. Certificates of Occupancy decrease to reflect actual collection \$70,000. Net reduction in business and occupational licenses \$10,300. Street opening permits increase \$8,000. Net of other changes is an increase of \$1,700.



Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
2,411,700	2,533,100	121,400

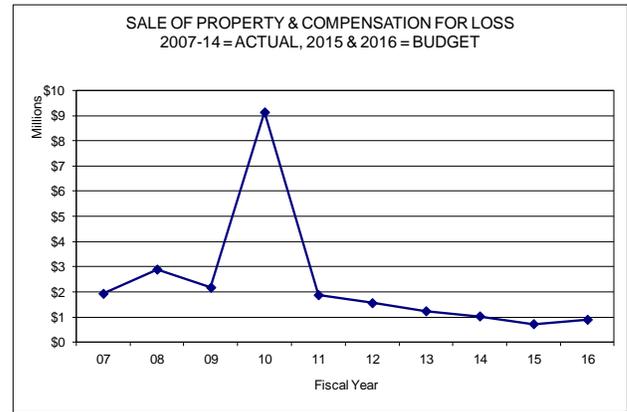
REVENUE SUMMARY DESCRIPTIONS & CHANGES

Sale Of Property & Compensation For Loss

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

Major Change

Auto auction proceeds increase due to better pricing \$70,000. Reimbursement for damage to police vehicles is budgeted \$50,000. Sale of scrap increases \$46,000 due to better pricing on steel. Reimbursement for damage to street lighting increases \$10,000. Net of other changes is a decrease of \$1,000.



Year-to-Year Comparison

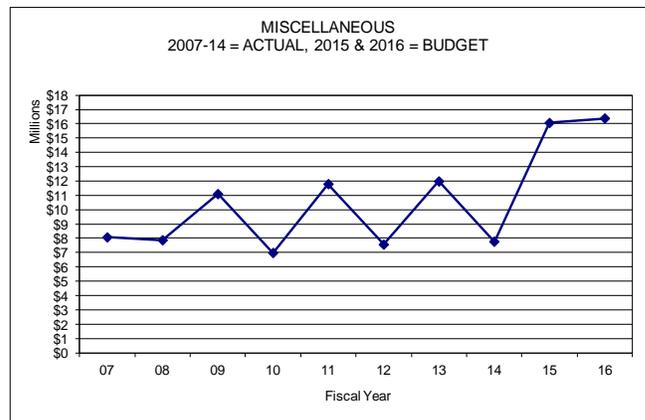
<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
722,000	897,000	175,000

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

Use of fund balance committed for retirement or tax relief will no longer be classified as an inter-fund transfer. Use of fund balance committed for retirement costs decreases by \$1,500,000. Use of fund balance committed for property tax relief increases by \$1,400,000. Appropriation of general fund surplus increases \$282,000. Cable TV Franchise revenue increases \$123,800 based on projected sales activity. First responder franchise fee increases with inflation \$8,100.



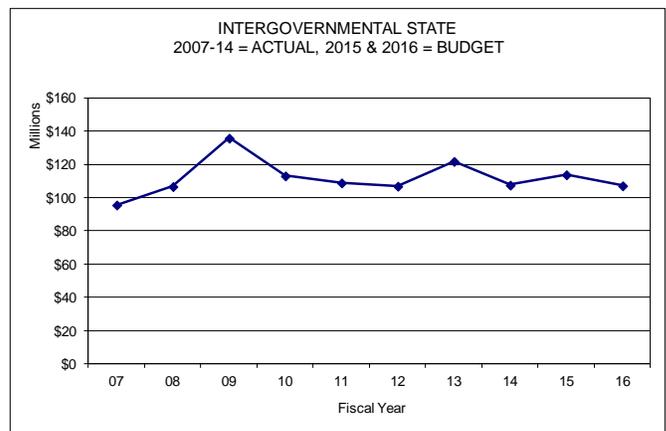
Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
16,064,000	16,377,900	313,900

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



REVENUE SUMMARY DESCRIPTIONS & CHANGES

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.

Major Change

Municipal relief from NYS expires \$6,000,000. New unrestricted aid of \$2,000,000 is expected. STAR revenue is reduced \$1,338,000 as approximately 3,300 exemptions are removed. Gun Involved Violence Elimination (GIVE) Initiative expires \$413,500. One-time DASNY allocation for Clinton/Baden playground improvements does not recur \$250,000. Net reduction of \$177,700 to Consolidated Highway Improvement Program as the reduction in maintenance of effort level is partially offset by an increase in Extreme Winter Recovery. Miscellaneous state grants decrease \$148,700 which is largely attributable to the following grants not recurring: Records Management \$97,800; Attorney General \$30,900; and community policing legislative awards \$20,000. Miscellaneous state grants decrease \$118,800 as a result of reductions in funding: Office of Victim's Services \$30,700; Youth Board \$28,500; Environmental Quality \$25,900; Motor Vehicle Theft & Insurance Fraud \$21,500; and Auto Theft Prevention \$12,200. NYS Department of Health grant for sexual health expires \$97,100. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) decreases \$17,900. Net of other changes is a decrease of \$10,500.

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
113,875,600	107,303,400	-6,572,200

Intergovernmental – Federal

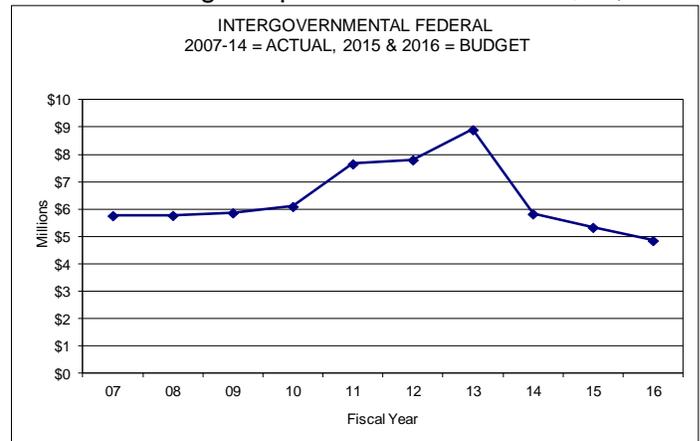
The Federal Aid category includes reimbursements for the administration of federally funded programs. The program appropriations are approved by City Council separate from the City operating budget. The Community Development Block Grant (CDBG) Program is the largest such “off budget” fund.

Major Change

Net reduction of \$230,800 occurs in Assistance to Firefighters grant as 2013 program transitions to 2014. Justice Assistance grant increase \$143,000. Net reduction in Federal Pregnancy Prevention grant funds \$123,600 as program expires in March 2016. Net reduction of \$112,000 in substance abuse grant funding as program expires in October 2015. Smart Policing grant expires \$91,100. Lead program funding expires \$89,000. Reimbursement for participation in joint anti-crime task forces increases \$83,300. Revenue from Community Development Block Grant (CDBG) to reimburse on-budget expenditures decreases \$71,400. Net reduction occurs in State Homeland Security Program (SHSP) federal pass-through grant \$53,700. Domestic Abuse Response Team funds decrease \$35,100. Increase in Environmental Protection Agency funds for Brownfield management \$20,400. Net of other changes is a decrease of \$4,800.

Year-to-Year Comparison

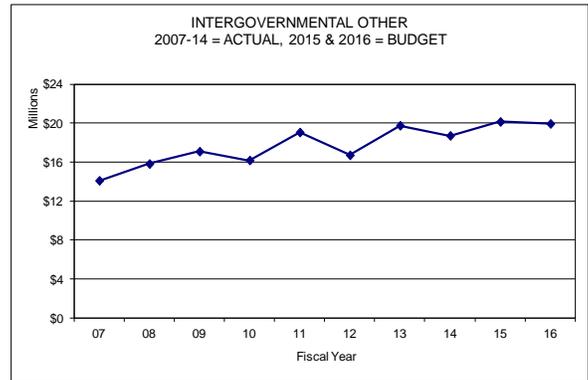
<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
5,425,200	4,860,400	-564,800



REVENUE SUMMARY DESCRIPTIONS & CHANGES

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

STOP-DWI grant funding decreases \$159,000 pending new grant award in calendar year 2016. County reimbursement for Emergency Communications decreases \$123,600 to correspond with approved 2015 County budget. Election inspector reimbursement increases \$35,800 due to presidential primary in 2016. Traffic shares increase \$29,000. Lead hazard reimbursement increases \$15,000. Net of other changes is an increase of \$100.

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
20,135,500	19,932,800	-202,700

Interfund Revenues & Transfers

Interfund transfers consist of three categories:

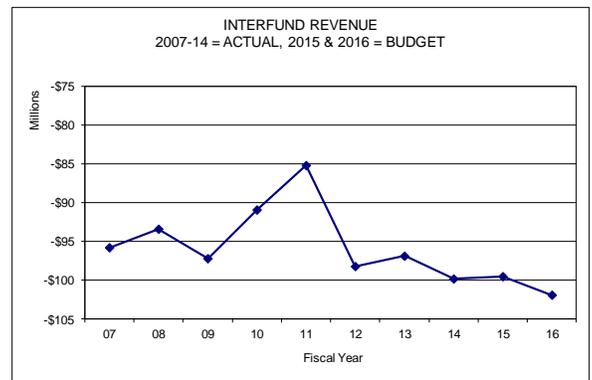
1. Reimbursements to the General Fund for services provided to other operating funds. In these cases, the cost of services (street cutting and administrative chargeback) are included in the General Fund as well as the appropriate non-General Fund. The reimbursements offset the General Fund expense. Revenues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

Major Change

Transfer from Premium & Interest needed to balance the budget decreases \$1,040,200. The transfer from refunds and overpayments is eliminated \$812,600. Local improvement ordinance for Downtown Special Services expires \$529,200. Transfer from Bloomberg Innovation Fund to offset personnel and fringe benefit expense \$407,000. The following allocations of forfeiture funds do not recur: reorganization costs \$351,600; overtime for foot patrols and community meetings \$30,200; and community-based programs \$25,000. Annual allocation for GRANET expires \$200,000. Downtown Enhancement District transfer is revised to reflect fringe benefit costs and use of fund balance \$170,100. Transfer from capital funds increase to reflect personnel expense related to Port-Marina project \$22,600.



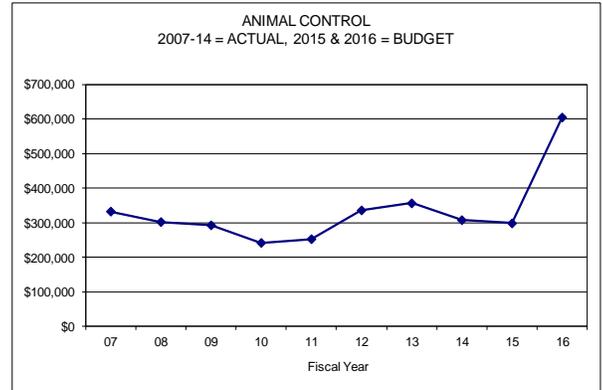
**REVENUE SUMMARY
DESCRIPTIONS & CHANGES**

Year-to-Year Comparison

<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
-99,531,900	-101,921,000	-2,389,100

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

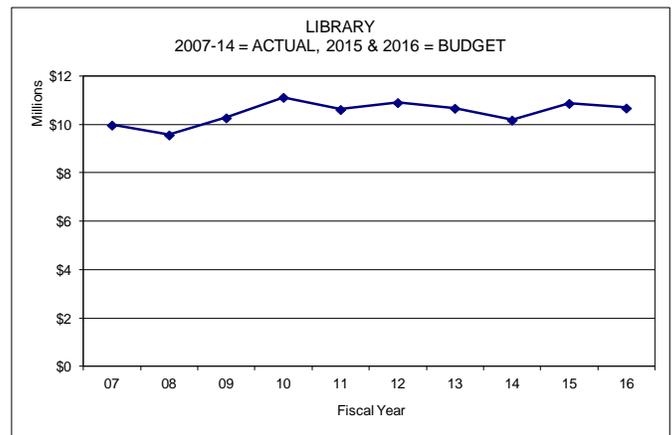
One-time appropriation of fund balance occurs for planned capital expenditures \$350,000. American Society for the Prevention of Cruelty to Animals (ASPCA) grant funding expires \$22,700. Miscellaneous fees including rabies shots decrease \$21,000. Revenue from spay/neuter services increases due to veterinarian position being filled \$10,000. Dog redemption fees decrease as intake of strays decrease \$7,000. Net reduction in fees resulting from more fee-waived adoption events \$4,900. Fines increase \$4,000 based on actual collections. Dog licensing fees decrease due to less activity \$2,300. Property tax support needed to balance the budget increases \$76,600.

Year-to-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	298,500	604,600	306,100
Property Tax	<u>1,491,400</u>	<u>1,568,000</u>	<u>76,600</u>
Total	1,789,900	2,172,600	382,700

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 use of Library Trust Funds offsets reductions to branch libraries \$150,000. Support from Monroe County decreases \$100,000 as use of fund balance decreases. One-time donation from Friends & Foundation of Rochester Public Library for development of Central Library Master Space Plan does not recur \$100,000. Transfer from Premium & Interest does not recur \$98,400. Net increase in Central Library use and service charges \$89,800. Bullet Aid from NYS does not recur \$60,000. Gleason digitization support does not recur \$50,000. One-time capital reimbursement does not recur \$19,600. Financial literacy

REVENUE SUMMARY DESCRIPTIONS & CHANGES

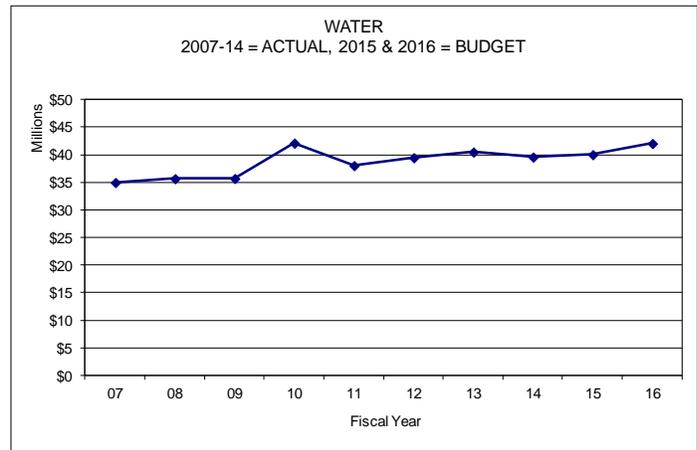
grant does not recur \$18,800. Support from City School District for Literacy Aide program increases \$8,900. Net increase in Central and Community E-rate program \$4,000. Net of other changes results in an increase of \$2,400. Property tax support needed to balance the budget increases \$43,400.

Year-to-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	10,884,800	10,692,800	-192,000
Property Tax	<u>5,783,600</u>	<u>5,827,000</u>	<u>43,400</u>
Total	16,668,400	16,519,800	-148,600

Water Fund

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



Major Change

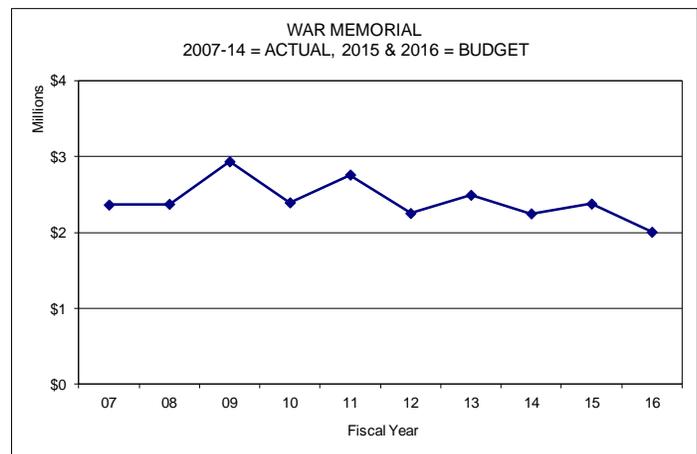
Appropriation of fund balance increases \$1,876,100 to fund capital expenditures. Proposed rate increases on consumption and base rates result in \$396,000 incremental revenue based upon slight reduction in consumption. Delinquent collections decrease \$250,000 to reflect actual collections. One-time reimbursement from RG&E for capital expenditures does not recur \$156,300. Upland water sales increase \$114,500. Interest and penalties increase \$50,000. Net of other changes is a decrease of \$8,400.

Year-to-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	40,017,100	42,039,000	2,021,900

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

Amendment to operating agreement during 2014-15 eliminates the City's share of revenue from the sale of food and beverage \$329,000. Suite revenues decrease \$43,000 as the planned number of events decline. Property tax support needed to balance the budget decreases \$212,600.

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Year-to-Year Comparison

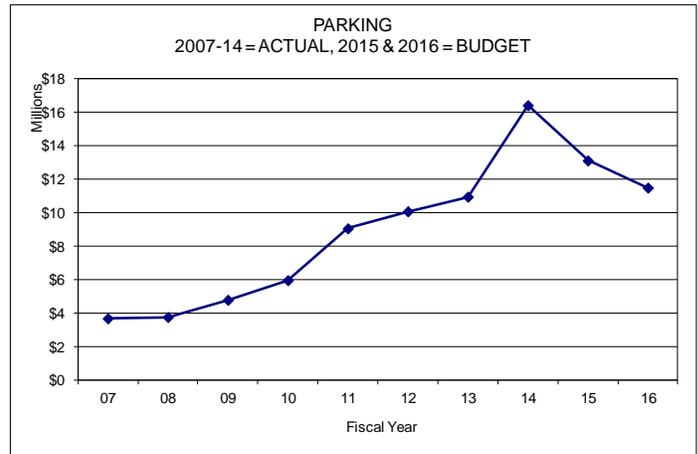
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	2,376,000	2,004,000	-372,000
Property Tax	<u>850,500</u>	<u>637,900</u>	<u>-212,600</u>
Total	3,226,500	2,641,900	-584,600

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

Vehicle & Traffic Law Section 1809-a requires parking fine surcharges to be remitted to the General Fund of the city to be used for local criminal justice programs and purposes \$950,400 which is partially offset by an increase in parking tickets written of \$25,400. Revenue decreases in the following garages to reflect actual experience: Midtown \$321,700, East End \$156,400, Court Street \$53,500, High Falls \$34,200 and South Avenue \$29,100. Decrease in garage revenue due to loss of large group of parkers \$290,600. Sagamore loan interest increases revenue \$52,000; an appropriation of fund balance \$50,000 is budgeted for planned capital expenditures. Proposed increase in parking garage rates results in \$60,300 additional revenue. Revenue declines for the Blue Cross Arena parking lot \$60,000. Parking for Rochester Philharmonic Orchestra concerts will be aligned with the special events rate \$32,400. Increase in revenue budgeted for Capron Street Lot to reflect actual monthly payment collected \$26,700. Cellular tower at East End results in \$20,800 additional revenue. On-street parking meter collections decrease a net of \$18,000 as meter customers transition to Mortimer garage. New revenue from use of truck tunnel \$15,000. Increase in student hourly parking rates at East End Garage results in additional revenue \$12,600. Net of other changes is a decrease of \$1,700. Transfer from Premium & Interest decreases \$2,100. The Parking Fund will revert to a property tax supported fund in 2015-16 requiring \$421,700 in support.

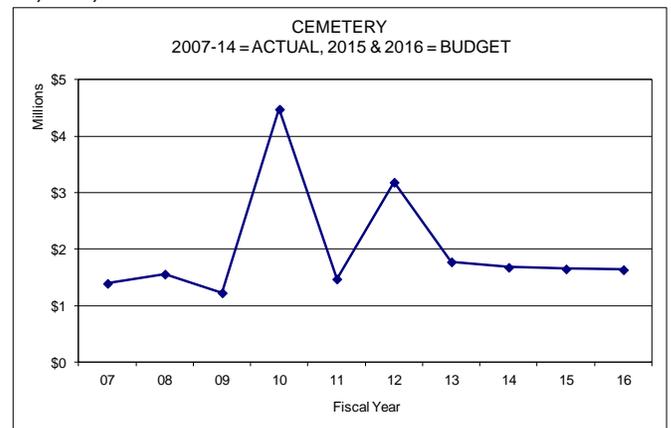


Year-to-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	13,115,700	11,493,200	-1,622,500
Property Tax	<u>0</u>	<u>421,700</u>	<u>421,700</u>
Total	13,115,700	11,914,900	-1,200,800

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.



REVENUE SUMMARY DESCRIPTIONS & CHANGES

Major Change

Miscellaneous receipts decrease \$12,500. Transfer from Premium & Interest decreases \$1,700. Property tax support needed to balance the budget decreases \$116,100.

Year-to-Year Comparison

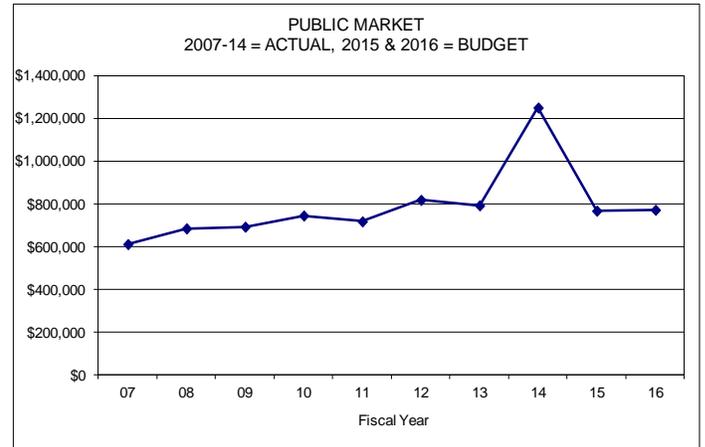
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	1,655,200	1,641,000	-14,200
Property Tax	<u>1,606,300</u>	<u>1,490,200</u>	<u>-116,100</u>
Total	3,261,500	3,131,200	-130,300

Public Market Fund

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

Major Change

Market fees increase \$25,000 due to increased vendor participation. One-time donation of \$20,000 towards purchase of tram does not recur. Embellishment fees for snowplowing decrease \$600. Property tax support needed to balance the budget decreases \$87,900.



Year-to-Year Comparison

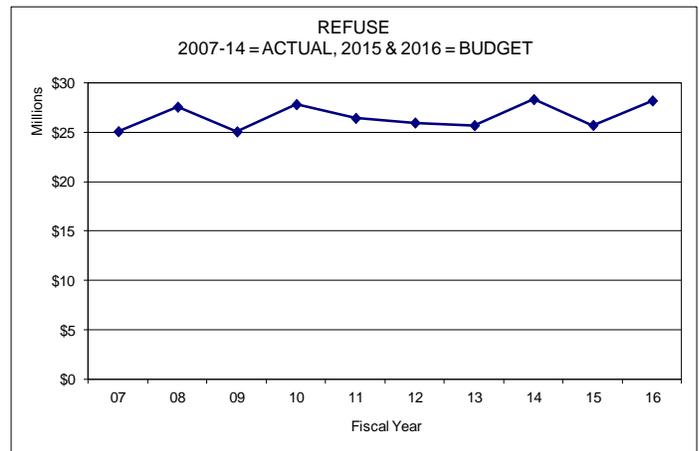
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	766,600	771,000	4,400
Property Tax	<u>179,200</u>	<u>91,300</u>	<u>-87,900</u>
Total	945,800	862,300	-83,500

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

Appropriation of fund balance increases \$2,301,200 as capital expenditures increase. Proposed residential rate increase results in \$410,000. Delinquent collections decrease \$225,000 to reflect actual collections. Commercial collections decrease \$10,000.



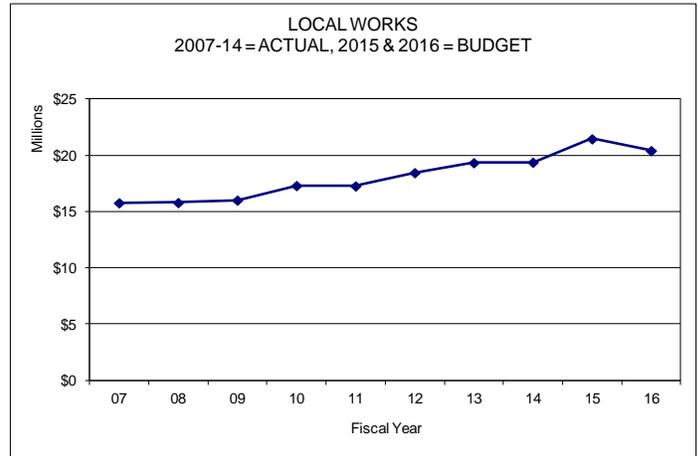
Year-to-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	25,719,000	28,195,200	2,476,200

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Local Works Fund

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



Major Change

Appropriation of fund balance decreases \$1,197,700 as planned capital expenditures decrease. Proposed rate increase results in \$156,400 additional revenue. Service level agreement for plowing of fire facilities results in new revenue of \$50,000. Delinquent collections decrease \$50,000 to reflect actual collections. Transfer from Premium & Interest decreases \$5,100. Net of other changes is a decrease of \$1,000.

Year-to-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Operating Revenue	21,476,700	20,429,300	-1,047,400

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
General				
Taxes				
Property Tax (City & School)	137,129,282	141,926,000	140,077,900	141,290,800
Delinquent & Supplemental Taxes	4,808,765	5,378,000	3,100,000	5,295,000
In-Lieu-of-Tax Payments	11,525,061	10,833,000	10,115,200	11,236,000
Interest & Penalties	1,816,506	1,772,000	1,512,000	1,710,000
Sales Tax	140,226,688	140,013,000	142,871,400	142,871,400
Utilities Gross Receipts Tax	5,799,794	5,915,000	5,810,600	5,800,000
Mortgage Tax	<u>1,815,804</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>
Taxes Total	303,121,900	307,337,000	304,987,100	309,703,200
Departmental Income				
Police Fees	1,112,840	1,046,500	1,213,700	1,111,200
Fire Fees	661,896	675,500	679,400	664,400
Finance Fees	199,110	263,000	263,000	272,000
Repairs & Clean-up Fees	361,758	490,900	455,000	245,000
Recreation Fees	896,814	786,900	870,800	806,900
Zoning Fees	88,390	80,000	80,000	80,000
Charges for Service	2,315,146	2,779,600	2,584,900	2,715,400
Other Dept. Income	<u>2,029,926</u>	<u>1,956,700</u>	<u>1,763,600</u>	<u>1,467,100</u>
Departmental Income Total	7,665,880	8,079,100	7,910,400	7,362,000
Use of Money & Property				
Interest Earnings	220,431	140,000	140,000	140,000
Rental of Real Property	<u>320,670</u>	<u>156,100</u>	<u>155,000</u>	<u>86,400</u>
Use of Money & Property Total	541,101	296,100	295,000	226,400
Fines & Forfeitures				
City Court Fines	57,467	28,000	39,000	41,000
Moving Violations	589,235	250,000	835,000	294,500
Parking Violations	0	0	0	950,400
Municipal Code Fines	1,142,912	1,808,700	505,000	800,000
Miscellaneous	393,289	368,600	235,000	235,000
Red Light Camera Violations	<u>2,932,198</u>	<u>3,709,600</u>	<u>3,500,000</u>	<u>4,100,000</u>
Fines & Forfeitures Total	5,115,101	6,164,900	5,114,000	6,420,900
Licenses & Permits				
Business & Occupational Licenses	327,322	324,900	338,600	328,300
Bingo Licenses	11,079	10,500	10,500	10,500
Professional Licenses	334,414	35,000	35,000	227,000
Other Licenses	66,610	63,900	67,200	64,300
Building Permits	1,929,988	1,651,400	1,653,400	1,588,000
Street Opening Permits	<u>344,437</u>	<u>275,000</u>	<u>307,000</u>	<u>315,000</u>
Licenses & Permits Total	3,013,850	2,360,700	2,411,700	2,533,100
Sale of Property & Compensation for Loss				
Sale of Scrap	183,184	204,400	204,000	250,000
Sale of Real Property	387,660	3,265,000	250,000	250,000
Sale of Unclaimed Property	226,243	254,500	187,000	256,000
Other Compensation for Loss	<u>232,980</u>	<u>161,300</u>	<u>81,000</u>	<u>141,000</u>
Sale of Property & Compensation for Loss Total	1,030,067	3,885,200	722,000	897,000

REVENUE SUMMARY
REVENUE ESTIMATES

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Miscellaneous				
General Fund Surplus	4,860,000	4,870,000	4,870,000	5,152,000
Apr. Of Fund Balance Retirement Costs	0	6,000,000	6,000,000	4,500,000
Apr. Of Fund Balance Tax Relief	0	2,619,100	2,619,100	4,019,100
Cable TV Franchise Revenue	1,776,355	3,001,800	1,701,800	1,825,600
Miscellaneous	814,900	425,000	550,000	550,000
First Responder Franchise Fee	315,188	323,100	323,100	331,200
Miscellaneous Total	<u>7,766,443</u>	<u>17,239,000</u>	<u>16,064,000</u>	<u>16,377,900</u>
Intergovernmental – New York State				
Aid & Incentives to Municipalities	88,234,464	88,234,400	88,234,400	88,234,400
STAR	13,195,683	12,130,700	13,363,000	12,025,000
Youth Aid	72,618	63,100	91,600	63,100
Consolidated Highway Improvements	3,686,500	4,244,400	4,244,400	4,066,700
Miscellaneous	2,528,415	2,877,400	1,942,200	914,200
Municipal Relief	0	6,000,000	6,000,000	0
Unrestricted Aid	0	0	0	2,000,000
Intergovernmental – New York State Total	<u>107,717,680</u>	<u>113,550,000</u>	<u>113,875,600</u>	<u>107,303,400</u>
Intergovernmental – Federal				
Community Development Block Grant	3,723,103	3,432,700	3,472,700	3,401,300
Crime Bill	681	0	0	0
Transportation Grants	12,711	60,000	90,000	110,000
Federal Nutrition	242,589	301,100	337,300	337,700
Lead Programs	149,402	89,000	89,000	0
Metro. Medical Response	70,989	6,400	0	0
Substance Abuse Grant	119,061	125,300	138,100	26,100
Miscellaneous	1,515,258	1,256,500	1,298,100	985,300
Intergovernmental – Federal Total	<u>5,833,794</u>	<u>5,271,000</u>	<u>5,425,200</u>	<u>4,860,400</u>
Intergovernmental – Other				
Off Track Betting	60,306	220,000	200,000	200,000
Emergency Communications	16,459,499	17,644,800	18,122,000	17,998,400
Police Services-Firearms Instruction	71,198	55,700	55,700	55,700
Election Inspectors	205,887	222,200	211,100	246,900
Traffic Shares	660,439	149,000	149,000	178,000
STOP-DWI	137,254	287,700	287,700	128,700
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Miscellaneous	313,000	320,000	315,000	330,100
Intergovernmental – Other Total	<u>18,702,583</u>	<u>19,694,400</u>	<u>20,135,500</u>	<u>19,932,800</u>

**REVENUE SUMMARY
REVENUE ESTIMATES**

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
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	6,688,797	6,639,100	6,639,100	6,639,100
Street Lighting Districts	34,438	25,000	45,000	35,000
Premium & Interest Fund	3,890,000	4,270,800	4,270,800	3,230,600
Foreign Insurance Fund	363,994	193,100	180,000	190,000
Downtown Enhancement District	794,188	554,000	554,000	724,100
Downtown Special Services District	528,594	529,200	529,200	0
Seized Property Fund	304,698	661,100	706,800	100,000
Capital Funds	360,000	372,000	372,000	394,600
Trans. Refunds & Overpayment	924,200	812,600	812,600	0
Bloomberg Innovation Fund	<u>0</u>	<u>85,000</u>	<u>85,000</u>	<u>492,000</u>
Interfund Revenue & Transfers Total	-99,837,491	-99,584,500	-99,531,900	-101,921,000
General Total	360,670,908	384,292,900	377,408,600	373,696,100
Animal				
Animal Control Center Fees	194,357	171,000	221,000	198,100
Dog Licenses	42,363	35,800	38,800	36,500
Animal Fines	20,486	17,400	16,000	20,000
Miscellaneous	50,675	0	22,700	0
Appropriation of Fund Balance	0	0	0	350,000
Property Tax	<u>1,301,700</u>	<u>1,491,400</u>	<u>1,491,400</u>	<u>1,568,000</u>
Animal Total	1,609,581	1,715,600	1,789,900	2,172,600
Library				
Library Charges	2,539,011	2,743,300	2,733,100	2,831,900
County Reimbursement	6,720,000	6,870,000	6,870,000	6,770,000
State Aid	872,937	878,000	978,400	835,700
Miscellaneous	48,126	190,700	191,800	100,700
Intergovernmental – Federal	17,224	13,100	13,100	4,500
Trans. Premium & Interest	0	98,400	98,400	0
Trans. Trust Funds	0	0	0	150,000
Property Tax	<u>5,667,200</u>	<u>5,783,600</u>	<u>5,783,600</u>	<u>5,827,000</u>
Library Total	15,864,498	16,577,100	16,668,400	16,519,800

REVENUE SUMMARY
REVENUE ESTIMATES

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Water				
Metered Water Sales	32,365,084	33,026,400	33,360,000	33,756,000
Upland Sales/MCWA	2,288,818	2,185,000	2,185,000	2,299,500
Other Municipalities	349,516	320,000	316,000	316,000
Delinquent Collections	833,649	750,000	925,000	675,000
Service Charges	134,297	139,000	139,000	139,000
Interest & Penalties	1,061,912	1,050,000	1,000,000	1,050,000
Miscellaneous	314,741	391,800	386,500	221,800
Interest Earnings	7,802	11,200	11,200	11,200
Intergovernmental – Federal	3,375	3,400	3,400	3,400
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
Refund Prior Years Expense	49,406	0	0	0
Appropriation of Fund Balance	<u>938,400</u>	<u>448,000</u>	<u>448,000</u>	<u>2,324,100</u>
Water Total	39,590,000	39,567,800	40,017,100	42,039,000
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	1,341,860	1,142,000	1,471,000	1,099,000
Interest Earnings	54	0	0	0
Property Tax	<u>880,600</u>	<u>850,500</u>	<u>850,500</u>	<u>637,900</u>
War Memorial Total	3,127,514	2,897,500	3,226,500	2,641,900
Parking				
Parking Ramps	6,297,453	6,868,000	7,696,700	6,921,000
Parking Lots	134,437	209,000	242,000	209,000
Meters	1,087,148	1,000,000	1,200,000	1,178,900
Parking Fines	4,105,143	3,852,800	3,874,600	2,949,600
Cultural District	4,304,749	0	0	0
Miscellaneous	450,321	95,700	78,000	110,400
Interest Earnings	19,286	95,500	5,600	57,600
Intergovernmental – Federal	6,022	5,000	5,000	5,000
Trans. Premium & Interest	12,200	13,800	13,800	11,700
Appropriation of Fund Balance	0	0	0	50,000
Property Tax	<u>0</u>	<u>0</u>	<u>0</u>	<u>421,700</u>
Parking Total	16,416,759	12,139,800	13,115,700	11,914,900

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Cemetery				
Sales	509,701	510,000	540,000	540,000
Service Charges	579,560	571,000	573,500	573,500
Miscellaneous	148,208	158,500	169,500	157,000
Interest Earnings	7,964	7,300	5,100	5,100
Intergovernmental – Federal	98,000	0	0	0
Trans. Premium & Interest	20,400	21,100	21,100	19,400
Cremation Service fees	320,029	332,700	346,000	346,000
Property Tax	<u>1,269,300</u>	<u>1,606,300</u>	<u>1,606,300</u>	<u>1,490,200</u>
Cemetery Total	2,953,162	3,206,900	3,261,500	3,131,200
Public Market				
Market Fees	779,121	750,000	700,000	725,000
Embellishment Fees	44,535	45,000	45,600	45,000
Miscellaneous	0	20,000	20,000	0
Interest Earnings	1,439	1,000	1,000	1,000
Intergovernmental – New York State	424,153	0	0	0
Property Tax	<u>74,300</u>	<u>179,200</u>	<u>179,200</u>	<u>91,300</u>
Public Market Total	1,323,548	995,200	945,800	862,300
Refuse				
Current Collections	20,512,621	20,450,200	20,612,500	21,022,500
Commercial Charges	3,287,081	3,322,500	3,366,000	3,356,000
Delinquent Collections	1,596,122	1,753,000	1,575,000	1,350,000
Miscellaneous	236,004	85,000	95,000	95,000
Interest Earnings	10,286	10,000	25,000	25,000
Sale of Scrap	43,290	35,000	35,000	35,000
Appropriation of Fund Balance	<u>2,639,600</u>	<u>10,500</u>	<u>10,500</u>	<u>2,311,700</u>
Refuse Total	28,325,004	25,666,200	25,719,000	28,195,200
Local Works				
Current Collections	17,335,307	17,666,500	17,682,800	17,839,200
Delinquent Collections	1,017,727	1,040,000	925,000	875,000
Miscellaneous	102,741	178,000	35,000	84,000
Interest Earnings	19,545	20,000	20,000	20,000
State Reimbursement-Snow & Ice Control	59,170	60,000	60,000	60,000
Trans. Premium & Interest	61,100	63,300	63,300	58,200
Appropriation of Fund Balance	<u>801,800</u>	<u>2,690,600</u>	<u>2,690,600</u>	<u>1,492,900</u>
Local Works Total	19,397,390	21,718,400	21,476,700	20,429,300
Total All Funds	489,278,364	508,777,400	503,629,200	501,602,300

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

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

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

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

The 2015-16 STAR revenue of \$12,025,000 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) is \$70,000 in 2015-16. The assessed value for a typical commercial property (Non-Homestead) is \$262,100 in 2015-16.

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	<u>Percent Change</u>
TAX RATE (per \$1,000)				
Homestead Class				
- City	6.22	6.21	-0.01	-0.16%
- School	<u>13.83</u>	<u>13.94</u>	<u>0.11</u>	0.80%
Total	20.05	20.15	0.10	0.50%
Non-Homestead Class				
- City	13.17	12.89	-0.28	-2.13%
- School	<u>29.69</u>	<u>29.03</u>	<u>-0.66</u>	-2.22%
Total	42.86	41.92	-0.94	-2.19%
TAX BURDEN				
Single Family Residence				
- City	\$435.40	\$434.70	-\$0.70	-0.16%
- School	<u>\$968.10</u>	<u>\$975.80</u>	<u>\$7.70</u>	0.80%
Total	\$1,403.50	\$1,410.50	\$7.00	0.50%
Commercial Property				
- City	\$3,451.86	\$3,378.47	-\$73.39	-2.13%
- School	<u>\$7,781.75</u>	<u>\$7,608.76</u>	<u>-\$172.99</u>	-2.22%
Total	\$11,233.61	\$10,987.23	-\$246.38	-2.19%

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of City 2015-16 Property Tax Levy

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
EXPENSE				
Operating	443,744,800			443,744,800
Cash Capital		21,226,000		21,226,000
Debt Service			36,631,500	36,631,500
Tax Reserve	<u>1,345,512</u>	<u>257,279</u>	<u>1,039,679</u>	<u>2,642,470</u>
Total	445,090,312	21,483,279	37,671,179	504,244,770
REVENUE				
Operating	418,180,070			418,180,070
Cash Capital		16,337,700		16,337,700
Debt Service			<u>16,877,600</u>	<u>16,877,600</u>
Total	418,180,070	16,337,700	16,877,600	451,395,370
TOTAL TAX LEVY	26,910,242	5,145,579	20,793,579	52,849,400
Homestead (42.56026%)**				22,492,842
Non-Homestead (57.43974%)**				30,356,558
ASSESSED VALUE				
Homestead				5,980,614,540
Non-Homestead				3,624,435,145
				2,356,179,395
TAX RATE				
Homestead	3.16	0.61	2.44	6.21
Non-Homestead	6.56	1.26	5.07	12.89

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2015-16 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2014-15 Homestead and Non-Homestead apportionment was 42.57103% and 57.42897%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of School 2015-16 Property Tax Levy

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

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
EXPENSE				
Operating	81,739,216			81,739,216
Cash Capital		11,100,700		11,100,700
Debt Service			52,536,196	52,536,196
Tax Reserve	<u>4,302,064</u>	<u>337,358</u>	<u>1,315,578</u>	<u>5,955,000</u>
Total	86,041,280	11,438,058	53,851,774	151,331,112
REVENUE				
Operating	0	0	0	0
Cash Capital		4,690,900		4,690,900
Debt Service*	<u>0</u>	<u>0</u>	<u>27,540,212</u>	<u>27,540,212</u>
Total	0	4,690,900	27,540,212	32,231,112
TOTAL TAX LEVY	86,041,280	6,747,158	26,311,562	119,100,000
Homestead (42.56026%)**				50,689,270
Non-Homestead (57.43974%)**				68,410,730
ASSESSED VALUE				5,992,861,644
Homestead				3,636,557,059
Non-Homestead				2,356,304,585
TAX RATE				
Homestead	10.07	0.79	3.08	13.94
Non-Homestead	20.98	1.64	6.41	29.03

*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 2015-16 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2014-15 Homestead and Non-Homestead apportionment was 42.57103% and 57.42897% respectively.

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of Property Tax Revenue For The General Fund

City Property Tax Levy	52,849,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	171,949,400
Less: Allowance for Uncollectables (Tax Reserve)	8,597,470
Less: STAR Revenue	12,025,000
Combined City and School Property Tax Revenue	151,326,900
Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:	
Animal Control Fund	1,568,000
Library Fund	5,827,000
War Memorial Fund	637,900
Parking Fund	421,700
Cemetery Fund	1,490,200
Public Market Fund	91,300
Net General Fund Property Tax Revenue	141,290,800

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 cap calculation is also adjusted by 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. For 2015-16, the allowable levy growth factor is 1.62% as published by the NYS Office of the Comptroller. There is no increase proposed to the tax levy for 2015-16.

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

STAR

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of \$83,300 or less. The second, called Basic STAR, is for all other home owners regardless of age with incomes less than \$500,000.

Eligible property owners for the 2015-16 program receive up to a \$43,750 and \$20,100 assessment exemption for the Enhanced program and Basic program respectively. The 2014-15 assessment exemption for the Enhanced program was \$43,010. Both values are adjusted by the equalization rate. For large cities with fiscally dependent school districts, the enacting legislation assumed 67% of the combined tax rate to be for school purposes. Beginning in 2011-12, the maximum STAR savings can't exceed more than 2% of the prior year maximum savings. The maximum savings in 2014-15 for the Enhanced and Basic programs were \$837 and \$403 respectively. Due to the fact that the Homestead tax rate increased the actual savings for Enhanced was capped at \$837 and the savings for Basic was capped at \$403. Therefore the 2015-16 maximum STAR savings is limited to \$854 for the Enhanced program and \$411 for the Basic program.

The Board of Real Property Services may establish special equalization rates that may result in revised STAR exemption amounts if the determined STAR exemption is 5% or more different than the previous year's exemptions. Approximately 4,700 property owners will benefit from the Enhanced STAR program and 21,700 property owners for the Basic STAR program in 2015-16.

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 2015-16 STAR revenue estimate to be reimbursed from the state is as follows:

	<u>Assessed Value Exemption</u>	<u>Tax Rates</u>	<u>STAR Revenue</u>	<u>Capped STAR Revenue</u>
City:				
Homestead	588,998,197	6.21	3,657,679	3,618,521
Non-Homestead	<u>5,572,547</u>	12.89	<u>71,830</u>	<u>71,830</u>
	594,570,744		3,729,509	3,690,351
School:				
Homestead	592,528,685	13.94	8,259,850	8,171,891
Non-Homestead	<u>5,615,637</u>	29.03	<u>163,022</u>	<u>163,022</u>
	598,144,322		8,422,871	8,334,912
Total	N/A	N/A	12,152,380	12,025,263

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Assessed Value – Changes

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

2015-16 Assessed Value	5,980,614,540
2014-15 Assessed Value	5,922,584,257
Change	58,030,283
Percent Change	0.98%

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

Non-Homestead Assessment:

Roll Section 5 (Special Franchise)	60,167,578
Bausch & Lomb - Goodman Street	1,802,800
Railroad (Roll Section 7)	1,395,917
1850 Mt. Read Blvd. (from COMIDA)	1,360,000
422 E. Henrietta Rd. (from COMIDA)	1,250,000
Gleason Works	625,000
58 McKee Rd Company	593,300
Chase	-12,500,000
50 Holleder Parkway (to COMIDA)	-1,752,700
Roll Section 6 (Utility)	-1,108,688
Kodak	-1,089,760
Non-Homestead net of other changes	<u>1,841,940</u>
Subtotal	52,585,387
Homestead Assessment :	
Decrease in Veterans Exemption	-1,896,916
Homestead net of other changes	<u>7,341,812</u>
Subtotal	5,444,896
Total Assessment Change	58,030,283

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Valuation – Historic

<u>Fiscal Year</u>	<u>General Municipal Purposes</u>	<u>Veterans Exemption*</u>	<u>Total School Purposes**</u>	<u>Change from Prior Year</u>
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	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	558,144,061
2007-08	5,135,078,243	54,377,249	5,189,455,492	37,975,473
2006-07	5,094,593,315	56,886,704	5,151,480,019	33,815,713

*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 to apply the alternate veterans tax exemption for School Purposes as well as General Municipal Purposes.

Tax Collection Experience

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

A. Current Taxes

<u>Fiscal Year</u>	<u>Tax Billed July 1</u>	<u>Current Collections</u>	<u>Percent of Levy</u>	<u>Tax Balances June 30*</u>
2014-15	213,694,121	197,303,799	92.33	16,390,322
2013-14	206,187,605	191,616,333	92.93	14,423,393
2012-13	206,013,149	190,290,555	92.37	15,025,054
2011-12	205,558,194	190,955,268	92.90	15,009,884
2010-11	201,211,222	185,325,233	92.10	14,879,786
2009-10	197,218,680	182,280,504	92.43	14,354,317
2008-09	196,088,229	181,217,589	92.42	13,496,524
2007-08	190,297,840	174,901,972	91.91	14,634,571
2006-07	189,822,199	174,245,337	91.79	14,248,723
2005-06	184,085,987	168,296,701	91.42	14,037,418

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

B. Delinquent Taxes

<u>Fiscal Year</u>	<u>Delinquent Tax Balances July 1</u>	<u>Delinquent Tax Collections</u>	<u>Percent of Delinquent Tax Balances</u>	<u>Delinquent Tax Balances June 30*</u>	<u>Total Tax Balances June 30**</u>
2014-15	21,196,943	9,727,543	45.89	11,469,400	25,646,951
2013-14	17,595,933	8,683,531	49.35	6,773,716	21,196,943
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
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291
2006-07	24,102,157	10,328,437	42.85	11,633,085	25,881,808
2005-06	23,003,806	9,682,226	42.09	10,064,739	24,102,157

*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.

<u>Fiscal Year</u>	<u>Assessed Value</u>	<u>Equalization Ratio</u>	<u>Full Assessed Valuation</u>
2015-16	5,992,861,644	96.55	6,207,003,256
2014-15	5,969,121,527	97.91	6,096,539,196
2013-14	5,931,350,041	99.55	5,958,161,769
2012-13	5,910,991,579	99.52	5,939,501,185
2011-12	5,779,908,468	95.89	6,027,644,664
Five Year Total			30,228,850,070
Five Year Average			6,045,770,014
Constitutional Percentage			2%
Constitutional Limit			120,915,400

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Constitutional Tax Limit & Margin – Historic

The following table contains the historical trend of the City's tax limit for operating purposes and the amount of the limit used.

Constitutional Operating Tax Limit 2006-07 to 2015-16

<u>Fiscal Year</u>	<u>Limit</u>	<u>Amount Used</u>	<u>Tax Margin</u>
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
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043
2006-07	102,594,091	78,369,414	24,224,677

Computation of Constitutional Tax Levy Margin for Fiscal Year 2015-16

Five Year Average Full Valuation	\$6,045,770,014
Two Per Centum of Five Year Average Full Valuation	\$120,915,400
Exclusion Added Thereto:	
School bonds and notes, principal and interest	\$24,995,984
Water bonds and notes, principal and interest	8,412,300
Appropriation for bonded indebtedness	22,582,800
Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law*	<u>25,358,800</u>
	<u>81,349,884</u>
	202,265,284
Less: Revenue Applied to Debt	<u>5,009,400</u>
Maximum Taxing Power	197,255,884
Total Tax Levy	<u>171,949,400</u>
Constitutional Tax Levy Margin	<u><u>\$25,306,484</u></u>

*Includes City School District Cash Capital

**EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT**

Expense Changes – Highlights

The 2015-16 Approved Budget of \$501,602,300 decreases expenditures by \$2,026,900 or 0.4% less than the 2014-15 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 #4 through #17 of this document.

MAJOR INCREASES

- Wage and salary increases in accordance with current labor agreements or awards
- Program enhancements
- Replacement of Human Resources/Payroll system
- Additional staff for the newly created Office of Innovation
- Additional staffing in DRYS to support programming
- Additional support for Special Events
- Increased mowing for vacant lots and street malls
- Recruitment for and administration of entry-level firefighter exam

MAJOR DECREASES

- Decrease in cash capital expense as capital grants through DASNY are off-budget
- Departmental efficiencies and reductions
- Fuel costs
- Expiration of Downtown Special Services, Inc.

Change Detail

Salary & Wage			Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
6,170,800	866,600	199,700	-249,400	27,200	-9,041,800	-2,026,900

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

Year-to-Year Comparison

	Budget <u>2014-15</u>	Budget <u>2015-16</u>	<u>Variance</u>	<u>Percent</u>
City Council and Clerk Administration:	1,799,600	1,881,300	81,700	4.5
Mayor's Office	2,208,400	2,623,800	415,400	18.8
Management & Budget	823,600	824,600	1,000	0.1
Human Resource Management	2,245,000	2,401,100	156,100	7.0
Communications	2,675,700	2,911,700	236,000	8.8
Law	1,872,100	1,937,100	65,000	3.5
Information Technology	6,558,900	7,798,800	1,239,900	18.9
Finance (Excluding Parking)	4,818,000	5,078,700	260,700	5.4
Finance (Parking)	7,249,500	7,494,900	245,400	3.4
Neighborhood & Business Development	13,903,600	13,848,200	-55,400	-0.4
Environmental Services	82,944,200	83,704,200	760,000	0.9
Emergency Communications	13,775,500	13,709,600	-65,900	-0.5
Police	89,789,100	90,921,100	1,132,000	1.3
Fire	47,538,500	48,706,500	1,168,000	2.5
Library	11,350,100	11,316,600	-33,500	-0.3
Recreation & Youth Services	11,408,100	11,324,300	-83,800	-0.7
Undistributed Expense	132,882,700	135,556,000	2,673,300	2.0
Contingency	3,670,700	1,706,300	-1,964,400	-53.5
Cash Capital	30,034,900	21,226,000	-8,808,900	-29.3
Debt Service	<u>36,081,000</u>	<u>36,631,500</u>	<u>550,500</u>	1.5
TOTAL	503,629,200	501,602,300	-2,026,900	-0.4

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
City Council and Clerk	1,719,368	1,774,200	1,799,600	1,881,300
Administration				
Mayor's Office	1,495,659	2,167,700	2,208,400	2,623,800
Management & Budget	858,785	772,500	823,600	824,600
Human Resource Management	1,933,946	2,162,700	2,245,000	2,401,100
Communications	2,448,604	2,649,200	2,675,700	2,911,700
Law Department	<u>1,844,335</u>	<u>1,807,000</u>	<u>1,872,100</u>	<u>1,937,100</u>
	8,581,329	9,559,100	9,824,800	10,698,300
Information Technology	6,624,384	7,230,600	7,587,500	8,896,600
Interfund Credit	-775,301	-929,500	-929,500	-976,300
Intrafund Credit	<u>-89,323</u>	<u>-99,100</u>	<u>-99,100</u>	<u>-121,500</u>
	5,759,760	6,202,000	6,558,900	7,798,800
Finance				
Director's Office	312,652	455,500	506,800	566,600
Accounting	1,155,534	1,127,400	1,258,800	1,197,800
Treasury	1,606,751	1,777,400	1,789,900	1,812,600
Assessment	841,318	933,000	949,400	1,169,400
Parking & Municipal Violations	6,355,956	7,185,000	7,249,500	7,494,900
Purchasing	<u>945,321</u>	<u>1,000,300</u>	<u>1,036,400</u>	<u>1,057,400</u>
	11,217,532	12,478,600	12,790,800	13,298,700
Interfund Credit	-203,815	-137,800	-137,800	-191,900
Intrafund Credit	<u>-439,218</u>	<u>-585,500</u>	<u>-585,500</u>	<u>-533,200</u>
	10,574,499	11,755,300	12,067,500	12,573,600
Neighborhood & Business Development				
Commissioner	714,329	775,000	868,500	843,900
Business & Housing Development	5,773,886	6,138,000	6,413,200	6,409,300
Planning & Zoning	1,526,641	1,500,000	1,668,900	1,707,900
Neighborhood Preservation	1,361,133	1,450,000	1,526,000	1,444,600
Inspection & Compliance	<u>3,135,198</u>	<u>3,267,000</u>	<u>3,427,000</u>	<u>3,442,500</u>
Total	12,511,187	13,130,000	13,903,600	13,848,200
Environmental Services				
Office of the Commissioner	1,179,709	3,196,900	3,303,800	2,788,900
Architecture & Engineering	7,284,254	7,398,500	7,827,400	7,856,000
Operations	32,461,031	34,113,200	35,136,900	35,916,300
Buildings and Parks	12,829,580	13,064,600	13,443,000	13,753,100
Equipment Services	13,198,752	12,792,600	14,071,600	14,216,600
Water	<u>21,230,102</u>	<u>21,809,000</u>	<u>23,161,700</u>	<u>23,271,500</u>
	88,183,428	92,374,800	96,944,400	97,802,400
Interfund Credit	-6,688,874	-6,315,600	-6,977,200	-7,117,000
Intrafund Credit	<u>-5,988,602</u>	<u>-6,340,200</u>	<u>-7,023,000</u>	<u>-6,981,200</u>
	75,505,952	79,719,000	82,944,200	83,704,200

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

1-37

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Emergency Communications	12,999,784	13,217,200	13,775,500	13,709,600
Police	87,214,670	87,759,200	89,789,100	90,921,100
Fire	46,018,391	46,100,200	47,538,500	48,706,500
Library				
Central Library	7,431,283	7,404,100	7,489,600	7,456,700
Community Library	<u>3,623,500</u>	<u>3,801,300</u>	<u>3,860,500</u>	<u>3,859,900</u>
	11,054,783	11,205,400	11,350,100	11,316,600
Recreation & Youth Services				
Office of the Commissioner	439,068	1,931,700	2,105,500	2,106,300
Recreation	8,262,149	7,250,000	7,359,700	7,407,200
BEST & YS	0	1,709,900	1,942,900	1,810,800
Employment Opportunities	1,259,428	0	0	0
Youth Services	<u>1,068,577</u>	<u>0</u>	<u>0</u>	<u>0</u>
	11,029,222	10,891,600	11,408,100	11,324,300
Undistributed	119,075,651	130,418,300	133,254,600	135,966,900
Interfund Credit	-370,584	-214,100	-244,000	-249,000
Intrafund Credit	<u>-220,598</u>	<u>-154,400</u>	<u>-127,900</u>	<u>-161,900</u>
	118,484,469	130,049,800	132,882,700	135,556,000
Contingency	0	3,670,700	3,670,700	1,706,300
Capital				
Cash Capital	32,187,500	30,034,900	30,034,900	21,226,000
Debt Service	<u>34,660,141</u>	<u>36,081,000</u>	<u>36,081,000</u>	<u>36,631,500</u>
	66,847,641	66,115,900	66,115,900	57,857,500
TOTAL	468,301,055	491,149,600	503,629,200	501,602,300

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
PERSONNEL EXPENSES				
City Council and Clerk	1,516,765	1,536,600	1,523,500	1,618,000
Administration	6,610,592	7,114,600	7,326,000	7,950,000
Information Technology	3,841,427	4,020,800	4,227,700	4,431,600
Finance	5,791,507	5,953,400	6,157,800	6,305,400
Neighborhood & Business Development	8,700,208	8,842,100	9,413,900	9,503,600
Environmental Services	35,216,990	37,465,200	37,686,300	38,801,300
Emergency Communications	11,769,987	12,073,200	12,328,700	12,621,800
Police	74,013,037	74,935,300	75,266,400	77,134,100
Fire	42,834,701	42,972,300	43,798,300	45,117,900
Library	8,456,050	8,433,900	8,515,300	8,657,000
Recreation & Youth Services	7,009,554	7,051,700	7,141,700	7,288,900
Undistributed	<u>90,467,016</u>	<u>103,941,600</u>	<u>105,692,100</u>	<u>106,915,800</u>
	296,227,834	314,340,700	319,077,700	326,345,400
MATERIALS AND SUPPLIES				
City Council and Clerk	6,715	7,800	9,300	7,500
Administration	68,357	86,000	95,000	90,900
Information Technology	28,630	41,500	41,500	41,800
Finance	196,744	213,000	316,700	509,300
Neighborhood & Business Development	37,614	67,900	80,600	69,800
Environmental Services	10,797,389	10,825,900	13,031,600	12,367,300
Emergency Communications	125,858	116,400	145,900	142,600
Police	1,299,403	1,396,100	1,662,300	1,442,000
Fire	625,589	552,900	698,500	682,400
Library	755,186	767,800	767,800	740,000
Recreation & Youth Services	<u>360,369</u>	<u>279,000</u>	<u>300,700</u>	<u>336,700</u>
	14,301,854	14,354,300	17,149,900	16,430,300

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
SERVICES				
City Council and Clerk	195,888	229,800	266,800	255,800
Administration	1,902,380	2,358,500	2,403,800	2,657,400
Information Technology	2,754,327	3,168,300	3,318,300	4,423,200
Finance	5,229,281	6,312,200	6,316,300	6,484,000
Neighborhood & Business Development	3,578,598	4,020,400	4,199,000	4,061,100
Environmental Services	33,703,400	35,654,500	37,197,300	37,410,200
Emergency Communications	1,094,927	1,027,600	1,200,900	945,200
Police	11,902,230	11,387,800	12,775,600	12,285,600
Fire	2,552,594	2,555,500	3,019,300	2,904,000
Library	1,837,601	1,986,400	1,972,000	1,824,600
Recreation & Youth Services	3,659,299	3,560,900	3,861,300	3,673,900
Capital & Debt	<u>39,400</u>	<u>39,400</u>	<u>39,400</u>	<u>39,400</u>
	68,449,925	72,301,300	76,570,000	76,964,400
OTHER				
Neighborhood & Business Development	194,767	199,600	210,100	213,700
Environmental Services	8,465,649	8,429,200	9,029,200	9,223,600
Emergency Communications	9,012	0	100,000	0
Police	0	40,000	84,800	59,400
Fire	5,507	19,500	22,400	2,200
Library	5,946	17,300	95,000	95,000
Recreation & Youth Services	0	0	104,400	24,800
Undistributed	28,608,635	26,476,700	27,562,500	29,051,100
Contingency	0	3,670,700	3,670,700	1,706,300
Capital & Debt	<u>66,808,241</u>	<u>66,076,500</u>	<u>66,076,500</u>	<u>57,818,100</u>
	104,097,757	104,929,500	106,955,600	98,194,200
INTERFUND & INTRAFUND CREDITS	-14,776,315	-14,776,200	-16,124,000	-16,332,000
Total	468,301,055	491,149,600	503,629,200	501,602,300

**EXPENDITURE SUMMARY
SUMMARY OF 2014-15 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. 2014-15 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

<u>Department</u>	Approved Budget	Amended Budget	<u>Variance</u>	<u>Ordinances</u>
City Council and Clerk	1,799,600	1,799,600	0	
Administration:	0	0	0	
-Mayor's Office	2,148,400	2,208,400	60,000	2015-32
-Management & Budget	823,600	823,600	0	
-Human Resource Management	2,245,000	2,245,000	0	
-Communications	2,615,700	2,675,700	60,000	2014-360; 2014-402; 2015-26
-Law	1,872,100	1,872,100	0	
Information Technology	6,461,100	6,558,900	97,800	2014-271
Finance (excl. Parking)	4,818,000	4,818,000	0	
Finance - Parking	7,249,500	7,249,500	0	
Neighborhood & Business Development	13,828,600	13,903,600	75,000	2014-208
Environmental Services	82,944,200	82,944,200	0	
Emergency Communications	13,775,500	13,775,500	0	
Police	85,074,600	89,789,100	4,714,500	2014-233; 2014-235; 2014-257; 2014-269; 2014-300; 2014-326; 2014-353; 2014-354; 2014-355; 2014-356; 2014-366; 2015-53; 2015-77; 2015-78; 2015-85
Fire	45,193,000	47,538,500	2,345,500	2014-323; 2015-85
Library	11,290,100	11,350,100	60,000	2014-200
Recreation & Youth Services	11,264,400	11,408,100	143,700	2014-259; 2014-264; 2014-358; 2014-398
Undistributed Expenses	132,281,700	132,882,700	601,000	2014-323; 2015-32; 2015-85
Contingency	10,182,100	3,670,700	-6,511,400	2014-208; 2014-265; 2014-366; 2015-85
Cash Capital	28,002,000	30,034,900	2,032,900	2014-265; 2014-269; 2014-288; 2014-300; 2014-325; 2014-399; 2015-5; 2015-11; 2015-22; 2015-40; 2015-82; 2015-110
Debt Service	36,081,000	36,081,000	0	
TOTAL EXPENSE	499,950,200	503,629,200	3,679,000	

EXPENDITURE SUMMARY
SUMMARY OF 2014-15 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
2014-200	NYSED Bullet Aid	60,000	* Library
2014-208	SMG Lease Extensions	-75,000 <u>75,000</u> 0	Contingency Neighborhood and Business Development
2014-233	NYS DCJS GIVE Grant	413,500	* Police
2014-235	GRANET Grant	200,000	* Police
2014-257	Police Grant Carryovers	147,100	* Police
2014-259	SOOP State Funding	50,000	* DRYS
2014-264	RASA State Funding	43,100	* DRYS
2014-265	2013 Assist to FF Grant	-36,500 <u>365,000</u> 328,500	Contingency Cash Capital *
2014-269	Asset forfeiture funds- for Sibley renovation project	35,000 316,600	* Police * Cash Capital
2014-271	NYS Archives	97,800	* Information Technology
2014-288	RPL Master Plan	100,000	* Library Cash Capital
2014-300	NYS Office of Attorney General	4,800 26,100	* Police * Cash Capital
2014-323	Homeland Security	69,800 13,200	* Fire * Undistributed
2014-325	US Marshals, Vehicle Retrofitting	10,000	* Cash Capital
2014-326	Federal Forfeiture Funds	30,200	* Police
2014-353	Child Passenger Safety	3,300	* Police
2014-354	Tobacco Compliance Grant	40,000	* Police
2014-355	STOP DWI	188,000	* Police
2014-356	Forfeiture Funds	25,000	* Police
2014-358	Project Safe Neighborhoods	20,000	* Dept of Recreation and Youth Services
2014-360	Special Event Production	25,000	* Communications

EXPENDITURE SUMMARY
SUMMARY OF 2014-15 BUDGET AMENDMENTS

2014-366	Unarraigned Prisoners	-200,000 <u>200,000</u> 0	Contingency Police
2014-398	OTR	30,600	* Dept of Recreation and Youth Services
2014-399	Dorm Authority Grant	250,000	* Cash Capital
2014-402	Clarissa St Reunion	5,000	* Communications
2015-5	Land Bank Corp	395,000	* Cash Capital
2015-11	RPR for Joseph Ave	15,500	* Cash Capital
2015-22	Public Market Tram	20,000	* Cash Capital
2012-26	Rochester Twilight Criterium	30,000	* Communications
2015-32	Bloomberg Grant	60,000 25,000	* Mayor's Office * Undistributed
2015-40	Friends of Mt Hope grant	12,500	* Cash Capital
2015-53	Grants to Encourage Arrest Policies	24,700	* Police
2015-77	Motor Vehicle Theft Prevention	21,500	* Police
2015-78	Police/Citizen Patrols	20,000	* Police
2015-82	RG&E Refund	518,200	* Cash Capital
2015-85	Fire and Police Wage Settlement	-6,199,900 3,361,400 2,275,700 <u>562,800</u> 0	Contingency Police Fire Undistributed
2015-110	Dupont Electronics Grant	4,000	* Cash Capital

*Appropriation of additional revenue

EXPENDITURE SUMMARY
APPLICATION OF RELATED
EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current		Cash		Debt		Total		Balance Required	
	Expense Budget	Employee Benefits	Cash Capital	Debt Service	Expenditures	Less Directly Applicable Revenue	Total Expenditures	From Taxes and General Revenue		
City Council and Clerk	1,881,300	982,800	0	0	2,864,100	699,100	2,864,100	2,165,000		
Administration	10,698,300	4,817,500	5,000	3,705,800	19,226,600	2,194,000	19,226,600	17,032,600		
Information Technology	7,798,800	2,691,700	670,000	0	11,160,500	0	11,160,500	11,160,500		
Finance	12,573,600	3,625,700	0	0	16,199,300	14,348,200	16,199,300	1,851,100		
Neighborhood & Business Development	13,848,200	5,783,800	2,328,000	2,892,300	24,852,300	9,668,100	24,852,300	15,184,200		
Environmental Services	83,704,200	25,778,300	16,145,000	24,236,700	149,864,200	99,210,100	149,864,200	50,654,100		
Emergency Communication	13,709,600	7,666,300	0	78,600	21,454,500	18,158,400	21,454,500	3,296,100		
Police	90,921,100	46,729,000	337,000	0	137,987,100	10,183,400	137,987,100	127,803,700		
Fire	48,706,500	27,404,000	744,000	1,472,400	78,326,900	2,418,500	78,326,900	75,908,400		
Library	11,316,600	3,982,400	617,000	588,000	16,504,000	16,519,800	16,504,000	-15,800		
Recreation & Youth Services	11,324,300	4,351,100	380,000	997,400	17,052,800	3,218,600	17,052,800	13,834,200		
Undistributed*	1,743,400	0	0	0	1,743,400	0	1,743,400	1,743,400		
Contingency	1,706,300	0	0	0	1,706,300	0	1,706,300	1,706,300		
Cash Capital	N/A	0	0	0	0	0	0	0		
Debt Service**	N/A	0	0	2,660,300	2,660,300	0	2,660,300	2,660,300		
Total		133,812,600	21,226,000	36,631,500	501,602,300	176,618,200	501,602,300	324,984,100		

*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 2015-16.

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

Refuse Fund includes refuse collection and disposal operations.

FUND SUMMARY

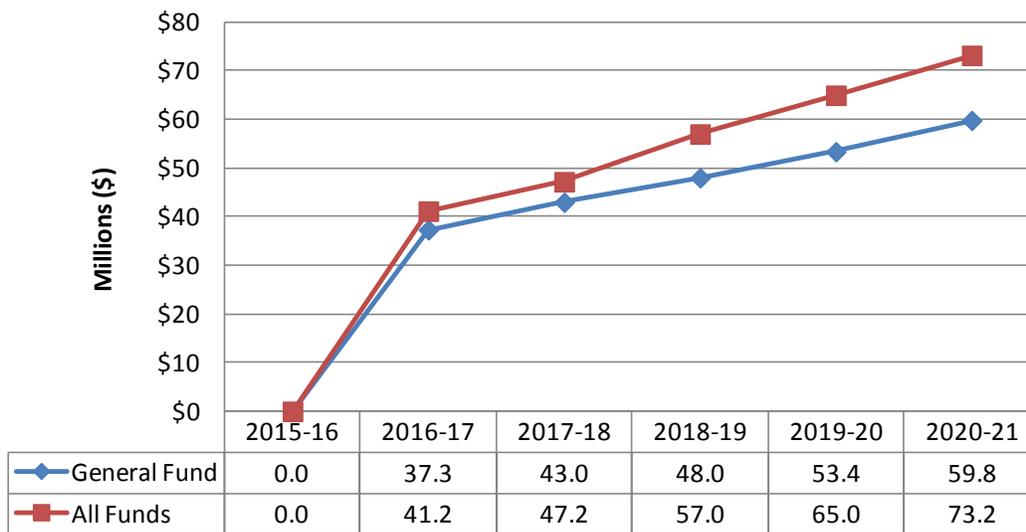
Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk Administration:	1,881,300										1,881,300
Mayor's Office	2,623,800										2,623,800
Management & Budget	824,600										824,600
Human Resource Management	2,401,100										2,401,100
Communications	2,911,700										2,911,700
Law	1,937,100										1,937,100
Information Technology	7,798,800						7,019,700				7,798,800
Finance	5,553,900										5,553,900
Neighborhood & Business Development	12,844,700			1,003,500							12,844,700
Environmental Services	25,915,200			12,987,200	23,414,200			1,831,900		19,555,700	83,704,200
Emergency Communications	13,709,600										13,709,600
Police	89,604,300	1,316,800									90,921,100
Fire	48,706,500		11,316,600						766,700		48,706,500
Library											
Recreation & Youth Services.	10,557,600										10,557,600
Undistributed Expense	115,201,800	505,800	3,989,400	3,758,000	5,124,500	11,400	1,062,400	482,600	68,600	5,351,500	115,201,800
Contingency	1,706,300										1,706,300
Cash Capital	7,668,000	350,000	617,000	3,309,000	5,088,000	155,000	59,000	665,000	27,000	3,288,000	7,668,000
Debt Service	21,849,800		596,800	375,100	8,412,300	1,472,000	3,773,800	151,700			21,849,800
	373,696,100	2,172,600	16,519,800	20,429,300	42,039,000	2,641,900	11,914,900	3,131,200	862,300	28,195,200	501,602,300
Revenue											
Property Tax (City & School)	141,290,800	1,568,000	5,827,000			637,900	421,700	1,490,200	91,300		141,290,800
Other Taxes	168,412,400										168,412,400
Departmental Income	7,362,000	234,600	2,831,900	18,714,200	38,397,300	1,099,000	8,314,500	1,616,500	770,000	25,763,500	73,067,900
Use of Money & Property	226,400			20,000	254,200		52,000	5,100	1,000	25,000	226,400
Fines & Forfeitures	6,420,900	20,000					2,949,600				6,420,900
Licenses & Permits	2,533,100										2,533,100
Sale of Property & Comp.	897,000										897,000
Miscellaneous	2,706,800		100,700	84,000	60,000		110,400			35,000	2,706,800
Intergovernmental State	107,303,400		835,700	60,000							107,303,400
Intergovernmental Federal	4,860,400		4,500		3,400		5,000				4,860,400
Intergovernmental Other	19,932,800		6,770,000			905,000					19,932,800
Interfund Revenue	-101,921,000		150,000								-101,921,000
Trans. Premium & Interest				58,200	1,000,000		11,700	19,400			1,079,300
Appropriation of Fund Balance	13,671,100	350,000		1,492,900	2,324,100		50,000			2,311,700	13,671,100
Refuse										60,000	60,000
Total	373,696,100	2,172,600	16,519,800	20,429,300	42,039,000	2,641,900	11,914,900	3,131,200	862,300	28,195,200	501,602,300

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 \$41.2 million is expected for 2016-17. This gap accumulates to \$73.2 million in 2020-2021.

Projected City of Rochester Budget Gaps



RevenueProperty Tax

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

Sales Tax

A sales tax rate of 8.0% is assumed, with distributions according to current distribution formulas. The taxable sales growth rate assumed is 0% for 2016-17, and between 2.25 and 2.5% through 2020-21.

City School District

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

Intergovernmental

The following actions are assumed of the Federal Government:

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

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

- Aid and Incentives to Municipalities (AIM) is assumed to be constant for 2015-16 to 2020-21.
- Consolidated Highway Improvement Program funds continue at a maintenance of effort level.
- Funding of \$2.0 million to Rochester for unrestricted aid in the 2015-16 New York State budget does not recur

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

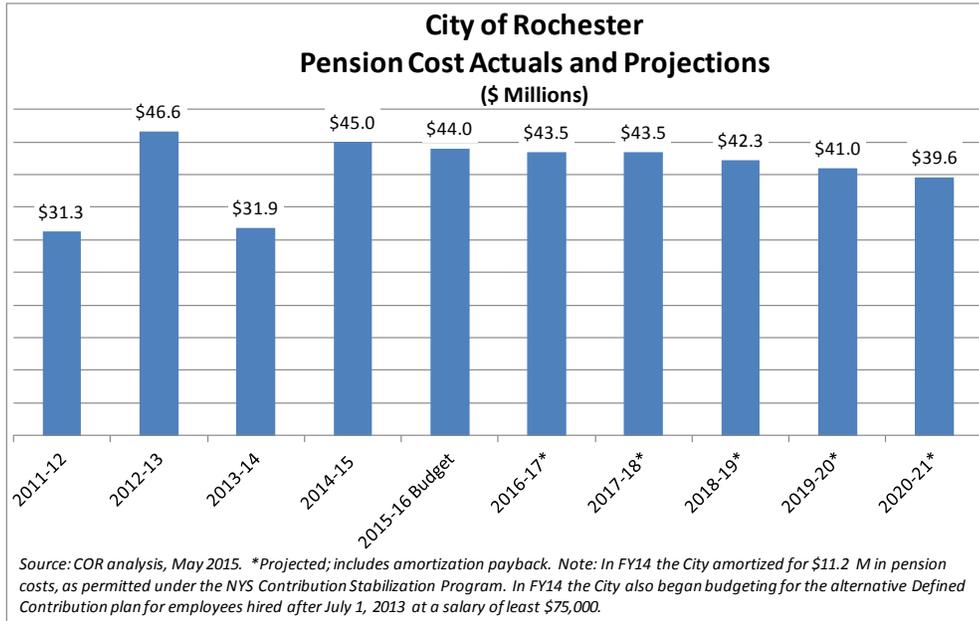
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

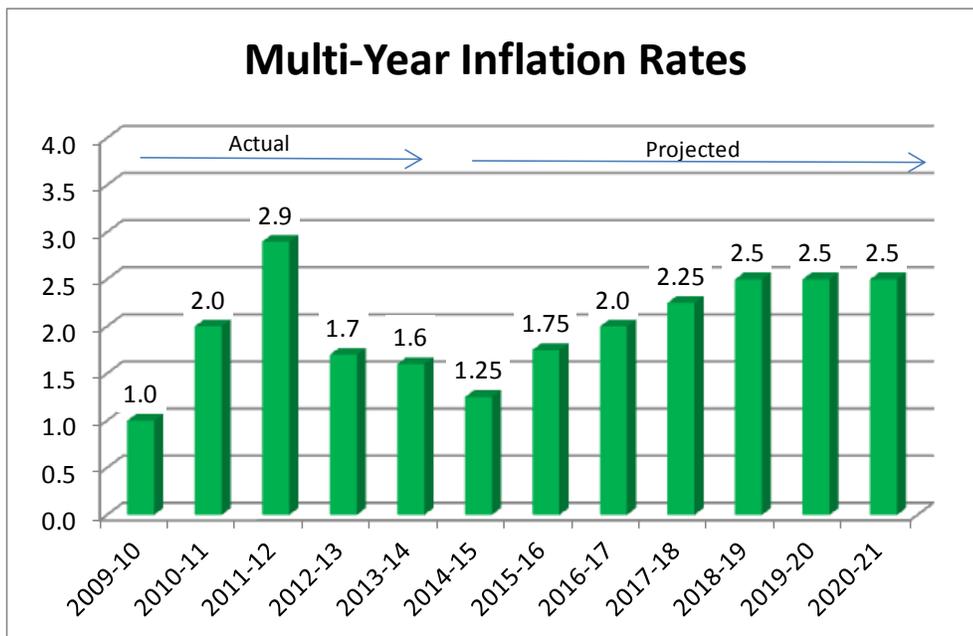
The multi-year projection assumes the appropriation of a \$5.1 million General Fund surplus to be constant for 2016-17 to 2020-21.

Expense

A significant impact on the projected expenditures is the mandated contribution to the New York State Retirement System. Retirement expense reflects projections based on the most recent information from the New York State Retirement System and amounts to \$44.0 million for 2015-16. The projection for 2016-17 is \$43.5 million.



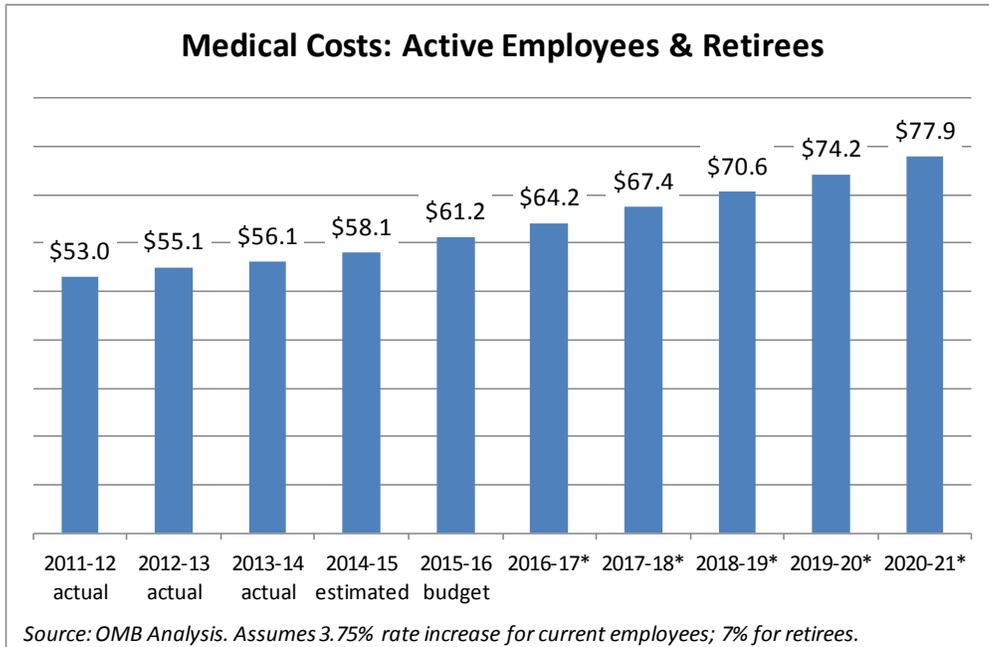
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected between 2% and 2.5% for 2016-17 through 2020-21. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and 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 2015-2019 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 in 2015-16 and each year thereafter. Projections for retiree hospitalization and medical insurance assume a 7% increase in 2015-16 and each year thereafter.



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

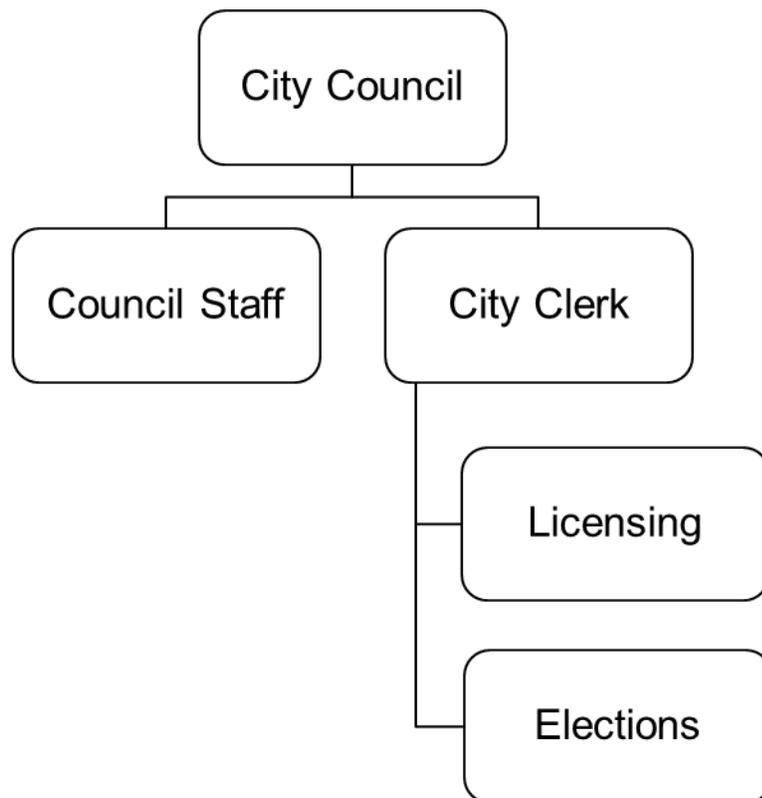
Major expenditure options to eliminate the gap are to:

- 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 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

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

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

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

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

Key Performance Indicators

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
CUSTOMER PERSPECTIVE				
Licenses processed:				
• Dog	3,974	3,963	4,185	4,037
• Marriage	1,865	1,787	1,816	1,787
• Duplicate Marriage	1,303	1,428	1,544	1,493
• Commissioner of Deeds	98	107	128	117
• Business	1,276	1,243	1,424	1,248
• Hack Plates	272	255	261	257
• Taxicab drivers	451	440	424	439
• Other taxicab	304	313	308	309
• Animal and Poultry	41	41	31	41
Domestic Partnerships	202	178	216	175
Alarm permits	7,243	7,320	8,047	7,322
Handicapped parking	4,212	4,210	4,280	4,215
Marriage ceremonies	542	500	576	520
Passports	133	124	173	130

Year-To-Year Comparison

<u>Activity</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
City Council	1,004,100	1,018,800	14,700	1.5%
Office of the City Clerk	371,500	384,700	13,200	3.6%
Licensing	207,900	220,900	13,000	6.3%
Elections	<u>216,100</u>	<u>256,900</u>	<u>40,800</u>	18.9%
Total	1,799,600	1,881,300	81,700	4.5%
 Employee Years	 23.1	 23.8	 0.7	 3.0%

Change Detail

<u>Salary & Wage</u> <u>Adjustment</u>	<u>General</u>		<u>Vacancy</u>			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
58,700	4,200	-4,200	0	2,200	20,800	81,700

Major Change

Add funding to account for Presidential primary election	35,800
Reduce funding for studies and outside assistance for City Council	-15,000

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

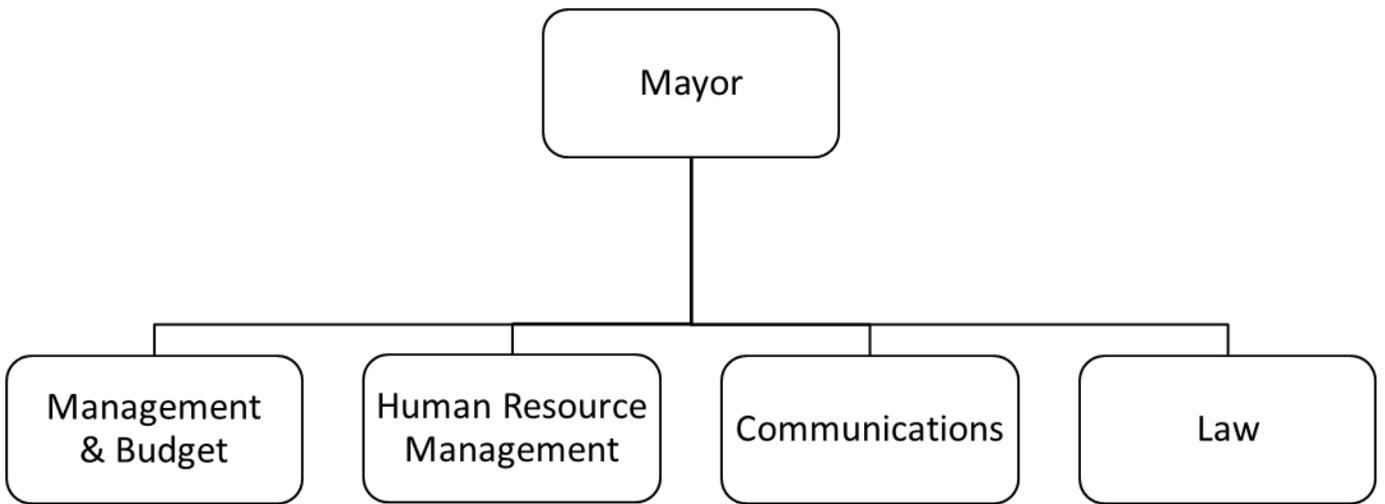
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,516,765	1,536,600	1,523,500	1,618,000
Materials & Supplies	6,715	7,800	9,300	7,500
Services	195,888	229,800	266,800	255,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,719,368	1,774,200	1,799,600	1,881,300
Appropriation by Activity				
City Council	938,157	949,200	1,004,100	1,018,800
Office of the City Clerk	368,591	382,400	371,500	384,700
Licensing	202,982	210,400	207,900	220,900
Elections	<u>209,638</u>	<u>232,200</u>	<u>216,100</u>	<u>256,900</u>
Total	1,719,368	1,774,200	1,799,600	1,881,300
Employee Years by Activity				
City Council	7.1	7.2	7.2	7.2
Office of the City Clerk	4.2	4.4	4.4	4.4
Licensing	4.2	4.1	4.1	4.1
Elections	<u>7.2</u>	<u>7.6</u>	<u>7.4</u>	<u>8.1</u>
Total	22.7	23.3	23.1	23.8

**CITY COUNCIL & CLERK
PERSONNEL SUMMARY**

FULL TIME POSITIONS			City Council	Office of the City Clerk	Licensing	Elections
Br. Title	Budget 2014-15	Approved 2015-16				
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	0.0	1.0	0.3	0.5	0.2	
20 Senior Legislative Assistant	1.0	0.0				
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	0.0	2.0			2.0	
7 Legislative Clerk	2.0	0.0				
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	12.6	13.3	3.6	0.5	0.0	9.2
Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.2</u>	<u>0.1</u>	<u>0.1</u>	<u>1.1</u>
Total	23.1	23.8	7.2	4.4	4.1	8.1

Purpose

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



Year-To-Year Comparison

	Budget <u>2014-15</u>	Budget <u>2015-16</u>	<u>Change</u>	Percent <u>Change</u>
<u>Main Functions</u>				
Mayor's Office	2,208,400	2,623,800	415,400	18.8%
Management & Budget	823,600	824,600	1,000	0.1%
Human Resource Management	2,245,000	2,401,100	156,100	7.0%
Communications	2,675,700	2,911,700	236,000	8.8%
Law Department	<u>1,872,100</u>	<u>1,937,100</u>	<u>65,000</u>	3.5%
Total	9,824,800	10,698,300	873,500	8.9%
Employee Years	97.4	107.1	9.7	10.0%

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	Miscellaneous	Major Change	<u>Total</u>
63,200	19,200	14,400	0	-3,300	780,000	873,500

Major Change Highlights

Five full-time and one part-time position are added for the Office of Innovation	300,200
Funding for special events in the Bureau of Communications is increased	185,000
Funds included in DHRM for a Fire Fighters exam and administration	124,900
Add funding in Law for on-call position to provide training for succession planning	51,400

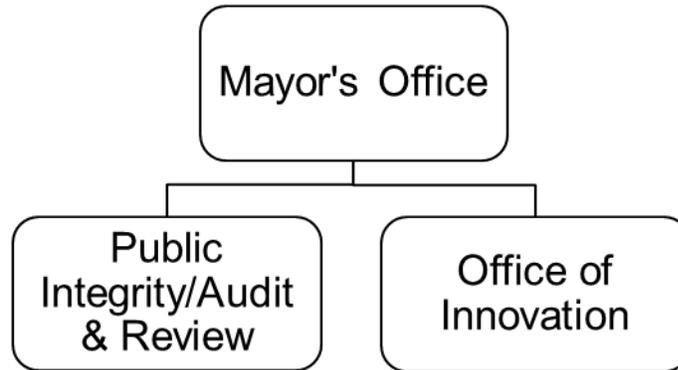
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	6,610,592	7,114,600	7,326,000	7,950,000
Materials & Supplies	68,357	86,000	95,000	90,900
Services	1,902,380	2,358,500	2,403,800	2,657,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	8,581,329	9,559,100	9,824,800	10,698,300
Appropriation by Activity				
Mayor's Office	1,495,659	2,167,700	2,208,400	2,623,800
Management & Budget	858,785	772,500	823,600	824,600
Human Resource Management	1,933,946	2,162,700	2,245,000	2,401,100
Communications	2,448,604	2,649,200	2,675,700	2,911,700
Law Department	<u>1,844,335</u>	<u>1,807,000</u>	<u>1,872,100</u>	<u>1,937,100</u>
Total	8,581,329	9,559,100	9,824,800	10,698,300
Employee Years by Activity				
Mayor's Office	16.3	21.4	20.6	27.8
Management & Budget	10.7	9.7	10.7	10.1
Human Resource Management	26.7	25.5	28.5	29.3
Communications	17.9	18.0	17.6	19.4
Law Department	<u>19.4</u>	<u>19.3</u>	<u>20.0</u>	<u>20.5</u>
Total	91.0	93.9	97.4	107.1

Mission Statement

Mayor's Office Administration:

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

Organization**Vital Customers**

Mayor's Office Administration:

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

Critical Processes

Mayor's Office Administration:

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

Mission Statement

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.

Vital Customers

Office of Public Integrity (OPI):

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

Critical Processes

Office of Public Integrity (OPI):

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

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

Department highlights

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop programs which increase employment of city residents when city dollars are involved	More Jobs	Fourth Quarter
Oversee and execute the local My Brother's Keeper action plan	Safer Neighborhoods	Fourth Quarter
The Office of Innovation and Strategic Initiatives will develop new and innovative initiatives to meet and address up to three critical challenges faced by the City	Safer Neighborhoods	Fourth Quarter
The Office of Public Integrity will provide 40 hours of Continuing Professional Education (CPE) per auditor in accordance with Government Auditing Standards	Innovation and Efficiency	Fourth Quarter
Seek to create more jobs, foster safer and more vibrant neighborhoods, and provide more high quality educational opportunities to city residents	More Jobs Better Educational Opportunities Safer Neighborhoods	Ongoing
Continue the City's lobbying and advocacy efforts for a more balanced approach to AIM distribution and mandate relief	Innovation and Efficiency More Jobs Safer Neighborhoods	Ongoing
Continue the effort to create a sustainable expense base through budget control, efficiency and internal restructuring	Innovation and Efficiency	Ongoing
Expand Operation Transformation Rochester's relationship with local business community, which will serve city youth and adults through by offering five comprehensive programs geared towards education, vocation and permanent employment	Better Educational Opportunities	Ongoing

ADMINISTRATION
MAYOR'S OFFICE

Objective	Priorities Supported	Projected Completion
Monitor the reorganization of RPD in its new five-section model to enhance neighborhood policing	Safer Neighborhoods	Ongoing
Continue to oversee and expand the public safety diversity effort	Safer Neighborhoods	Ongoing
Advocate for more education opportunities for city families through literacy initiatives, scholarship opportunities, early learning programming, and exploration of a community-school model	Better Educational Opportunities	Ongoing

Key Performance Indicators	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
INTERNAL OPERATIONS				
Office of Public Integrity (OPI)				
Audits Completed	10	11	10	10
Audit Finding and Recommendations	N/A	9	N/A	15
Investigations Initiated	N/A	19	N/A	20
Investigative Findings and Recommendations	N/A	5	N/A	10
Ethics Awareness Training Sessions	N/A	5	N/A	6
Reviews and Consultations Completed	10	25	10	20
Payroll Field Checks Completed	15	14	15	15
FINANCIAL/COST				
Investigations conducted by OPI involving financial loss	14	9	15	10

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,208,400	2,623,800	415,400
Employee Years	20.6	27.8	7.2

Change Detail

Salary & Wage	General		Vacancy			Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
50,000	2,500	17,600	0	900	344,400	415,400

Major Changes

Five full-time and one part-time position are added for the Office of Innovation	300,200
Two part-time Investigator positions are created in the Office of Public Integrity	54,900
Funding for professional services is reduced due to budget constraints	-22,500
A part-time Executive Staff Assistant I position is reclassified to full-time for increased public engagement	18,800
Funding for dues and subscriptions is reduced due to budget constraints	-6,000
Funding for travel is reduced due to budget constraints	-1,000

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,311,877	1,723,700	1,752,300	2,176,200
Materials & Supplies	8,109	13,200	13,200	13,500
Services	175,673	430,800	442,900	434,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,495,659	2,167,700	2,208,400	2,623,800
Appropriation by Activity				
Mayor's Office	1,033,062	1,558,600	1,586,800	1,640,900
Public Integrity/Audit & Review	462,597	549,100	561,600	622,700
Office of Innovation	<u>0</u>	<u>60,000</u>	<u>60,000</u>	<u>360,200</u>
Total	1,495,659	2,167,700	2,208,400	2,623,800
Employee Years by Activity				
Mayor's Office	9.3	13.6	13.6	14.3
Public Integrity/Audit & Review	7.0	7.0	7.0	8.0
Office of Innovation	<u>0.0</u>	<u>0.8</u>	<u>0.0</u>	<u>5.5</u>
Total	16.3	21.4	20.6	27.8

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office	Public Integrity/ Audit & Review	Office of Innovation
Br.	Title	Budget 2014-15	Approved 2015-16			
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	
32	Manager, Internal Audit	1	1		1	
31	Executive Staff Assistant IV	1	2	1		1
29	Assistant to Mayor	0	1	1		
29	Business Analyst III	0	1			1
27	Executive Staff Assistant III	1	2	1		1
26	Assistant to Mayor	1	0			
26	Associate Field Auditor	1	1		1	
26	Supervisor of Administrative Services	1	1	1		
23	Executive Staff Assistant II	2	2	2		
23	Secretary to Mayor	1	1	1		
22	Secretary to Deputy Mayor	1	1	1		
20	Executive Assistant	1	1		1	
18	Management Trainee	0	1			1
18	Secretary to Director of Special Projects	1	1	1		
18	Senior Field Auditor	1	1		1	
16	Executive Staff Assistant I	0	2	1		1
EMPLOYEE YEARS						
Full Time		18.0	24.0	14.0	5.0	5.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.6	3.8	0.3	3.0	0.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		20.6	27.8	14.3	8.0	5.5

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop process for better integration of Community Development Block Grant planning with operating and capital budgets	Innovation and Efficiency	First Quarter
Develop and issue quarterly cash capital balance report	Innovation and Efficiency	First Quarter
Continue the effort to create a sustainable expense base through budget control, efficiency and internal restructuring	Innovation and Efficiency	Ongoing
Identify shared services / consolidations / efficiencies and opportunities for funding through Financial Restructuring Board	Innovation and Efficiency	Ongoing
Participate in the Payroll / Personnel project	Innovation and Efficiency	Ongoing
Support Mayor's efforts for a more balanced approach to AIM distribution and mandate relief	Innovation and Efficiency More Jobs Safer Neighborhoods	Ongoing
Undertake quarterly 911 budget review with Monroe County	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
FINANCIAL/COST				
Total Property Tax levy (\$000)	167,149	171,949	171,949	171,949
General Fund surplus (\$000)	4,860	4,870	4,870	5,152
Budget growth (%)	-1.8	3.6	3.6	-0.4

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	823,600	824,600	1,000
Employee Years	10.7	10.1	-0.6

Change Detail

Salary & Wage <u>Adjustment</u>	General		Vacancy			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
26,100	200	700	0	-3,600	-22,400	1,000

Major Change

Funds are reduced for Interns to reflect actual assignments	-21,900
Administrative Analyst part-time is eliminated as an efficiency measure	-500

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	823,105	754,800	793,900	797,600
Materials & Supplies	1,212	2,900	2,900	1,600
Services	34,468	14,800	26,800	25,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	858,785	772,500	823,600	824,600
Appropriation by Activity				
Management & Budget Analysis	858,785	772,500	823,600	824,600
Employee Years by Activity				
Management & Budget Analysis	10.7	9.7	10.7	10.1

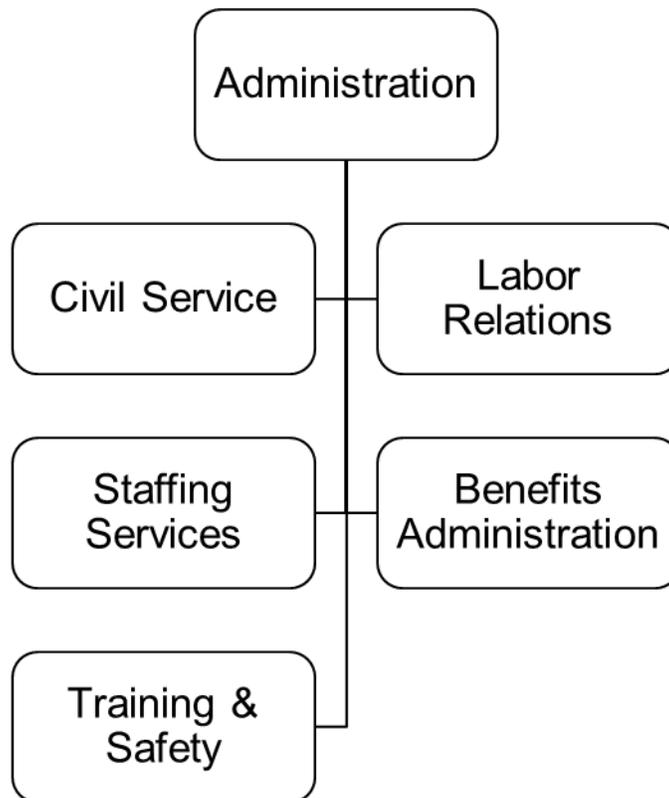
ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2014-15	Approved 2015-16
36	Director	1.0	1.0
31	Assistant Director	1.0	1.0
30	Director of Administration & Finance	0.2	0.2
29	Principal Staff Assistant	0.0	1.0
26	Associate Administrative Analyst	1.0	1.0
26	Operations Analyst	1.0	1.0
26	Process Improvement Specialist	1.0	0.0
24	Senior Administrative Analyst	1.0	2.0
20	Administrative Analyst	1.0	0.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
18	Management Trainee	1.0	1.0
EMPLOYEE YEARS			
	Full Time	9.2	9.2
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	1.5	0.9
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	10.7	10.1

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

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Partner with Finance and Information Technology to finalize the selection of a vendor for the Payroll/Personnel project. Begin implementation on an Enterprise Process and System Solution for Phase One of Payroll/Personnel	Innovation and Efficiency	Second Quarter
Administer an exam and establish an eligible list for entry level Firefighter for FY 2015-16	More Jobs Safer Neighborhoods	Third Quarter
Expand health care cost-control strategies including targeted care management and wellness programming to impact larger populations of employees and retirees. Continue to seek innovative solutions through data analysis and facilitation of the Labor Management Health Care Committee. Focus on communication to health plan participants in order to support consumer education and informed decision making	Innovation and Efficiency	Fourth Quarter
Negotiate successor collective bargaining agreement for AFSCME PT Unit 1635P. Negotiate new health care Memorandums of Agreement with the City's applicable bargaining units	More Jobs Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
INTERNAL OPERATIONS				
Grievances filed	50	55	60	55
Provisional positions at end of fiscal year	149	165	140	140
# Days for hiring process	34	50	48	50
Examinations administered	103	80	105	105
CUSTOMER PERSPECTIVE				
Employment applications received	10,867	10,765	10,500	11,800
Average number of employees participating in Wellness initiatives	1,283	2,683	1,725	2,575
FINANCIAL/COSTS				
Full time employee turnover	177	150	140	145
Full time positions hired, promoted, transferred	887	900	900	900
Non-Full time positions hired, promoted, transferred	790	900	900	900
Personal injury accidents	289	272	240	276

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Average hours of sick leave per full time employee	82	85	85	85

LEARNING & INNOVATION

Training hours per employee	23	20	20	20
-----------------------------	----	----	----	----

WORKFORCE DIVERSITY

New Hires - % females	24	34	34	36
New Hires - % minority	45	28	28	35
Employees - % females	26	28	28	28
Employees - % minority	29	31	30	32

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,245,000	2,401,100	156,100
Employee Years	28.5	29.3	0.8

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
-50,400	4,800	-2,400	0	0	204,100	156,100

Major Change

Funds included for a Fire Fighters exam and administration	124,900
A position previously shared with DES is reclassified and fully funded in DHRM	34,800
Reorganization in Administrative Unit results in additional clerical support	33,700
Funds included for administration of Emergency Communications exam	10,000
Funds increase for dues and subscriptions	700

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,694,458	1,810,900	1,895,600	1,913,700
Materials & Supplies	11,114	13,500	13,500	13,700
Services	228,374	338,300	335,900	473,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,933,946	2,162,700	2,245,000	2,401,100
Appropriation by Activity				
Administration	668,806	785,200	775,700	958,600
Civil Service	378,340	452,400	470,000	389,700
Staffing Services	198,528	200,300	279,700	317,400
Labor Relations	215,980	233,500	228,300	235,100
Benefits Administration	224,748	225,900	225,900	231,100
Training & Safety	<u>247,544</u>	<u>265,400</u>	<u>265,400</u>	<u>269,200</u>
Total	1,933,946	2,162,700	2,245,000	2,401,100
Employee Years by Activity				
Administration	7.3	7.1	7.1	8.2
Civil Service	5.5	5.5	6.5	6.2
Staffing Services	4.0	4.0	5.0	5.0
Labor Relations	2.9	1.9	2.9	2.9
Benefits Administration	4.0	4.0	4.0	4.0
Training & Safety	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
Total	26.7	25.5	28.5	29.3

**ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY**

FULL TIME POSITIONS			Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit		
Br.	Title	Budget 2014-15							Approved 2015-16	
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	0	1		1					
26	Affirmative Action Officer	1	1	1						
26	Human Resource Coordinator	1	0							
26	Labor Relations Specialist	1	1			1				
26	Training & Safety Coordinator	1	1					1		
25	Employee Safety Coordinator	1	1					1		
24	Senior Human Resource Consultant	2	1		1					
23	Principal Payroll Associate	1	0							
23	Senior Payroll Auditor	0	1	1						
21	Human Resource Consultant II	1	1			1				
20	Executive Assistant	0	1			1				
18	Human Resource Consultant I	4	2	1		1				
18	Secretary to Director of Human Resource Management	1	1	1						
16	Human Resource Assistant	2	2	1				1		
14	Exam Administrator	0	1		1					
14	Senior Human Resource Associate	0	1		1					
12	Human Resource Associate	2	1				1			
9	Clerk II	1	1	1						
9	Clerk II with Typing	1	1				1			
9	Clerk II with Typing Bilingual	2	2		1	1				
7	Clerk III	0	1		1					
7	Clerk III with Typing	1	2	1			1			
EMPLOYEE YEARS										
Full Time			26.0	27.0	8.0	5.0	5.0	2.0	4.0	3.0
Overtime			0.7	0.7	0.0	0.7	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal			3.2	3.0	0.6	1.5	0.0	0.9	0.0	0.0
Less: Vacancy Allowance			<u>1.4</u>	<u>1.4</u>	<u>0.4</u>	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total			28.5	29.3	8.2	6.2	5.0	2.9	4.0	3.0

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 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 services and social media, and administers Freedom of Information services
- Provides marketing, communications planning and consultation
- Provides media relations
- Develops and executes dedicated communications campaigns across multiple 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

Bureau Highlights

The Bureau will use more progressive methods for new media, traditional media and government access television. New and more aggressive options will be utilized for community engagement while also maximizing traditional outlets such as public meetings and telephone town hall meetings to ensure populations underserved by technology are included. The activity structure for the Bureau of Communications is revised to better reflect functions.

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement a strategic funding policy and process for City funding of special events	Innovation and Efficiency	Third Quarter
Implement efficiencies in FOIL request processing	Innovation and Efficiency	Ongoing
Continue website enhancements	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
INTERNAL OPERATIONS				
Information and Graphic Services:				
Advertising/marketing/promotions	1,289	1,300	1,000	1,300
Still photography assignments	1,600	1,900	1,800	1,900
AV setups/presentations	504	350	400	350
Television/video program productions	N/A	200	400	200
Web site visitors	2,087,344	1,900,000	2,200,000	1,900,000
Web page views	6,986,256	5,580,000	7,155,000	5,580,000
Social media posts	N/A	5,000	2,460	5,000
CUSTOMER PERSPECTIVE				
Information and Graphic Services:				
Major promotional campaigns	84	90	75	90
FOIL applications	2,935	3,700	3,200	3,700
News releases	742	675	660	750
News conferences	221	200	200	200
Speeches and talking points	685	650	500	700
Mayoral recognitions	N/A	150	310	150
Social media encounters	N/A	5,670,000	1,109,500	5,700,000
Facebook page likes	N/A	12,000	12,000	12,000
Twitter followers	N/A	19,000	14,500	19,000
Special Events:				
Special Events permit applications processed	482	500	500	500
City produced events	29	45	40	45
Attendance at City permitted events	1,699,358	1,700,000	1,500,000	1,701,000
FINANCIAL/COST				
Special Events:				
Revenue generated for trust fund (\$)	160,485	250,000	250,000	260,000

N/A – Not Applicable

ADMINISTRATION
COMMUNICATIONS

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,675,700	2,911,700	236,000
Employee Years	17.6	19.4	1.8

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
21,800	9,900	-900	0	0	205,200	236,000

Major Changes

Funding for special events is increased	185,000
Reductions in supplies and services reflect actual need	-49,300
A Communications Assistant is transferred from DRYS to better coordinate communications activities and is reclassified to Senior Communications Assistant to reflect additional responsibilities	46,900
Amendatory funding for the Rochester Twilight Criterium does not recur	-30,000
A Press Officer is added, partially offset by the elimination of a vacant Senior Communications Assistant	27,500
Amendatory funding for sound, lighting, staging and power production services at special events does not recur	-25,000
Police overtime funding is increased for ROC the Park and Drum Corp World championships	23,000
Funds are added for a FOIL subscription service to enhance and improve customer service compliance	11,000
Funds are added for interns	10,000
Additional funding is added for special event promotion	6,100
On-call photography hours are increased to reflect actual need	5,000
New York State grant for Clarissa Street Reunion does not recur	-5,000

Program Changes

The activity structure for the Bureau of Communications is revised to better reflect functions. A Senior Communications Assistant is transferred from DRYS to better coordinate communications activities.

The increased funding for special events and police overtime (\$208,000) is funded by a transfer from Undistributed (\$100,000) and an additional transfer of (\$108,000) from the Special Event Trust Fund.

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,192,564	1,254,200	1,251,800	1,363,000
Materials & Supplies	11,573	13,900	20,900	17,600
Services	1,244,467	1,381,100	1,403,000	1,531,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,448,604	2,649,200	2,675,700	2,911,700
Appropriation by Activity				
Communications	2,448,604	2,649,200	2,675,700	0
Administration	0	0	0	269,700
Information and Graphic Services	0	0	0	990,400
Special Events	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,651,600</u>
Total	2,448,604	2,649,200	2,675,700	2,911,700
Employee Years by Activity				
Communications	17.9	18.0	17.6	0.0
Administration	0.0	0.0	0.0	3.0
Information and Graphic Services	0.0	0.0	0.0	12.8
Special Events	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>3.6</u>
Total	17.9	18.0	17.6	19.4

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Information and Graphics Services	Special Events
Br.	Title	Budget 2014-15	Approved 2015-16			
36	Director, Communications	1	1	1		
32	Deputy Director of Communications	1	1		1	
29	Assistant to Director - Communications	1	1	1		
28	Communications Creative Coordinator	1	1		1	
27	Press Officer	0	1		1	
27	Special Events Operations Manager	1	1			1
26	Process Improvement Specialist	1	1			1
25	New Media Editor	1	1		1	
24	Associate Communications Assistant	1	1		1	
24	Digital Media Specialist	1	1		1	
23	Principal Graphic Designer	1	1		1	
22	Senior Communications Assistant	1	1		1	
18	Communications Assistant	1	1		1	
18	Special Events Program Assistant Bilingual	1	1			1
16	Communications Aide Bilingual	1	1		1	
13	Administrative Secretary Bilingual	1	1	1		
6	Receptionist Typist 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		1.6	2.4	0.0	1.8	0.6
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		17.6	19.4	3.0	12.8	3.6

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.

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Promote coordinated Land Bank and City acquisitions, zoning and land use	Safer Neighborhoods Innovation and Efficiency	Ongoing
Improve pursuit of City collections, claims efforts, and revenue sources	More Jobs Innovation and Efficiency	Ongoing
Advise and counsel on Midtown Project and other developments	More Jobs	Ongoing
Effective legal counsel in defense and safeguarding of City employees and interests	Safer Neighborhoods	Ongoing
Proactive review and analysis of City legislation for legal soundness	Safer Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
INTERNAL OPERATIONS				
Claims filed against City	347	300	350	350
Collection cases started	42	70	N/A	70
Motions & Discovery	212	200	N/A	200
FOIL Reviews & Appeals	301	225	N/A	225
Real estate closings	474	500	400	500
Legislative Items Drafted	603	450	N/A	500
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	291	130	300	150
LEARNING & INNOVATION				
Average # of training hours per employee	8.5	7	8	7

N/A – Not Applicable

Program Change

“Contracts drafted” is eliminated as Key Performance Indicator.

New Indicators added:

- Collection cases started
- Motions & Discovery
- FOIL Reviews & Appeals
- Legislative Items Drafted

ADMINISTRATION
LAW DEPARTMENT

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,872,100	1,937,100	65,000
Employee Years	20.0	20.5	0.5

Change Detail

Salary & Wage	General		Vacancy			Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
15,700	1,800	-600		-600	48,700	65,000

Major Change

Add funding for on-call position to provide training for succession planning	51,400
Productivity improvements results in savings	-2,700
Temporary position funded in 2014-15 to assist with collections converts to permanent	0

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

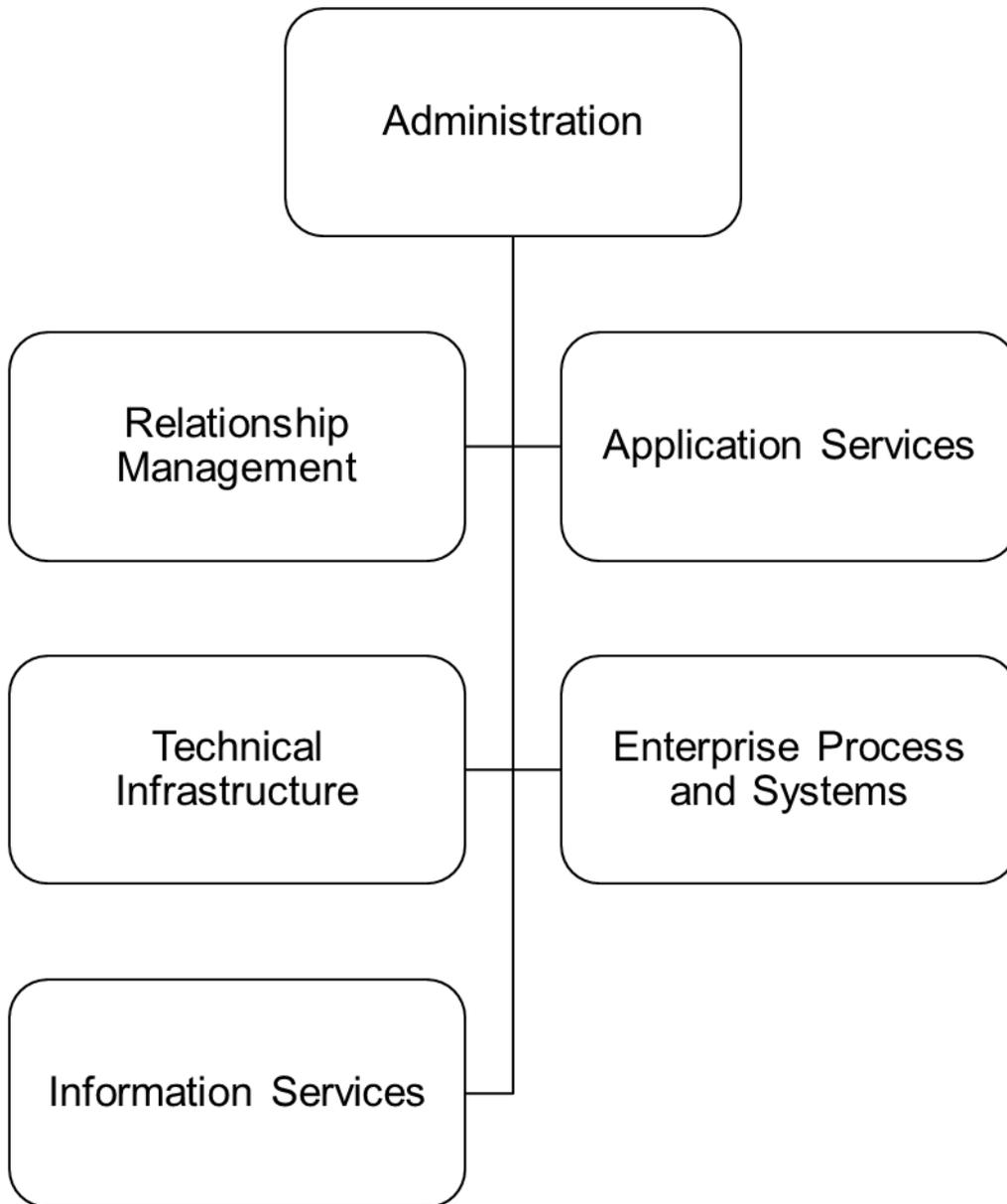
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,588,588	1,571,000	1,632,400	1,699,500
Materials & Supplies	36,349	42,500	44,500	44,500
Services	219,398	193,500	195,200	193,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,844,335	1,807,000	1,872,100	1,937,100
Appropriation by Activity				
Legal Services	1,844,335	1,807,000	1,872,100	1,937,100
Employee Years by Activity				
Legal Services	19.4	19.3	20.0	20.5

ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2014-15	Approved 2015-16
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	1	1
32	Municipal Attorney III	6	6
29	Municipal Attorney II	5	4
25	Municipal Attorney I	0	1
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	1
20	Legal Assistant/Real Estate	1	1
20	Paralegal	0	1
11	Senior Legal Secretary	1	1
9	Legal Secretary	1	1
7	Clerk III with Typing	1	1
EMPLOYEE YEARS			
	Full Time	19.0	20.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	1.0	0.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	20.0	20.5

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

Relationship Management Services Bureau:

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

Enterprise Process and Systems Bureau:

- Software Evaluation and Selection
- Business Process Re-Engineering and Optimization
- Project Management of Enterprise Process and System Implementations
- Enterprise Process and Systems Implementation
- Maintenance and Support of Enterprise Processes and Vendor Purchased Systems
- Process of Change Assessment and Acceptance
- Education and Training

Applications Services Bureau:

- Applications Forms Maintenance
- Training and Conversion
- Applications Security
- Legacy Applications Services Maintenance and Support
- Education and Training
- Mainframe Systems Operation & Management
- Records Management
- Backup and Recovery

Information Services Bureau:

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

Technical Infrastructure Services Bureau:

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

Department Highlights

Continued Increased Focus on Camera & Security System Initiatives

IT will collaborate with the Rochester Police Department to develop a strategy for Police mobile body cameras, and to develop a solution for deployment. Focus will increase on general information security initiatives in collaboration with other government entities.

City Wide PSI Solution

Focus will continue on the Enterprise Solution initiative as a City wide program to optimize business processes. Over time PSI solutions are expected to drive significant improvements and efficiencies which will justify the investment in Information Technology. A key initiative in this fiscal year will address a City wide process and systems solution for Payroll and Personnel.

Information Technology Process Transformation

Technology changes continue to shape how the Department of Information Technology performs its activities, with increasing demand for IT services. Resources will be dedicated to assess and prioritize the services provided by IT, and to implement process changes to improve service delivery.

2015-16 Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
Complete implementation of process improvements for 311 based on completed prioritization	Innovation and Efficiency	First Quarter
Begin implementation of an Enterprise Process and System Solution for Phase I of Payroll/Personnel	Innovation and Efficiency	First Quarter
Upgrade eMail Servers to Exchange 2013	Innovation and Efficiency	First Quarter
Begin Disaster Recovery Remediation recommended from prioritized best practices	Innovation and Efficiency	First Quarter
Begin evaluation and selection for an Enterprise Process & System Solution for Document Management	Innovation and Efficiency	First Quarter
Complete assessment of processes and tools for managing mobile devices that access City data	Innovation and Efficiency	First Quarter
Begin replacing approximately 30% of computer networking devices which have exceeded useful life	Innovation and Efficiency	Second Quarter
Upgrade the Website Content Management System	Innovation and Efficiency	Second Quarter
Evaluate and select vendor for print management services	Innovation and Efficiency	Second Quarter
Complete implementation of GIS Transformation Initiatives - Phase III	Innovation and Efficiency	Second Quarter

Highlights	Priorities Supported	Projected Completion
Implement Phase I of an Enterprise Process and System solution for Treasury Cashiering	Innovation and Efficiency	Third Quarter
Complete Microsoft Office Upgrade	Innovation and Efficiency	Third Quarter
Implement improved connectivity for City operational and public-facing locations, focusing on the need for more robust data and voice communications and connectivity for building environmental management systems	Innovation and Efficiency	Fourth Quarter
Implement an Enterprise Process and System solution for Bank Reconciliation	Innovation and Efficiency	Fourth Quarter
Continue implementation of an Enterprise Process and System solution for Garage Parking Access and Revenue Control	Innovation and Efficiency	Fourth Quarter
Complete Upgrade of City phone system to voice over internet telephony to improve capability and reduce operational cost	Innovation and Efficiency	Fourth Quarter
Continue to implement Phase 2 of the Records Management System and future phase planning in partnership with RPD	Innovation and Efficiency	Fourth Quarter
Improve customer service by identifying and prioritizing all IT services and implementing process improvements for high priority services	Innovation and Efficiency	Fourth Quarter
Implement technology to support the Police body camera program	Safer Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
INTERNAL OPERATIONS				
Departmental archive record retrieval requests completed	1,101	950	1,200	1,000
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	182	185	250	250
CUSTOMER PERSPECTIVE				
Calls resolved on the first call (%)	42	45	40	45
Average first call resolution per month	600	680	500	750
Total work orders received	17,008	18,500	20,000	18,700
Average number of work orders resolved per month	1,425	1,450	1,350	1,450
Total Web EGOV transactions received and processed	64,863	70,000	65,000	70,000
Number of projects completed	32	30	30	30

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Number of applications decommissioned	5	5	4	5
FINANCIAL/COSTS				
Administrative costs as a percent of total IT cost (%)	11	11	12	11
Total IT maintenance cost versus IT budget (%)	26	26	27	26

N/A – Not Applicable

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Change</u>	<u>Percent</u> <u>Approved</u>
Administration	278,800	472,000	193,200	69.3%
Relationship Management	1,324,200	2,493,400	1,169,200	88.3%
Application Services	1,404,700	1,433,100	28,400	2.0%
Technical Infrastructure	2,939,600	2,877,200	-62,400	-2.1%
Enterprise Process and Systems**	1,219,700	1,194,600	-25,100	-2.1%
Information Services	420,500	426,300	5,800	1.4%
Total	7,587,500	8,896,600	1,309,100	17.3%
Interfund Credit*	-929,500	-976,300	-46,800	5.0%
Intrafund Credit*	-99,100	-121,500	-22,400	22.6%
Total	6,558,900	7,798,800	1,239,900	18.9%
Employee Years	54.8	54.8	0.0	0.0%

*Reflects chargebacks for telephone service and office printers

**Formerly Business Process Services

Change Detail

<u>Salary & Wage</u> <u>Approved</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
194,300	18,000	-88,300	0	13,400	1,102,500	1,239,900

Major Change

Increase in funding to support Payroll Project implementation	1,200,000
One time NYS Archive Grant ends	-97,800
Increase in software licenses	37,000
Reduction in payroll training due to delay in Payroll Project implementation	-21,400
Net reduction in software maintenance	-12,200
Productivity improvements result in savings	-3,100

Telephone Chargebacks – Based on costs associated with telephone and data/network use over various connections (includes but not limited to: wireless, DSL, cable, T1, and fiber).

<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>
ENVIRONMENTAL SERVICES	134,100	131,800	POLICE	215,400	211,800
FIRE	68,100	67,000	EMERGENCY COMMUNICATIONS	14,500	14,300
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	95,300	93,800	INFORMATION TECHNOLOGY	35,600	35,000
CITY COUNCIL & CLERK	10,300	10,200	RECREATION & YOUTH SERVICES		
ADMINISTRATION			Commissioner	9,200	9,100
Mayor's Office	16,600	16,400	Recreation	29,100	28,600
Management & Budget	3,600	3,500	BEST	<u>11,000</u>	<u>10,800</u>
Human Resource Mgt.	18,000	17,700	Total	49,300	48,500
Communications	11,700	11,500	FINANCE		
Law	<u>9,900</u>	<u>9,700</u>	Director's Office	2,200	2,200
Total	59,800	58,800	Accounting	7,400	7,300
			Treasury	10,200	10,100
			Assessment	8,300	8,100
			Parking	12,400	12,200
			Purchasing	<u>4,200</u>	<u>4,100</u>
			Total	44,700	44,000
			Total Interfund	59,100	58,100
			Total Intrafund	<u>668,000</u>	<u>657,100</u>
			CITY TOTAL	727,100	715,200

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

<u>Department</u>	<u>2014-15</u>	<u>2015-16</u>
City Council/ Clerk's Office	3,800	2,200
Administration	31,000	36,800
Information Technology	13,800	13,800
Finance	38,700	38,900
Neighborhood & Business Development	22,200	22,200
Environmental Services	93,100	142,700
Police	46,300	65,500
Fire	21,600	25,300
Recreation & Youth Services	<u>31,000</u>	<u>35,200</u>
Total	301,500	382,600
Total Interfund	40,000	63,400
Total Intrafund	<u>261,500</u>	<u>319,200</u>
Total	301,500	382,600

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	3,841,427	4,020,800	4,227,700	4,431,600
Materials & Supplies	28,630	41,500	41,500	41,800
Services	2,754,327	3,168,300	3,318,300	4,423,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6,624,384	7,230,600	7,587,500	8,896,600
Interfund Credit*	-775,301	-929,500	-929,500	-976,300
Intrafund Credit*	<u>-89,323</u>	<u>-99,100</u>	<u>-99,100</u>	<u>-121,500</u>
Total	5,759,760	6,202,000	6,558,900	7,798,800
Appropriation by Activity				
Administration	201,291	285,800	278,800	472,000
Relationship Management	1,168,482	1,132,900	1,324,200	2,493,400
Application Services	1,596,305	1,404,700	1,404,700	1,433,100
Technical Infrastructure	2,472,374	2,895,900	2,939,600	2,877,200
Enterprise Process and Systems**	786,582	1,098,700	1,219,700	1,194,600
Information Services	<u>399,350</u>	<u>412,600</u>	<u>420,500</u>	<u>426,300</u>
Total	6,624,384	7,230,600	7,587,500	8,896,600
Interfund Credit*	-775,301	-929,500	-929,500	-976,300
Intrafund Credit*	<u>-89,323</u>	<u>-99,100</u>	<u>-99,100</u>	<u>-121,500</u>
Total	5,759,760	6,202,000	6,558,900	7,798,800
Employee Years by Activity				
Administration	1.0	2.0	2.0	3.6
Relationship Management	3.0	3.0	3.0	3.0
Application Services	16.9	12.5	12.5	12.2
Technical Infrastructure	16.3	17.3	17.3	16.0
Enterprise Process and Systems**	12.0	15.0	15.0	15.0
Information Services	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
Total	54.2	54.8	54.8	54.8

*Reflects chargebacks for telephone service and office printers

**Formerly Business Process Services

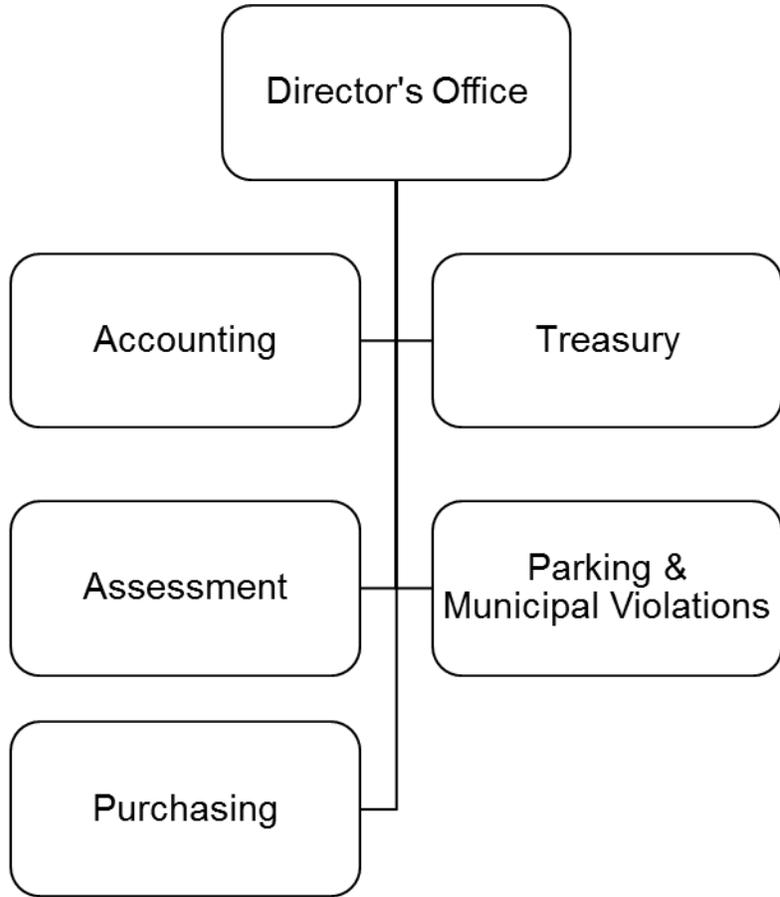
INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Enterprise Process and Systems*	Information Services
Br.	Title	Budget 2014-15	Approved 2015-16						
36	Chief Information Officer	1	1	1					
31	Application Services Manager	1	1			1			
31	Business Process Services Manager	1	1					1	
31	IT Relationship Manager	3	3		3				
31	Technical Infrastructure Services Manager	1	1				1		
31	Information Services Manager	0	1						1
30	Information Services Analyst III	1	0						
30	Systems Engineer IV	1	1				1		
29	IT Security Analyst III	0	1	1					
29	Application Services Analyst III	1	0						
29	Business Analyst III	1	1					1	
29	GIS Coordinator	1	1						1
29	Systems Engineer III	3	3				3		
27	Application Services Analyst II	2	2			1		1	
27	IT Security Analyst II	1	0						
27	Systems Engineer II	1	1				1		
27	Business Analyst II	0	1					1	
25	Application Services Analyst I	7	7			2	1	4	
25	Business Analyst I	3	2					2	
25	Information Services Analyst I	1	2						2
25	IT Transitions Analyst	3	3			3			
25	Systems Engineer I	3	2				2		
24	Records Management Coordinator	1	1			1			
23	Systems Engineer	0	1				1		
23	Business Analyst	4	4					4	
23	Client Support Analyst	4	4				4		
23	GIS Developer	1	1						1
23	Technical Application Specialist	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		52.0	52.0	2.0	3.0	11.0	16.0	15.0	5.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.8	2.8	1.6	0.0	1.2	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		54.8	54.8	3.6	3.0	12.2	16.0	15.0	5.0

*Formerly Business Process Services

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 FY2016 budget allows the Finance Department to effectively continue on the path set forth in the FY2015 budget with respect to the delivery of financial services for the City and City School District inclusive of debt issuance, cash management and investments, and resource collection; in addition to accounting, payroll, purchasing and assessment services for the City.

This budget provides the Department the ability to continue to move forward with implementation of the payroll system; implementing expanded capabilities of the finance system in the Treasury and Accounting Bureaus; and the early stages of integrating City inventory systems with the purchasing system.

Provision is made for the FY2016 citywide revaluation to be conducted by the Bureau of Assessment thereby continuing the City on a four-year cycle in order to maintain the assessed values of the City at market value.

Municipal parking garage management will continue to be centralized as the new Parking Access Revenue Control System software is implemented in more garages. Installation is planned for Mortimer Garage and East End Garage. In the first quarter of 2016 the City will begin to report unpaid red light camera ticket violators to New York State Department of Motor Vehicles for the purpose of scofflaw.

2015-16 Strategic Goals & Objectives

Bureau	Highlights	Priorities Supported	Projected Completion
Director's Office	Conduct Bond Sale	Innovation & Efficiency	First Quarter
Director's Office	Conduct BAN Sale	Innovation & Efficiency	Third Quarter
Accounting	Begin implementation of Enterprise Process and System Solution for Phase I of Payroll/Personnel	Innovation & Efficiency	First Quarter
Accounting	Implement an Enterprise Process and System solution for Bank Reconciliation	Innovation & Efficiency	Fourth Quarter
Treasury	Begin early stages of implementation for Electronic Payment System	Innovation & Efficiency	First Quarter
Treasury	Implement Phase I of an Enterprise Process and System solution for Treasury Cashiering	Innovation & Efficiency	Third Quarter
Parking & Municipal Violations	Continue installation and implementation of the new Parking Access Revenue Control System software for Mortimer Garage and East End Garage	Innovation & Efficiency	Fourth Quarter
Assessment	Begin valuation and field review for the 2015-16 Reassessment	Innovation & Efficiency	First Quarter

Bureau	Highlights	Priorities Supported	Projected Completion
Assessment	File May 1 Final Roll with new 2016 assessment values	Innovation & Efficiency	Fourth Quarter
Purchasing	Begin using select national co-op contracts to achieve lower prices	Innovation & Efficiency	Second Quarter
Purchasing	Begin analysis of City inventory systems to integrate with Purchasing system	Innovation & Efficiency	Third Quarter

Year-To-Year Comparison

Bureau	Budget	Budget	Change	Percent
	2014-15	2015-16		Change
Director's Office	506,800	566,600	59,800	11.8%
Accounting	1,258,800	1,197,800	-61,000	-4.8%
Treasury	1,789,900	1,812,600	22,700	1.3%
Assessment	949,400	1,169,400	220,000	23.2%
Parking & Municipal Violations	7,249,500	7,494,900	245,400	3.4%
Purchasing	<u>1,036,400</u>	<u>1,057,400</u>	<u>21,000</u>	2.0%
Total	12,790,800	13,298,700	507,900	4.0%
Interfund Credit*	-137,800	-191,900	-54,100	39.3%
Intrafund Credit*	<u>-585,500</u>	<u>-533,200</u>	<u>52,300</u>	-8.9%
Total	12,067,500	12,573,600	506,100	4.2%
Employee Years	110.9	110.5	-0.4	-0.4%

Change Detail

Salary & Wage Adjustment	General		Vacancy			Total
	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	
177,300	58,900	20,000	0	13,600	236,300	506,100

Major Change Highlights

Net increase in utilities to reflect a full year of heat at Midtown Garage and actual experience	213,100
Increase in funding to support the 2016 Reassessment	161,700
Miscellaneous supplies and services decrease in Parking Bureau to reflect actual experience	-92,800

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	5,791,507	5,953,400	6,157,800	6,305,400
Materials & Supplies	196,744	213,000	316,700	509,300
Services	5,229,281	6,312,200	6,316,300	6,484,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	11,217,532	12,478,600	12,790,800	13,298,700
Interfund Credit*	-203,815	-137,800	-137,800	-191,900
Intrafund Credit*	<u>-439,218</u>	<u>-585,500</u>	<u>-585,500</u>	<u>-533,200</u>
Total	10,574,499	11,755,300	12,067,500	12,573,600
Appropriation by Activity				
Director's Office	312,652	455,500	506,800	566,600
Accounting	1,155,534	1,127,400	1,258,800	1,197,800
Treasury	1,606,751	1,777,400	1,789,900	1,812,600
Assessment	841,318	933,000	949,400	1,169,400
Parking & Municipal Violations	6,355,956	7,185,000	7,249,500	7,494,900
Purchasing	<u>945,321</u>	<u>1,000,300</u>	<u>1,036,400</u>	<u>1,057,400</u>
Total	11,217,532	12,478,600	12,790,800	13,298,700
Interfund Credit*	-203,815	-137,800	-137,800	-191,900
Intrafund Credit*	<u>-439,218</u>	<u>-585,500</u>	<u>-585,500</u>	<u>-533,200</u>
Total	10,574,499	11,755,300	12,067,500	12,573,600
Employee Years by Activity				
Director's Office	3.0	4.0	3.0	4.0
Accounting	18.9	18.3	19.5	18.3
Treasury	18.3	20.6	20.9	20.6
Assessment	13.3	13.1	13.2	13.4
Parking & Municipal Violations	40.2	40.0	42.1	42.1
Purchasing	<u>11.9</u>	<u>12.0</u>	<u>12.2</u>	<u>12.1</u>
Total	105.6	108.0	110.9	110.5

*Reflects chargeback for postage and duplicating.

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conduct Bond Sale	Innovation & Efficiency	First Quarter
Conduct BAN Sale	Innovation & Efficiency	Third Quarter

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
FINANCIAL/COST				
Total Entity General Obligation Debt (\$000)	384,227	373,630	406,354	370,315
Bond and Notes Sale	2	2	2	2
Sales Value (\$000)	49,587	83,495	166,219	171,290

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	506,800	566,600	59,800
Employee Years	3.0	4.0	1.0

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
5,700	200	200	0	0	53,700	59,800

Major Change

Transfer Business Analyst I from Accounting to more accurately reflect current assignment	65,300
Reduction in funding for professional fees due to budget constraints	-11,600

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	234,731	313,900	255,200	326,200
Materials & Supplies	670	1,500	1,500	1,500
Services	77,251	140,100	250,100	238,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	312,652	455,500	506,800	566,600
Appropriation by Activity				
Director's Office	312,652	455,500	506,800	566,600
Employee Years by Activity				
Director's Office	3.0	4.0	3.0	4.0

DEPARTMENT OF FINANCE
 DIRECTOR'S OFFICE
 PERSONNEL SUMMARY

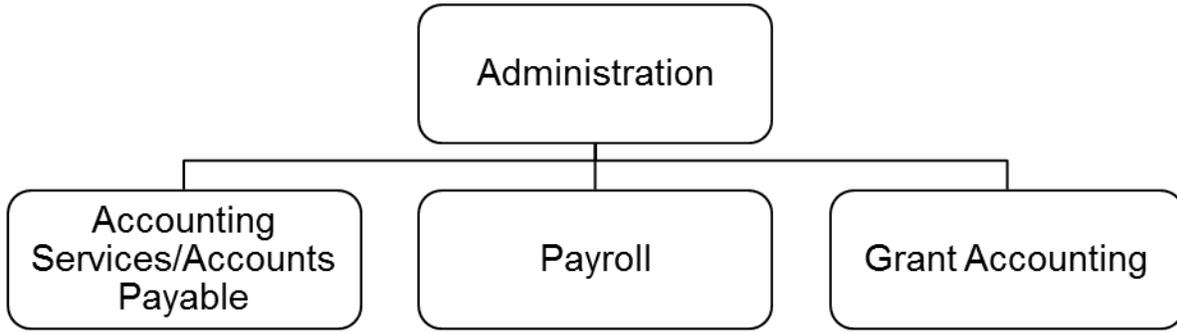
FULL TIME POSITIONS			
Br.	Title	Budget 2014-15	Approved 2015-16
36	Director of Finance	1	1
25	Business Analyst I	0	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
EMPLOYEE YEARS			
	Full	3.0	4.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	3.0	4.0

DEPARTMENT OF FINANCE
ACCOUNTING

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 monitors loan programs

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin implementation of an Enterprise Process and System Solution for Phase I of Payroll/Personnel	Innovation & Efficiency	First Quarter
Prepare Comprehensive Annual Financial Report for 2014-15	Innovation & Efficiency	Second Quarter
Implement an Enterprise Process and System solution for Bank Reconciliation	Innovation & Efficiency	Fourth Quarter

DEPARTMENT OF FINANCE
ACCOUNTING

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
CUSTOMER PERSPECTIVE				
Weekly invoices processed	1,122	1,400	1,400	1,400
Federal and New York State grants processed	188	188	210	180
Residential property improvement loans serviced	126	125	140	120
Economic Development loans serviced	100	101	130	95
FINANCIAL/COST				
In lieu of tax agreements billed	147	163	170	160

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,258,800	1,197,800	-61,000
Employee Years	19.5	18.3	-1.2

Change Detail

Salary & Wage <u>Adjustment</u>	General		Vacancy			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
28,800	0	3,700	0	1,600	-95,100	-61,000

Major Change

Transfer one Business Analyst I to Director's Office to more accurately reflect current assignment	-65,300
Reduction in professional fees due to full Other Postemployment Benefits (OPEB) actuarial services not needed for FY16	-11,300
Assistant Payroll Supervisor converted into Associate Accountant to provide greater flexibility	-10,300
Reduction in temporary salaries due to budget constraints	-10,000
Specialized training for Federal grants	9,400
Reduction in overtime due to budget constraints	-4,600
Productivity improvements result in savings	-3,000

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,119,979	1,081,000	1,212,400	1,149,000
Materials & Supplies	3,000	2,000	2,000	1,900
Services	32,555	44,400	44,400	46,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,155,534	1,127,400	1,258,800	1,197,800
Appropriation by Activity				
Administration	232,426	225,400	225,400	242,900
Accounting Services/Accounts Payable	331,054	306,100	346,800	318,900
Payroll	313,204	370,100	406,700	324,000
Grant Accounting	<u>278,850</u>	<u>225,800</u>	<u>279,900</u>	<u>312,000</u>
Total	1,155,534	1,127,400	1,258,800	1,197,800
Employee Years by Activity				
Administration	2.1	2.0	2.0	2.0
Accounting Services/Accounts Payable	8.2	6.1	7.2	6.1
Payroll	4.1	5.5	6.3	5.2
Grant Accounting	<u>4.5</u>	<u>4.7</u>	<u>4.0</u>	<u>5.0</u>
Total	18.9	18.3	19.5	18.3

DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

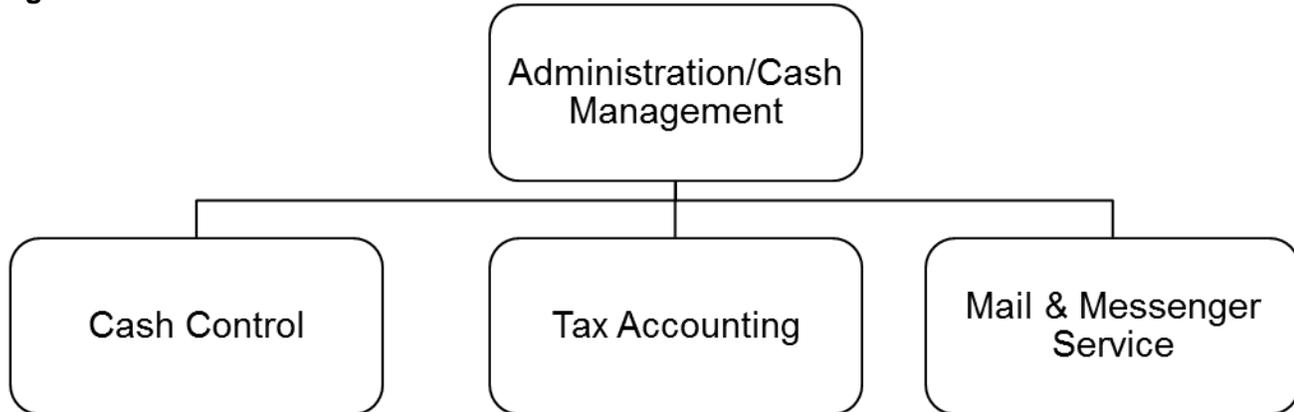
FULL TIME POSITIONS				Administration	Accounting Services/ Accounts Payable	Payroll	Grant Accounting
Br.	Title	Budget 2014-15	Approved 2015-16				
33	Deputy Director, Finance	1	1	1			
28	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Assistant Payroll Systems Supervisor	1	0				
26	Principal Finance Officer	1	1				1
25	Business Analyst I	1	0				
24	Associate Accountant	3	3		1	1	1
20	Senior Accountant	2	3		1	1	1
18	Payroll Auditor	1	1			1	
17	Accountant	5	5		2	1	2
15	Principal Account Clerk	0	1		1		
9	Clerk II	1	0				
9	Clerk II with Typing	1	1		1		
EMPLOYEE YEARS							
	Full Time	19.0	18.0	2.0	6.0	5.0	5.0
	Overtime	0.2	0.1	0.0	0.1	0.0	0.0
	Part Time, Temporary, Seasonal	0.3	0.2	0.0	0.0	0.2	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	19.5	18.3	2.0	6.1	5.2	5.0

DEPARTMENT OF FINANCE
TREASURY

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
- Use of reliable financial systems
- Adherence to statutory regulations
- Clear and consistent policy guidance
- Invest City and City School District funds to generate interest income
- Maintain the City's cash ledger
- Process all interdepartmental and outgoing mail from City facilities
- Prepare annual City property tax bill

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin early stages of implementation for Electronic Payment System	Innovation & Efficiency	First Quarter
Implement Phase I of an Enterprise Process and System solution for Treasury Cashiering	Innovation & Efficiency	Third Quarter

DEPARTMENT OF FINANCE
TREASURY

5-13

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
INTERNAL OPERATIONS				
Foreclosure notices mailed	1,109	1,619	3,000	3,000
CUSTOMER PERSPECTIVE				
Tax accounts	62,613	62,500	62,500	62,500
Tax information calls	29,020	29,000	30,000	30,000
FINANCIAL/COSTS				
Delinquent tax accounts	9,834	9,800	9,900	9,000
Percent of adjusted property tax balances collected – Current (%)	92.93	93.00	92.00	93.00
Percent of adjusted property tax balances collected – Delinquent (%)	57.15	47.00	43.00	55.00
Liens sold	2,219	2,241	2,300	2,500
City initiated foreclosures	177	0	0	400
Properties redeemed before foreclosure	316	250	1,250	1,250
Average daily cash ledger balance (\$000)	388,700	379,400	392,200	386,900
Average daily invested cash bank balance (\$000)	361,200	336,400	378,000	343,100
Average investment rate (%)	.15	.11	.09	.08

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,789,900	1,812,600	22,700
Employee Years	20.9	20.6	-0.3

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
30,600	1,800	-28,000	0	12,800	5,500	22,700

Major Change

Funding for on call services added to support various Treasury functions	10,000
Reduction in water billing supplies due to budget constraints	-4,500

DEPARTMENT OF FINANCE
TREASURY

Postage Chargebacks

<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>
CITY COUNCIL & CLERK	15,500	15,500	ENVIRONMENTAL SERVICES	119,100	102,300
ADMINISTRATION			EMERGENCY COMMUNICATIONS	3,800	3,800
Mayor's Office	1,200	4,000	POLICE	32,700	35,800
Management & Budget	0	0	FIRE	2,300	1,100
Human Resource Management	11,300	9,500	LIBRARY	1,800	900
Communications	2,800	3,100			
Law	<u>3,500</u>	<u>4,200</u>	RECREATION & YOUTH SERVICES		
Total	18,800	20,800	Commissioner	1,300	0
INFORMATION TECHNOLOGY	100	100	Recreation	5,400	3,400
FINANCE			BEST	<u>1,100</u>	<u>2,300</u>
Director's Office	500	200	Total	7,800	5,700
Accounting	3,200	3,000	Total Interfund	122,300	145,100
Treasury	63,600	43,400	Total Intrafund	<u>297,600</u>	<u>273,600</u>
Assessment	45,300	85,300	CITY TOTAL	419,900	418,700
Parking & Municipal Violations	49,300	45,100			
Purchasing	<u>8,200</u>	<u>6,300</u>			
Total	170,100	183,300			
NEIGHBORHOOD & ECONOMIC DEV.	47,900	49,400			

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,046,660	1,140,100	1,152,600	1,186,200
Materials & Supplies	24,410	34,300	34,300	34,900
Services	535,681	603,000	603,000	591,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,606,751	1,777,400	1,789,900	1,812,600
Interfund Credit*	-161,944	-122,300	-122,300	-145,100
Intrafund Credit*	<u>-223,816</u>	<u>-297,600</u>	<u>-297,600</u>	<u>-273,600</u>
Total	1,220,991	1,357,500	1,370,000	1,393,900
Appropriation by Activity				
Administration/Cash Management	638,035	687,100	682,200	670,700
Cash Control	209,263	215,300	215,300	220,000
Tax Accounting	298,253	355,300	372,700	394,200
Mail and Messenger Service	<u>461,200</u>	<u>519,700</u>	<u>519,700</u>	<u>527,700</u>
Total	1,606,751	1,777,400	1,789,900	1,812,600
Interfund Credit*	-161,944	-122,300	-122,300	-145,100
Intrafund Credit*	<u>-223,816</u>	<u>-297,600</u>	<u>-297,600</u>	<u>-273,600</u>
Total	1,220,991	1,357,500	1,370,000	1,393,900
Employee Years by Activity				
Administration/Cash Management	6.0	6.0	6.0	6.0
Cash Control	4.4	4.2	4.2	4.2
Tax Accounting	6.1	7.9	8.0	8.0
Mail and Messenger Service	<u>1.8</u>	<u>2.5</u>	<u>2.7</u>	<u>2.4</u>
Total	18.3	20.6	20.9	20.6

*Reflects chargeback for postage

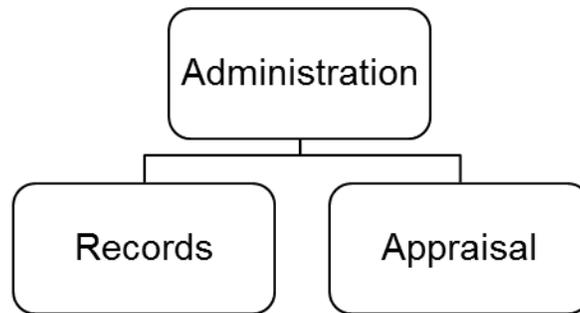
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2014-15	Approved 2015-16				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Associate Administrative Analyst	1	1	1			
26	Cash & Investment Manager	0	1	1			
24	Sr. Administrative Analyst	3	1			1	
20	Senior Accountant	0	1	1			
20	Executive Assistant	1	1		1		
18	Head Account Clerk	1	1			1	
18	Head Cashier	1	1		1		
16	Administrative Assistant	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	1				1
12	Resource Collector	2	2			2	
9	Clerk II with Typing	1	1		1		
7	Clerk III with Typing	2	2			2	
EMPLOYEE YEARS							
Full Time		20.0	20.0	6.0	4.0	8.0	2.0
Overtime		0.2	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		0.7	0.4	0.0	0.0	0.0	0.4
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		20.9	20.6	6.0	4.2	8.0	2.4

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin valuation and field renew for the 2015-16 Reassessment	Innovation & Efficiency	First Quarter
Begin mailing impact notices to property owners	Innovation & Efficiency	Second Quarter
Conduct informal hearings and the Board of Assessment Review	Innovation & Efficiency	Third Quarter
File May 1 Final Roll with new 2016 assessment values	Innovation & Efficiency	Fourth Quarter

DEPARTMENT OF FINANCE
ASSESSMENT

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
CUSTOMER PERSPECTIVE				
Reviews performed:				
• Exemptions (new and renewal)	11,537	11,500	11,000	11,500
• Inspection of building permits	2,643	2,728	2,500	2,300
• Subdivision & Other	1,859	3,588	2,500	1,250
• Owner reviews	846	725	900	4,800
• Notices and Letters	26,636	77,532	76,500	76,500

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	949,400	1,169,400	220,000
Employee Years	13.2	13.4	0.2

Change Detail

Salary & Wage	General	Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
17,900	600	38,900	0	900	161,700	220,000

Major Change

Net increase in funding to support the 2016 Reassessment	161,700
--	---------

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	807,458	833,600	833,600	852,400
Materials & Supplies	653	13,300	102,500	303,500
Services	33,207	86,100	13,300	13,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	841,318	933,000	949,400	1,169,400
Appropriation by Activity				
Administration	142,793	208,800	225,200	428,900
Records	195,490	195,500	195,500	200,400
Appraisal	<u>503,035</u>	<u>528,700</u>	<u>528,700</u>	<u>540,100</u>
Total	841,318	933,000	949,400	1,169,400
Employee Years by Activity				
Administration	1.0	1.0	1.0	1.0
Records	5.3	4.8	4.9	4.8
Appraisal	<u>7.0</u>	<u>7.3</u>	<u>7.3</u>	<u>7.6</u>
Total	13.3	13.1	13.2	13.4

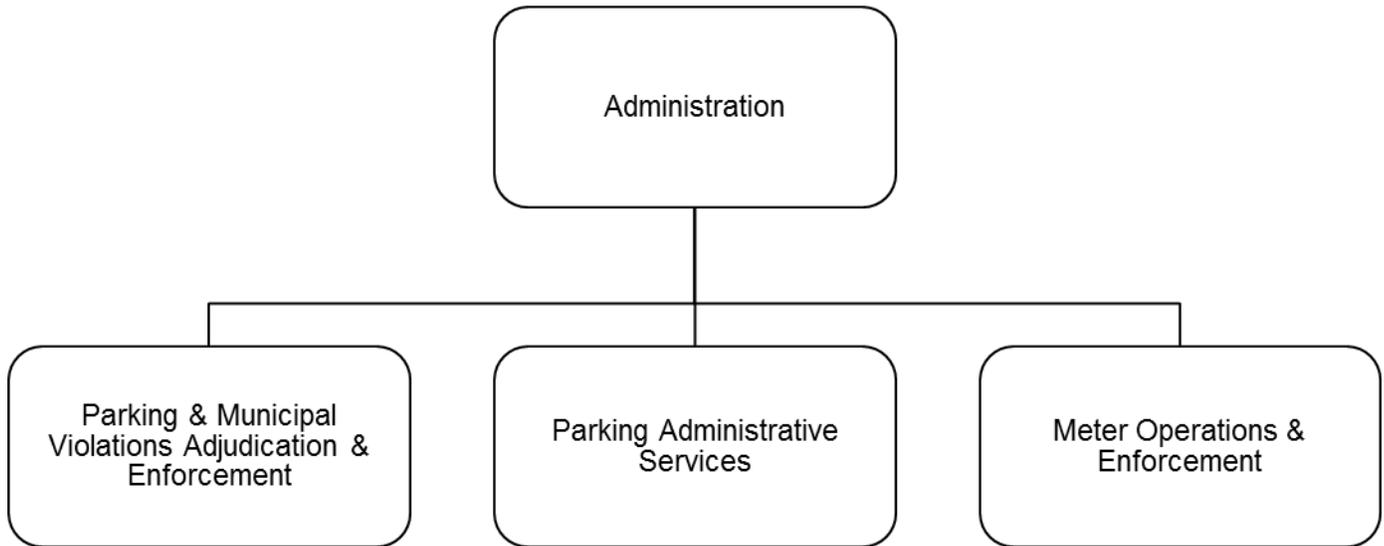
DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration		Records	Appraisal
Br.	Title	Budget 2014-15	Approved 2015-16				
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	1	1			1	
7	Clerk III with Typing	2	2			2	
EMPLOYEE YEARS							
Full Time		12.0	12.0	1.0	4.0	7.0	
Overtime		0.4	0.7	0.0	0.1	0.6	
Part Time, Temporary, Seasonal		0.8	0.7	0.0	0.7	0.0	
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	
Total		13.2	13.4	1.0	4.8	7.6	

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:

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

Critical Processes

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

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue installation and implementation of the new Parking Access Revenue Control System software for Mortimer Garage and East End Garage	Innovation & Efficiency	Fourth Quarter

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
CUSTOMER PERSPECTIVE				
Percent of booted vehicles that pay vs. being towed	90%	86%	93%	85%
FINANCIAL/COST				
Collection rate of Red Light Camera tickets (tickets paid as a % of new tickets issued)	81%	85%	95%	90%

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	7,249,500	7,494,900	245,400
Employee Years	42.1	42.1	0.0

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
58,100	54,700	13,200	0	0	119,400	245,400

Major Change

Net increase in utilities to reflect a full year of heat at Midtown Garage and actual experience	213,100
Miscellaneous supplies and services decrease to reflect actual experience	-92,800
Decrease in property taxes to reflect elimination of Downtown Special Services	-34,600
Increase in security to reflect actual experience, including Midtown	26,300
Professional services increase for revenue control system software hosting and post warranty equipment maintenance	25,300
Change in fee structure at East End Garage allows for decrease in contract for customer service staffing	-17,900

Program Change

Municipal parking garage management will continue to be centralized as the new Parking Access Revenue Control System software is implemented in more garages. Installation is planned for Mortimer Garage and East End Garage. In the first quarter of 2016 the City will begin to report unpaid red light camera ticket violators to New York State Department of Motor Vehicles for the purpose of scofflaw.

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,902,259	1,911,000	1,994,100	2,052,200
Materials & Supplies	116,000	92,000	106,500	96,700
Services	4,337,697	5,182,000	5,148,900	5,346,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6,355,956	7,185,000	7,249,500	7,494,900
Appropriation by Activity				
Administration	203,382	217,900	257,000	375,200
Parking/Municipal Violations Adjud. & Enforcement	737,506	741,100	752,800	590,200
Parking Administrative Services	4,600,131	5,407,900	5,285,500	5,623,200
Meter Operations/Parking Enforcement	<u>814,937</u>	<u>818,100</u>	<u>954,200</u>	<u>906,300</u>
Total	6,355,956	7,185,000	7,249,500	7,494,900
Employee Years by Activity				
Administration	3.0	3.0	2.5	4.0
Parking/Municipal Violations Adjud. & Enforcement	12.7	11.5	12.2	10.6
Parking Administrative Services	10.1	11.4	10.7	11.5
Meter Operations/Parking Enforcement	<u>14.4</u>	<u>14.1</u>	<u>16.7</u>	<u>16.0</u>
Total	40.2	40.0	42.1	42.1

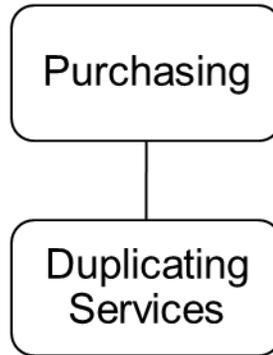
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2014-15	Approved 2015-16				
33	Director, Parking	1	1	1			
28	Asst. Director, Parking	2	2	2			
26	Supervisor, Administrative Services	1	1			1	
26	Parking Facility Manager	1	1			1	
26	Municipal Parking Compliance Auditor	0	1			1	
23	Municipal Parking Compliance Auditor	1	0				
15	Parking Enforcement Supervisor	2	2				2
15	Senior Parking Equipment Mechanic	2	2			1	1
14	Parking Compliance Monitor	2	2			2	
14	Junior Accountant	1	1			1	
13	Sr. Cashier Bilingual	0	1		1		
11	Adjudication Assistant	1	1		1		
11	Cashier Bilingual	1	0				
11	Secretary	1	1	1			
10	Parking Enforcement Officer	8	8				8
10	Parking Equipment Mechanic	1	1				1
9	Clerk II	1	1		1		
9	Clerk II with Typing	2	2		2		
7	Clerk III	5	5		4	1	
7	Clerk III with Typing	1	1			1	
5	Account Clerk	2	2		1	1	
EMPLOYEE YEARS							
	Full Time	36.0	36.0	4.0	10.0	10.0	12.0
	Overtime	0.9	0.9	0.0	0.1	0.2	0.6
	Part Time, Temporary, Seasonal	5.2	5.2	0.0	0.5	1.3	3.4
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	42.1	42.1	4.0	10.6	11.5	16.0

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
- Contract awards and maintenance
- Auctioning of surplus equipment
- Issuance of purchase orders and call numbers
- Training department and bureau purchasing liaisons in purchasing law and practices
- Gather and monitor information from public works and development projects for contractor compliance
- Gather information from vendors
- Liaison between vendors/contractors of City of Rochester departments/bureaus
- Review and approval of Minority and Women Business Enterprises Utilization plans
- Liaison between prime contractors and M/WBE subcontractors for City of Rochester projects
- Provide copying services to City Hall

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin using select national co-op contracts to achieve lower prices	Innovation & Efficiency	Second Quarter
Begin analysis of City inventory systems to integrate with Purchasing system	Innovation & Efficiency	Third Quarter

DEPARTMENT OF FINANCE
PURCHASING

Key Performance Indicators

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
INTERNAL OPERATIONS				
Contracts awarded:				
• Construction (\$000)	42,699	47,000	58,000	46,500
• Construction M/WBE (\$000)	6,736	6,000	7,000	6,900
• Number of Goods and Services contracts awarded	198	350	300	350
CUSTOMER PERSPECTIVE				
Service contracts without coverage gaps (%)	N/A	90	95	100
FINANCIAL/COSTS				
Money recovered from sale of surplus property (\$)	308,218	250,000	204,000	250,000
LEARNING AND INNOVATION				
Ratio of specifications via internet versus U.S. mail (%)	43	50	55	55

N/A – Not Applicable

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,036,400	1,057,400	21,000
Employee Years	12.2	12.1	-0.1

Change Detail

Salary & Wage <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
36,200	1,600	-6,200	0	-1,700	-8,900	21,000

Major Change

Reduction in temporary wages and overtime	-4,900
Printing services reduced due to operational efficiencies	-3,700
Productivity improvements results in savings	-300

DEPARTMENT OF FINANCE
PURCHASING

Duplicating Chargebacks

<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>
CITY COUNCIL & CLERK ADMINISTRATION	4,800	4,300	ENVIRONMENTAL SERVICES	66,700	67,700
Mayor's Office	27,500	45,500	EMERGENCY COMMUNICATIONS	200	1,900
Management & Budget	3,300	4,100	RPD	12,200	9,900
Human Resource Management	17,900	11,800	FIRE	17,700	20,300
Communications	7,200	7,500	RECREATION & YOUTH SERVICES		
Law	<u>1,500</u>	<u>400</u>	Commissioner	4,900	1,800
Total	57,400	69,300	Recreation	53,700	67,500
INFORMATION TECHNOLOGY	1,400	9,400	BEST	<u>21,800</u>	<u>8,300</u>
LIBRARY	700	200	Total	80,400	77,600
FINANCE			NEIGHBORHOOD & BUSINESS DEV.	74,600	38,400
Director's Office	100	600	Total Interfund	15,500	46,800
Accounting	600	800	Total Intrafund	<u>287,900</u>	<u>259,600</u>
Treasury	9,100	500	CITY TOTAL	303,400	306,400
Assessment	2,900	2,000			
Parking and Municipal Violations	1,400	800			
Purchasing	<u>7,000</u>	<u>2,700</u>			
Total	21,100	7,400			

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	680,420	673,800	709,900	739,400
Materials & Supplies	52,011	69,900	69,900	70,800
Services	212,890	256,600	256,600	247,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	945,321	1,000,300	1,036,400	1,057,400
Interfund Credit*	-41,871	-15,500	-15,500	-46,800
Intrafund Credit*	<u>-215,402</u>	<u>-287,900</u>	<u>-287,900</u>	<u>-259,600</u>
Total	688,048	696,900	733,000	751,000
Appropriation by Activity				
Purchasing	663,960	696,900	733,000	751,200
Duplicating Services	<u>281,361</u>	<u>303,400</u>	<u>303,400</u>	<u>306,200</u>
Total	945,321	1,000,300	1,036,400	1,057,400
Interfund Credit*	-41,871	-15,500	-15,500	-46,800
Intrafund Credit*	<u>-215,402</u>	<u>-287,900</u>	<u>-287,900</u>	<u>-259,600</u>
Total	688,048	696,900	733,000	751,000
Employee Years by Activity				
Purchasing	10.9	11.0	11.2	11.1
Duplicating Services	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total	11.9	12.0	12.2	12.1

*Reflects chargeback for duplicating

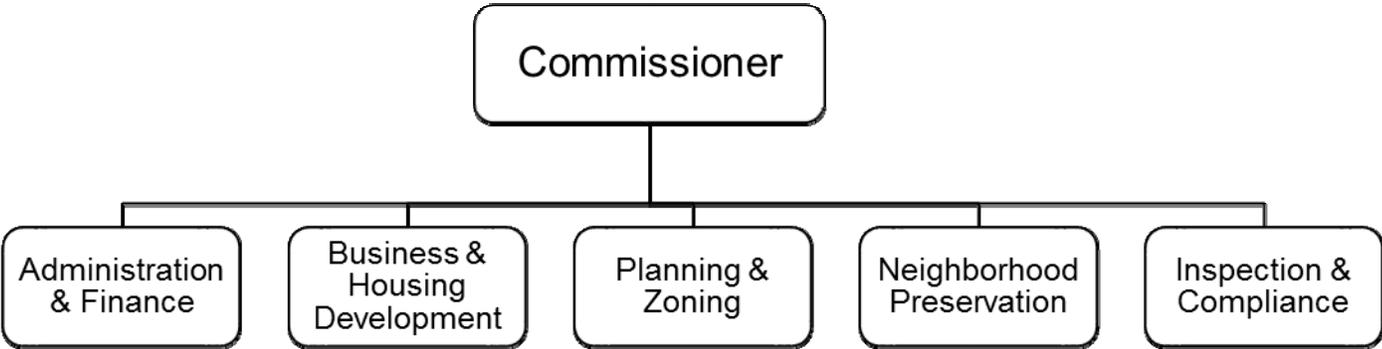
DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2014-15	Approved 2015-16		
33	Purchasing Agent	1	1	1	
24	Contract Administrator	1	1	1	
24	Minority & Women Business Enterprise Officer	1	1	1	
22	Senior Purchaser	2	2	2	
19	Purchaser	1	1	1	
18	Management Trainee	0	1	1	
14	Purchasing Control Clerk	0	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
12	Project Assistant	1	0		
12	Purchasing Control Clerk	1	0		
9	Clerk II with Typing	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	0.1	0.1	0.0
	Part Time, Temporary, Seasonal	1.1	1.0	1.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	12.2	12.1	11.1	1.0

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



Highlights of the Department's 2015-16 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Establish new loan program targeted to entrepreneurs to support new enterprises with high growth and job creation potential	More Jobs	First Quarter
Support RPD reorganization with NSC alignment to establish a process that will support efficiency for public safety	Safer Neighborhoods	First Quarter
Develop and implement new business incentive program related to job training expenses for newly hired employees	More Jobs	Second Quarter
Complete construction of the Midtown Tower Project	More Jobs	Second Quarter
Undertake Monroe Avenue Parking Study	Safer Neighborhoods	Second Quarter
Continue strengthening quadrant involvement with neighborhood and business associations to enhance neighborhood planning and promote business development	Safer Neighborhoods	Second Quarter
Complete FIS Evaluation	Safer Neighborhoods	Fourth Quarter
Complete update to City Comprehensive Plan	Safer Neighborhoods	Fourth Quarter
Update Designated Buildings of Historic Value	Safer Neighborhoods	Fourth Quarter
Enhance Vacant Property Management Program	Safer Neighborhoods	Fourth Quarter
Continue implementation of coordinated access to Homeless System	Safer Neighborhoods	Ongoing
Undertake comprehensive Zoning Code update	Safer Neighborhoods	Ongoing

Year-To-Year Comparison

	Budget <u>2014-15</u>	Budget <u>2015-16</u>	<u>Change</u>	Percent <u>Change</u>
Bureau				
Commissioner/Admin Finance	868,500	843,900	-24,600	-2.8%
Business & Housing Development	6,413,200	6,409,300	-3,900	-0.1%
Planning & Zoning	1,668,900	1,707,900	39,000	2.3%
Neighborhood Preservation	1,526,000	1,444,600	-81,400	-5.3%
Inspection & Compliance	<u>3,427,000</u>	<u>3,442,500</u>	<u>15,500</u>	0.5%
Total	13,903,600	13,848,200	-55,400	-0.4%
Employee Years	138.7	136.0	-2.7	-1.9%

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Vacancy <u>Chargebacks</u>	Vacancy <u>Allowance</u>	Miscellaneous <u>Miscellaneous</u>	Major Change <u>Major Change</u>	<u>Total</u>
211,900	33,100	700	0	200	-301,300	-55,400

Major Change Highlights

Funding for refuse enforcement eliminated – transfer of function to DES	-78,800
Funding for subsidy for War Memorial management is removed	-75,000
Funding for real estate property management services is added in anticipation of increased foreclosures	50,000
Productivity improvements result in savings	-48,900
Funding for professional fees is reduced due to budget constraints	-41,300
Funding for one time quadrant projects is eliminated	-40,000
Funding for Clerk III part-time position is eliminated due to budget constraints	-19,800
Funding for private lawn maintenance is reduced as an efficiency measure	-12,700
Funding for overtime is reduced due to budget constraints	-11,100
Funding for College Intern position is eliminated due to budget constraints	-10,000
Funding for rental increase for 3 year renewal for Genesee NSC office is added	8,300

Program Change

Refuse enforcement activities transition to Department of Environmental Services

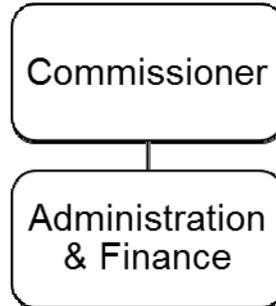
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	8,700,208	8,842,100	9,413,900	9,503,600
Materials & Supplies	37,614	67,900	80,600	69,800
Services	3,578,598	4,020,400	4,199,000	4,061,100
Other	<u>194,767</u>	<u>199,600</u>	<u>210,100</u>	<u>213,700</u>
Total	12,511,187	13,130,000	13,903,600	13,848,200
Appropriation by Activity				
Commissioner	714,329	775,000	868,500	843,900
Business & Housing Development	5,773,886	6,138,000	6,413,200	6,409,300
Planning & Zoning	1,526,641	1,500,000	1,668,900	1,707,900
Neighborhood Preservation	1,361,133	1,450,000	1,526,000	1,444,600
Inspection & Compliance	<u>3,135,198</u>	<u>3,267,000</u>	<u>3,427,000</u>	<u>3,442,500</u>
Total	12,511,187	13,130,000	13,903,600	13,848,200
Employee Years by Activity				
Commissioner	11.5	10.0	10.0	9.4
Business & Housing Development	39.2	40.2	40.2	39.7
Planning & Zoning	21.1	22.1	22.1	22.6
Neighborhood Preservation	19.1	19.1	19.1	17.1
Inspection & Compliance	<u>47.3</u>	<u>47.3</u>	<u>47.3</u>	<u>47.2</u>
Total	138.2	138.7	138.7	136.0
NBD Resource Allocation - Dollars				
NBD Allocation	12,511,187	13,130,000	13,903,600	13,848,200
Police Department NBD Allocation	<u>1,986,000</u>	<u>2,045,600</u>	<u>2,147,900</u>	<u>2,344,100</u>
Total NBD Allocation	14,497,187	15,175,600	16,051,500	16,192,300
NBD Resource Allocation - Employee Years				
NBD Allocation	138.2	138.7	138.7	136.0
Police Department NBD Allocation	<u>24.4</u>	<u>24.4</u>	<u>24.4</u>	<u>26.5</u>
Total NBD Allocation	162.6	163.1	163.1	162.5

Mission Statement

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

Organization



Vital Customers

- Internal: City of Rochester departments, NBD staff
- External: Federal and State government, contractors, businesses

Critical Processes

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Prepare and complete 2016-17 Draft Consolidated Plan	More Jobs Safer Neighborhoods	Fourth Quarter

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER

Key Performance Indicators

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
ENHANCE NEIGHBORHOODS				
General Billing Invoices Issued (all types)	6,077	7,500	6,000	5,500
Total Homeowner Assistance (\$)	\$844,000	\$850,000	\$850,000	\$850,000
FACILITATE BUSINESS GROWTH				
Commissioner Visits	N/A	60	65	60
PROMOTE DEVELOPMENT				
Grants/Funding Received – Federal (\$ millions)	\$11.32	\$12.6	\$12.6	\$12.1
Grants/Funding Received – All Other Sources	N/A	\$500,000	N/A	\$290,000

N/A – Not available

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	868,500	843,900	-24,600
Employee Years	10.0	9.4	-0.6

Change Detail

<u>Salary & Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
15,300	2,900	1,000	0	-19,400	-24,400	-24,600

Major Change

Funding for College Intern position is eliminated due to budget constraints	-10,000
Productivity improvements result in savings	-7,400
Funding for overtime is reduced due to budget constraints	-7,000

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

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	628,022	589,700	658,500	637,400
Materials & Supplies	4,412	7,400	6,500	5,100
Services	81,895	177,900	203,500	201,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	714,329	775,000	868,500	843,900
Appropriation by Activity				
Commissioner	285,413	372,200	410,400	407,300
Administration & Finance	<u>428,916</u>	<u>402,800</u>	<u>458,100</u>	<u>436,600</u>
	714,329	775,000	868,500	843,900
Employee Years by Activity				
Commissioner	2.5	2.0	2.0	2.0
Administration & Finance	<u>9.0</u>	<u>8.0</u>	<u>8.0</u>	<u>7.4</u>
	11.5	10.0	10.0	9.4

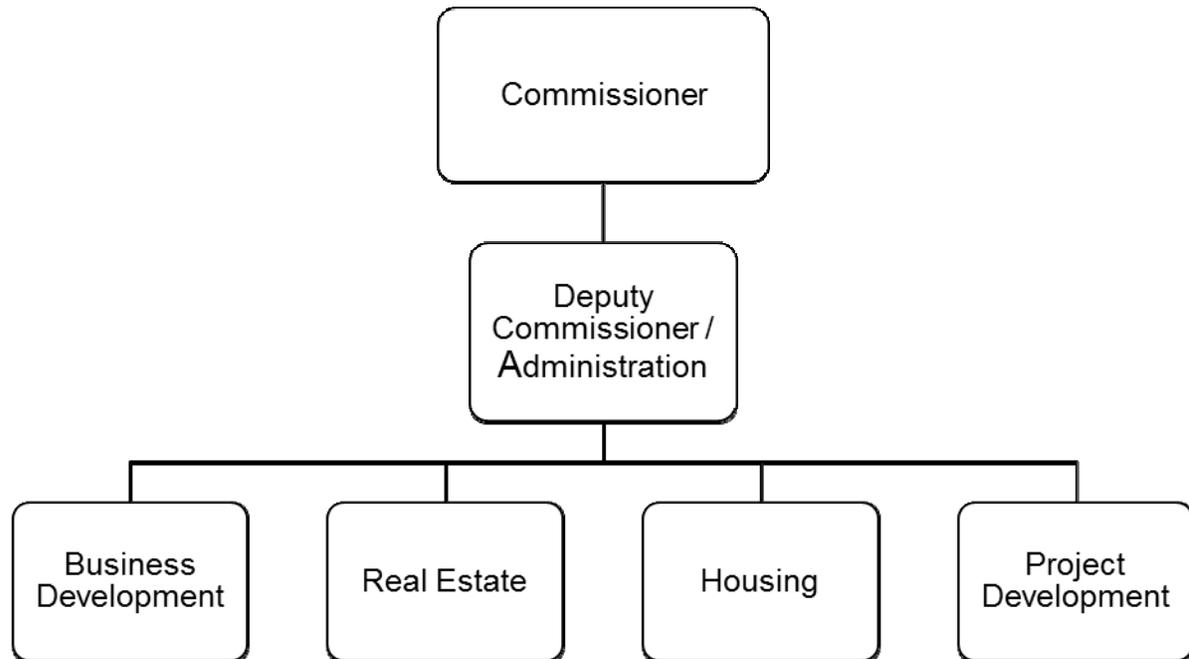
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Administration & Finance
Br.	Title	Budget 2014-15	Approved 2015-16		
36	Commissioner	1.0	1.0	1.0	
30	Director of Administration & Finance	0.8	0.8		0.8
26	Associate Administrative Analyst	1.0	1.0		1.0
20	Executive Assistant	1.0	2.0	1.0	1.0
18	Secretary to Commissioner	1.0	0.0		
12	Project Assistant	1.0	1.0		1.0
11	Clerk I	1.0	1.0		1.0
10	Senior Account Clerk	0.0	1.0		1.0
9	Clerk II	1.0	0.0		
9	Clerk II with Typing Bilingual	1.0	0.0		
6	Receptionist/Typist	0.0	1.0		1.0
EMPLOYEE YEARS					
	Full Time	8.8	8.8	2.0	6.8
	Overtime	0.2	0.1	0.0	0.1
	Part Time, Temporary, Seasonal	1.0	0.5	0.0	0.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	10.0	9.4	2.0	7.4

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.

Organization



Vital Customers

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

Critical Processes

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Establish new loan program targeted to entrepreneurs to support new enterprises with high growth and job creation potential	More Jobs	First Quarter
Begin implementation of Marketview Heights Urban Renewal Plan	Safer Neighborhoods	First Quarter
Complete sale of 14-80 Charlotte Street	Safer Neighborhoods	First Quarter
Complete sale of the Port of Rochester Parcel 1 North for private mixed-use development	Safer Neighborhoods	First Quarter
Complete Monroe Avenue Targeted Commercial Exterior Improvement Program	Safer Neighborhoods	Second Quarter
Complete construction of the Midtown Tower project	More Jobs	Second Quarter
Implement and complete City Living Sunday	Safer Neighborhoods	Third Quarter
Complete FIS evaluation	Safer Neighborhoods	Fourth Quarter
Continue implementation of coordinated access to Homeless System	Safer Neighborhoods	Ongoing
Completion of Major Rental Projects	Safer Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
<u>ENHANCE NEIGHBORHOODS</u>				
Demolitions	338	195	195	125
Rehabilitation Grants Awarded (millions)	N/A	\$5.1	\$7.8	\$5.1
Owner Occupied Housing Units Created	7	11	25	13
City-Assisted Sales to Owner Occupants	135	225	140	245
Foreclosures Prevented	N/A	243	226	211
Affordable Housing Units Created	89	105	400	159
Market Rate Housing Units Created	N/A	370	208	100
Mixed-Use Projects	N/A	16	16	12
Total Housing Investment (millions)	\$27.2	\$97.1	\$147.7	\$50.6
Façade Grants/Loans Provided	N/A	9	8	6
Total Private Investment (millions)	N/A	\$200.0	\$75.0	\$75.0
<u>FACILITATE BUSINESS GROWTH</u>				
Total Retention Assistance (millions)	N/A	\$10.0	\$11.0	\$10.0
Collaborative Partner Referrals	N/A	210	189	180
Total Growth Assistance (millions)	N/A	\$110.0	\$99.0	\$110.0
Businesses Relocating into City	N/A	10	10	10
New MWBE Businesses	N/A	15	8	15
Total MWBE Assistance (millions)	N/A	\$2.4	\$1.5	\$1.5
Entrepreneurial Partnerships	N/A	5	5	8

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
City-Sponsored Entrepreneurial Events	N/A	3	3	5
Partner Referrals	N/A	25	25	25
Total Entrepreneurial Matching Funds	N/A	\$200,000	\$500,000	\$300,000
Total Entrepreneurial Assistance	N/A	\$500,000	\$500,000	\$500,000
Jobs Retained	11,273	1,500	1,500	1,500
Workforce Development Partnerships	N/A	3	5	5
Actual Jobs Created	1,305	800	800	900
Average Income of Jobs Created	N/A	TBD	TBD	TBD
Community Benefit Agreements Executed	N/A	8	10	5
% Community Benefit Agreements in Compliance	N/A	87.5%	75%	100%
% of City Residents on Major Projects	N/A	25%	25%	25%
% of MWBE / Section 3 Goals met on Major Projects	N/A	20%	20%	20%
<u>PROMOTE DEVELOPMENT</u>				
Facilities Profit/Loss	N/A	-\$2,200,000	-\$2,564,500	-\$2,503,800
Tax Foreclosures	202	18	0	160
Property Rental Revenue	\$166,687	\$155,000	\$155,000	\$140,000
Properties Sold thru Auction/RFP	154	140	125	122
Property Sales Revenue	\$349,556	\$2,516,324	\$250,000	\$250,000

N/A – Not Available

Year-To-Year

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	6,413,200	6,409,300	-3,900
Employee Years	40.2	39.7	-0.5

Change Detail

Salary & Wage	General		Vacancy			Total
	<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	
60,000	24,200	-4,600	0	19,400	-102,900	-3,900

Major Change

Funding for subsidy for War Memorial management is removed	-75,000
Funding for real estate property management services is added in anticipation of increased foreclosures	50,000
Funding for High Falls operations is reduced	-29,300
Funding for Clerk III part-time position is eliminated due to budget constraints	-19,800
Funding for professional fees is reduced due to budget constraints	-11,200
Productivity improvements result in savings	-10,800
Funding for Convention Center subsidy reduced	-6,800

Operating costs for major municipal facilities are estimated on the next two pages.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

Rochester Riverside Convention Center

	2014-15 Budget	2015-16 Budget
Revenues		
Building & equipment rental	1,038,000	1,030,500
Service Fees	267,500	289,000
Commissions: Decorator/AV	85,500	76,500
Food & beverage service	4,649,218	4,636,956
Riverside Production	424,000	441,000
Riverside Parking	1,411,172	1,465,102
Convention Services	290,000	290,000
Interest	<u>2,000</u>	<u>1,000</u>
TOTAL REVENUES	8,167,390	8,230,058
Expenses		
Administration	849,289	770,245
Operations	2,912,429	3,012,334
Sales	374,613	384,160
Food and Beverage	3,646,680	3,591,999
Riverside Productions	368,136	375,888
Riverside Parking	1,160,243	1,232,631
Convention Services	290,000	290,000
Capital Improvements	<u>0</u>	<u>137,000</u>
TOTAL EXPENSES	9,601,390	9,794,257
Operating Deficit:	-1,434,000	-1,564,199
Monroe County Hotel/Motel Tax	<u>795,000</u>	<u>795,000</u>
City Subsidy	639,000	769,199

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

War Memorial/Blue Cross Arena Fund			Port of Rochester		
	2014-15 Budget	2015-16 Budget		2014-15 Budget	2015-16 Budget
Revenues			Revenues		
War Memorial Revenue			Retail Establishment Rent	25,000	16,400
Concessions	329,000	0	TOTAL REVENUES	25,000	16,400
Surtax	424,000	424,000	Expenses		
Suites	178,000	135,000	Cleaning Supplies	9,700	9,900
Utilities	345,000	345,000	Miscellaneous Supplies	12,400	12,600
Name	195,000	195,000	Heat, Light & Power	165,000	152,400
Hotel/Motel Tax	<u>905,000</u>	<u>905,000</u>	Building Maintenance	61,200	62,300
TOTAL REVENUES	2,376,000	2,004,000	Fuel	1,700	1,700
Expenses			Security Detail	<u>157,000</u>	<u>160,100</u>
Operating	1,070,500	1,003,500	TOTAL EXPENSES	407,000	399,000
Undistributed	10,300	11,400	Net Income/Loss	-382,000	-382,600
Cash Capital	<u>688,000</u>	<u>155,000</u>			
TOTAL EXPENSES	1,768,800	1,169,900			
Income before Debt Service	607,200	834,100			
Debt Service	<u>1,500,300</u>	<u>1,472,000</u>			
Net Income/Loss	-893,100	-637,900			
Soccer Stadium			High Falls Center		
	2014-15 Budget	2015-16 Budget		2014-15 Budget	2015-16 Budget
Revenues			Expenses		
TOTAL REVENUES	60,000	0	Salaries	29,000	29,000
Expenses			Heat, Light & Power	65,000	57,300
Heat, Light & Power	246,000	268,900	Water Charges	10,900	11,100
Repairs, Supplies	41,400	42,100	Professional Fees	41,000	11,700
Building maintenance	14,400	14,700	County Taxes	15,500	15,800
Pure Water Charges	30,000	31,300	Telephone	<u>2,800</u>	<u>2,800</u>
Water Charges	22,600	23,600	TOTAL EXPENSES	164,200	127,700
Insurance	97,300	101,400	Net Income/Loss	-164,200	-127,700
Maintenance Mechanic	22,200	22,600			
Seasonal Building Maint.	20,100	20,600			
Wearing Apparel	400	400			
Modular Lockers Rent	7,000	7,300			
Taxes	<u>44,800</u>	<u>46,700</u>			
TOTAL EXPENSES	546,200	579,600			
Net Income/Loss	-486,200	-579,600			

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

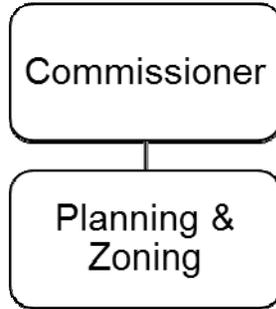
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,675,799	2,820,600	2,978,600	3,038,200
Materials & Supplies	4,840	9,400	11,600	10,400
Services	2,898,480	3,108,400	3,212,900	3,147,000
Other	<u>194,767</u>	<u>199,600</u>	<u>210,100</u>	<u>213,700</u>
Total	5,773,886	6,138,000	6,413,200	6,409,300
Appropriation by Activity				
Administration	608,507	670,400	670,400	752,400
Business Development	606,310	556,100	640,500	504,700
Real Estate	631,468	716,100	750,400	803,900
Housing	552,806	604,300	587,400	602,100
Project Development	805,388	831,500	950,600	962,800
Rochester Riverside Convention Center	1,434,000	1,434,000	1,434,000	1,427,200
Blue Cross Arena at the Rochester War Memorial	887,304	1,016,500	1,070,500	1,003,500
High Falls	106,142	88,200	88,200	127,700
Soccer Stadium	<u>141,961</u>	<u>220,900</u>	<u>221,200</u>	<u>225,000</u>
	5,773,886	6,138,000	6,413,200	6,409,300
Employee Years by Activity				
Administration	2.5	2.5	2.5	4.0
Business Development	8.0	8.0	8.0	6.0
Real Estate	7.6	8.6	8.6	8.6
Housing	9.0	8.0	8.0	8.0
Project Development	<u>12.1</u>	<u>13.1</u>	<u>13.1</u>	<u>13.1</u>
	39.2	40.2	40.2	39.7

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

FULL TIME POSITIONS			Administration	Business Development	Real Estate	Housing	Project Development	
Br.	Title	Budget 2014-15						Approved 2015-16
34	Director of Development Services	1	0					
34	Deputy Commissioner	0	1	1				
30	Director of Real Estate	1	1		1			
30	Manager of Downtown Development	1	1				1	
30	Manager of Housing	1	1			1		
30	Manager of Small Market Development	1	1	1				
29	Principal Staff Assistant	1	1				1	
28	Assistant Director of Real Estate	1	1		1			
26	Associate Administrative Analyst	1	1				1	
26	Associate Community Housing Planner	2	2		1		1	
26	Credit Manager	1	1	1				
26	Economic Development Project Manager	2	1	1				
26	Sr. Marketing Specialist	1	1	1				
26	Sr. Marketing Specialist Bilingual	1	1	1				
24	Sr. Community Housing Planner	7	7			6	1	
24	Sr. Economic Development Specialist	2	3	2			1	
24	Sr. Property Rehabilitation Specialist	2	2				2	
24	Sr. Real Estate Specialist Bilingual	1	1		1			
21	Property Rehabilitation Specialist	3	3				3	
20	Executive Assistant	1	1	1				
20	Legal Assistant/Real Estate	2	2	1	1			
18	Project Development Assistant	1	0					
12	Project Assistant	2	2		2			
11	Secretary	1	1				1	
9	Clerk II with Typing	2	1			1		
7	Clerk III with Typing	0	1				1	
7	Clerk III	0	1		1			
EMPLOYEE YEARS								
	Full Time	39.0	39.0	4.0	6.0	8.0	8.0	13.0
	Overtime	0.2	0.2	0.0	0.0	0.1	0.0	0.1
	Part Time, Temporary, Seasonal	1.0	0.5	0.0	0.0	0.5	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	40.2	39.7	4.0	6.0	8.6	8.0	13.1

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Bureau of Planning and Zoning will administer fair and respected land use regulations that foster appropriate and vibrant growth throughout the City of Rochester. The Bureau effectively regulates current growth and investment and plans for a bright future.

Organization**Vital Customers**

- Internal: City of Rochester departments
- External: City of Rochester existing and potential businesses; developers/investors; building contractors; landlords, homeowners, and neighborhood organizations; Public and semi-public agencies; design professionals; real estate professionals; banks/lending institutions; skilled trades

Critical Processes

- Research, analysis and mapping
- Comprehensive and community planning
- Coordination with community partners in quadrants
- Plan review and permits
- Maintenance of Zoning Code; historic preservation
- Coordination of public review and hearing processes
- Administer licensing of skilled trades and certification programs

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Review/update Permit Office fee schedule	Innovation and Efficiency	First Quarter
Undertake Monroe Avenue Parking Study	Safer Neighborhoods	Second Quarter
Adopt Local Waterfront Revitalization Plan	More Jobs	Second Quarter
Complete update to City Comprehensive Plan	Safer Neighborhoods	Fourth Quarter
Update Designated Buildings of Historic Value	Safer Neighborhoods	Fourth Quarter
Undertake comprehensive Zoning Code update	Safer Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
<u>PROMOTE DEVELOPMENT</u>				
Useful Life of Center City Master Plan	N/A	5 Yrs	5 Yrs	5 Yrs
Useful Life of Citywide Comprehensive Plan	N/A	5 Yrs	5 Yrs	5 Yrs
Center City Master Plan (% Complete)	N/A	10%	10%	20%
Citywide Comprehensive Plan (% Complete)	N/A	0%	0%	0%
Permits Issued (Bldg/Electrical/Plumbing/Elevator)	6,125	6,350	6,365	6,400
Permit Fees Collected	\$2,369,790	\$2,400,000	\$2,225,000	\$2,400,000
Certificate of Occupancy Fees	\$296,060	\$ 350,000	\$305,000	\$ 325,000
Licensed Trades Applications Processed	3,723	300	2,500	2,400
Certificates of Zoning Compliance	1,593	1,600	2,000	1,650
Planning Commission Cases	100	130	105	125
Zoning Board of Appeals Cases	120	135	110	125
Preservation Board Cases	71	100	90	100
% Board & Commission Vacancies (Avg)	N/A	2%	0%	2%

N/A – Not Available

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,668,900	1,707,900	39,000
Employee Years	22.1	22.6	0.5

Change Detail

	<u>General</u>	<u>Vacancy</u>				
<u>Salary & Wage</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
Adjustment	2,300	6,000	0	0	-12,900	39,000
43,600						

Major Change

Productivity improvements result in savings	-6,900
Funding for professional fees is reduced due to budget constraints	-6,000

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
PLANNING & ZONING
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,431,410	1,363,800	1,511,800	1,555,600
Materials & Supplies	6,810	8,200	9,600	9,800
Services	88,421	128,000	147,500	142,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,526,641	1,500,000	1,668,900	1,707,900
Appropriation by Activity	1,526,641	1,500,000	1,668,900	1,707,900
Employee Years by Activity	21.1	22.1	22.1	22.6

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 PLANNING & ZONING
 PERSONNEL SUMMARY

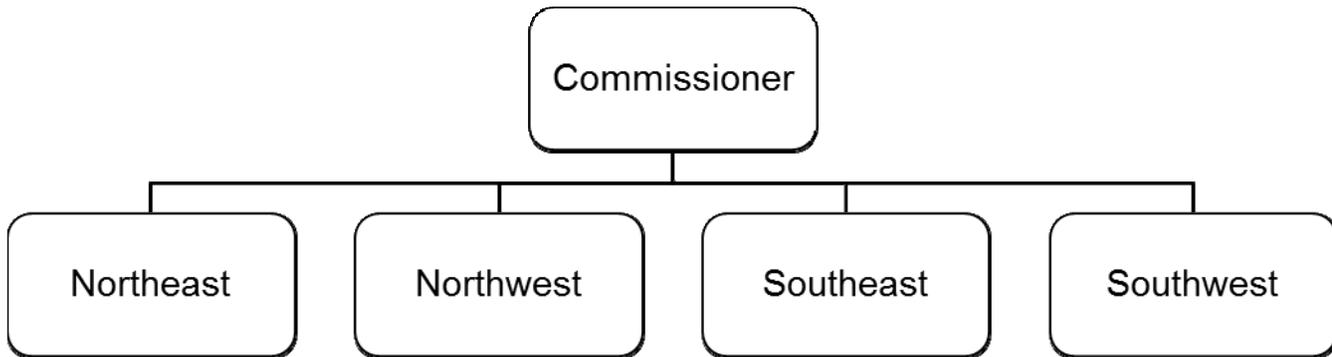
FULL TIME POSITIONS			
Br.	Title	Budget 2014-15	Approved 2015-16
33	Director of Planning and Zoning	1	1
28	Permit Office Manager	1	1
27	Senior Architect	2	1
26	Associate City Planner	1	2
26	Associate Zoning Analyst	1	0
24	Preservation Planner	1	1
24	Senior City Planner	4	4
24	Senior City Planner/Urban Design Spec	1	1
24	Senior GIS Analyst/City Planner	1	0
24	Senior Zoning Analyst	1	0
24	Plans Examiner	0	1
21	Assistant Architect	1	0
21	Assistant Plans Examiner	0	1
20	GIS Analyst/City Planner	1	1
20	City Planner	0	2
16	Administrative Assistant	0	1
12	Project Assistant	1	0
9	Clerk II with Typing	0	1
9	Clerk II	3	2
9	Clerk II Bilingual	0	1
7	Clerk III	1	1
6	Receptionist Typist Bilingual	1	0
EMPLOYEE YEARS			
Full Time		22.0	22.0
Overtime		0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		22.1	22.6

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

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Support RPD reorganization with NSC alignment	Safer Neighborhoods	First Quarter
Continue strengthening quadrant involvement with neighborhood and business associations to enhance neighborhood planning and promote business development	Safer Neighborhoods	Second Quarter
Continue recruitment of college students to support community engagement while encouraging collaborations and shared resources	Innovation and Efficiency	Second Quarter
Strengthen collaborations between neighborhoods across quadrants to support development and neighborhood driven initiatives	Innovation and Efficiency	Second Quarter
Support implementation of demolition strategies	Safer Neighborhoods	Third Quarter
Facilitate continuous training for neighborhood leaders to encourage engaged, healthy communities	Safer Neighborhoods	Ongoing
Support housing initiatives for first time homebuyers to strengthen homeownership	Safer Neighborhoods	Ongoing
Strengthen community garden and green space initiatives	Innovation and Efficiency	Ongoing
Continue strengthening Northeast Executive Leadership Council	Innovation and Efficiency	Ongoing
Support continued implementation of JOSANA Master Plan	Safer Neighborhoods	Ongoing
Facilitate collaboration for C3 initiative for East Main development with EMMA, Beechwood, N Winton and area agencies	Innovation and Efficiency	Ongoing

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,526,000	1,444,600	-81,400
Employee Years	19.1	17.1	-2.0

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
44,200	1,000	300	0	200	-127,100	-81,400

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

Major Changes

Funding for refuse enforcement eliminated – transfer of function to DES	-78,800
Funding for one time quadrant projects is eliminated	-40,000
Productivity improvements result in savings	-16,600
Funding for rental increase for 3 year renewal for Genesee NSC office is added	8,300

Program Change

Refuse enforcement activities transition to Department of Environmental Services

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
ENHANCE NEIGHBORHOODS				
Good Neighbor Agreements	526	723	733	650
Business Permits Issued	594	528	418	580
Vacancy Rates (Avg)	N/A	77%	77%	76%
C3 Partnerships Established	N/A	14	21	10
Neighborhood Association Meetings	N/A	1,201	880	1,200
Neighborhood Association Meeting Attendance	N/A	5,145	7,281	13,000
Collaborative Partnerships Established	N/A	170	189	160
Community-Driven Initiatives	N/A	545	522	445
Neighborhood Association Matching Funds	N/A	\$449,000	\$649,000	\$82,400
Neighborhood Association Assistance	N/A	\$170,000	\$340,000	\$72,400
FACILITATE BUSINESS GROWTH				
Business Permits Renewed	N/A	585	720	470
Business Association Meetings	N/A	356	375	360
Business Association Meeting Attendance	N/A	2,570	560	2,600
Collaborative Partnerships Established	N/A	210	189	180
Business Permits Issued	594	393	564	590
PROMOTE DEVELOPMENT				
Community Planning Meetings	N/A	374	206	350

N/A – Not Available

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 NEIGHBORHOOD PRESERVATION
 EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,161,722	1,148,900	1,208,900	1,171,600
Materials & Supplies	8,442	19,700	19,700	18,400
Services	190,969	281,400	297,400	254,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,361,133	1,450,000	1,526,000	1,444,600
Appropriation by Activity				
NSC - Administration	84,147	80,000	81,900	41,600
NSC - Northwest	313,409	319,300	332,100	321,900
NSC - Northeast	289,858	305,600	327,600	322,100
NSC - Southwest	309,114	329,500	350,500	339,600
NSC - Southeast	<u>364,605</u>	<u>415,600</u>	<u>433,900</u>	<u>419,400</u>
Total	1,361,133	1,450,000	1,526,000	1,444,600
Employee Years by Activity				
NSC - Administration	0.0	0.0	0.0	0.0
NSC - Northwest	4.5	4.5	4.5	4.0
NSC - Northeast	4.5	4.5	4.5	4.0
NSC - Southwest	4.5	4.5	4.5	4.0
NSC - Southeast	<u>5.6</u>	<u>5.6</u>	<u>5.6</u>	<u>5.1</u>
Total	19.1	19.1	19.1	17.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
PERSONNEL SUMMARY

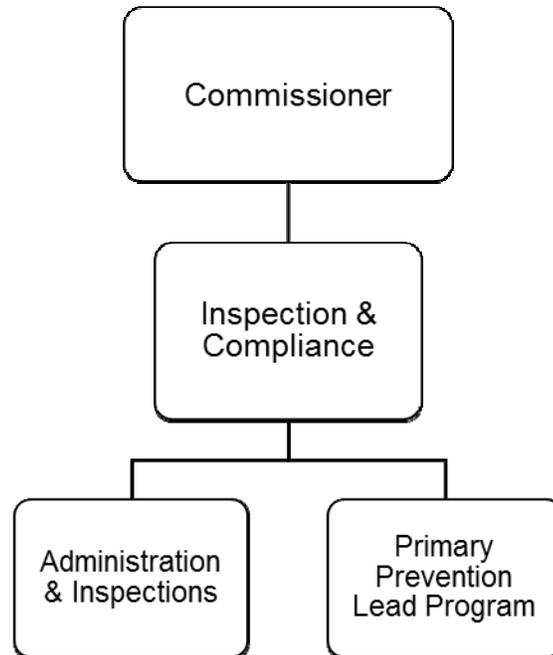
FULL TIME POSITIONS				Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2014-15	Approved 2015-16				
31	Administrator	4	4	1	1	1	1
24	Assistant to NSC Administrator	4	4	1	1	1	1
24	Sr. Community Program Planner	1	1				1
12	Customer Service Representative	4	4	1	1	1	1
EMPLOYEE YEARS							
Full Time		13.0	13.0	3.0	3.0	3.0	4.0
Overtime		0.1	0.1	0.0	0.0	0.0	0.1
Part Time, Temporary, Seasonal		6.0	4.0	1.0	1.0	1.0	1.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		19.1	17.1	4.0	4.0	4.0	5.1

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NBD offices and are shown here for reference only.				Northwest	Northeast	Southwest	Southeast	Central (SE & SW)
Br.	Title	2014-15	2015-16					
94	Police Lieutenant	4.0	5.0	1.0	1.0	1.0	1.0	1.0
90	Police Officer	20.0	21.0	5.0	5.0	4.0	4.0	3.0
EMPLOYEE YEARS								
Full Time		24.0	26.0	6.0	6.0	5.0	5.0	4.0
Overtime		0.4	0.5	0.1	0.1	0.1	0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>						
Total		24.4	26.5	6.1	6.1	5.1	5.1	4.1

Mission Statement

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

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTION & COMPLIANCE

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Reduce expenses associated with microfilming building plans by developing a means of receiving and storing them electronically	Innovation and Efficiency	First Quarter
Enhance Vacant Property Management Program	Safer Neighborhoods	Fourth Quarter
Enhance diversity within the Code Enforcement Officer title	More Jobs	Fourth Quarter

Key Performance Indicators

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
ENHANCE NEIGHBORHOODS				
Units inspected for Lead Hazards	15,268	15,000	13,000	15,000
Certificates of Occupancy issued	3,298	3,800	4,000	4,000
PROMOTE DEVELOPMENT				
Certificates of Compliance issued	4,972	5,000	5,000	5,000
Notice and Orders issued	N/A	20,000	20,000	20,000
Lead Wipe Tests conducted	2,363	2,500	2,500	2,500
Housing code tickets issued	2,845	4,500	4,500	4,500

N/A – Not available

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	3,427,000	3,442,500	15,500
Employee Years	47.3	47.2	-0.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
48,800	2,700	-2,000	0	0	-34,000	15,500

Major Changes

Funding for private lawn maintenance is reduced as an efficiency measure	-12,700
Funding for professional fees is reduced due to budget constraints	-10,000
Productivity improvements result in savings	-7,200
Funding for overtime is reduced due to budget constraints	-4,100

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTION & COMPLIANCE
EXPENDITURE SUMMARY

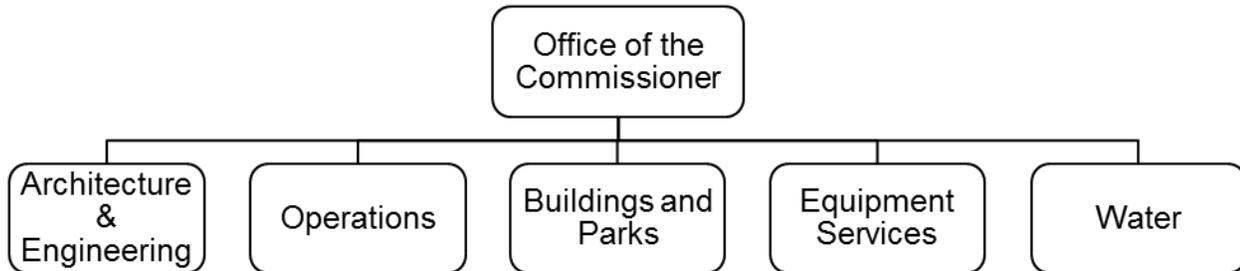
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,803,255	2,919,100	3,056,100	3,100,800
Materials & Supplies	13,110	23,200	33,200	26,100
Services	318,833	324,700	337,700	315,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,135,198	3,267,000	3,427,000	3,442,500
Appropriation by Activity				
Administration & Inspections	2,949,824	3,084,200	3,236,800	3,247,600
Primary Prevention Lead Program	<u>185,374</u>	<u>182,800</u>	<u>190,200</u>	<u>194,900</u>
Total	3,135,198	3,267,000	3,427,000	3,442,500
Employee Years by Activity				
Administration & Inspections	44.8	44.8	44.8	44.7
Primary Prevention Lead Program	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>
Total	47.3	47.3	47.3	47.2

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTION & COMPLIANCE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration & Inspections	Primary Prevention Lead Program
Br.	Title	Budget 2014-15	Approved 2015-16		
33	Director of Inspection & Compliance	1	1	1	
28	Code Compliance Coordinator	1	1	1	
24	Code Enforcement Coordinator	1	1	1	
24	Lead Paint Coordinator	1	1	1	
24	Senior Administrative Analyst	1	1	1	
24	Senior Code Enforcement Officer	2	2	2	
21	Code Enforcement Officer	20	22	21	1
21	Code Enforcement Officer Bilingual	2	3	3	
21	Electrical Inspector	2	2	2	
21	Plumbing Inspector	2	2	2	
18	Code Enforcement Officer Trainee	5	3	2	1
18	Code Enforcement Officer Trainee Bilingual	1	0		
11	Senior Service Assistant Bilingual	1	1	1	
9	Clerk II	1	1	1	
9	Clerk II Bilingual	1	1	1	
7	Clerk III	2	2	2	
EMPLOYEE YEARS					
Full Time		44.0	44.0	42.0	2.0
Overtime		0.3	0.2	0.2	0.0
Part Time, Temporary, Seasonal		3.0	3.0	2.5	0.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		47.3	47.2	44.7	2.5

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 2015-16, the Bureau of Operations is reorganized into three separate units. The new configuration will include the Bureau of Operations consisting of the Refuse and the following activities from the Special Services division: Administration, Roadway Surface Treatment, Special Projects, Service Truck, Dispatch, Center City Cleaning, Lots & Yard Cleaning, Residential & Arterial Cleaning, Work Orders & Civic Events, Leaf Collection, Snow & Ice Control, Gateway & Open Spaces and Clean Neighborhood Initiative. The new Bureau of Buildings & Parks will be comprised of Building Services, Parks, Forestry and Cemeteries. The Division of Equipment Services will become a stand-alone Bureau.

An analysis of a pilot single-stream recycling collection operation will result in a plan for city-wide roll out for residential and commercial customers by the end of the third quarter. This initiative will improve the effectiveness of the recycling program and increase operational efficiency.

Funding for clean neighborhood initiatives is increased to augment cleaning efforts on arterial streets and for neighborhood centric requests.

The department will provide oversight of several major capital projects, including construction of the East End Parking Garage Rehabilitation, Rochester Public Market Winter Shed and Site improvements, and Center City Two Way Conversion Phase II; and complete contract 2 of the Port Marina Project.

Highlights of the Department's 2015-16 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2015-16 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Office of Commissioner:		
Vacuum Oil-Begin BOA Predevelopment Phase	More Jobs; Safer Neighborhoods	First Quarter
Select vendor for development of solar panel system at 1655 Lexington Avenue for power purchase agreement	Innovation and Efficiency	First Quarter
Complete greenhouse gas inventory report for climate action plan	Innovation and Efficiency	Second Quarter
Harbor Management Plan-Secure final DOS approval	More Jobs; Innovation & Efficiency	Third Quarter
Complete Contract 2 of the Port Marina Project	More Jobs	Fourth Quarter
Architecture & Engineering:		
Begin construction of East End Parking Garage Rehabilitation	More Jobs	First Quarter
Begin construction of Center City Two Way Conversion Phase II	More Jobs	First Quarter

2015-16 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Begin construction of Winton Road North Improvements	More Jobs; Safer Neighborhoods	First Quarter
Begin design of Main Street Streetscape & Pedestrian Wayfinding Enhancement Project	More Jobs; Safer Neighborhoods	First Quarter
Begin design of E. Henrietta Road at City Gate	More Jobs; Safer Neighborhoods	Second Quarter
Begin design of Mt. Hope Avenue Phase II	More Jobs; Safer Neighborhoods	Second Quarter
Complete construction of Port Lighthouse Trail	Improving job opportunities;	Third Quarter
Complete design of Elmwood Avenue/Collegetown Cycle Track	Innovation and Efficiency; Safer Neighborhoods	Fourth Quarter
Operations:		
Develop plan for enhanced sidewalk snow removal efforts	Safer Neighborhoods	Second Quarter
Complete the evaluation of pilot single stream recycling collection program	Innovation and Efficiency	Third Quarter
Buildings & Parks:		
Integrate buildings and open spaces operations to form new Bureau of Buildings & Parks	Innovation and Efficiency	First Quarter
Equipment Services:		
Fully implement reorganization of Equipment Services	Innovation and Efficiency	First Quarter
Water		
Completion of the Process Automation Upgrade Project at the Hemlock Water Filtration Plant	Safer Neighborhoods	Second Quarter
Install 3,700 (5/8" to 2") radio read meters	Safer Neighborhoods	Fourth Quarter
Design a cathodic protection system to arrest corrosion damage to eight miles of water transmission conduits in Rush and Mendon	Safer Neighborhoods	Fourth Quarter

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Office of the Commissioner	3,303,800	2,788,900	-514,900	-15.6%
Architecture & Engineering	7,827,400	7,856,000	28,600	0.4%
Operations	35,136,900	35,916,300	779,400	2.2%
Buildings and Parks	13,443,000	13,753,100	310,100	2.3%
Equipment Services	14,071,600	14,216,600	145,000	1.0%
Water	<u>23,161,700</u>	<u>23,271,500</u>	<u>109,800</u>	0.5%
Total	96,944,400	97,802,400	858,000	0.9%
Interfund Credit*	-6,977,200	-7,117,000	-139,800	2.0%
Intrafund Credit*	<u>-7,023,000</u>	<u>-6,981,200</u>	<u>41,800</u>	-0.6%
	82,944,200	83,704,200	760,000	0.9%
Employee Years	721.1	728.3	7.2	1.0%

*Reflects chargeback for motor equipment services.

Change Detail

<u>Salary & Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
875,500	363,800	377,700	0	-9,100	-847,900	760,000

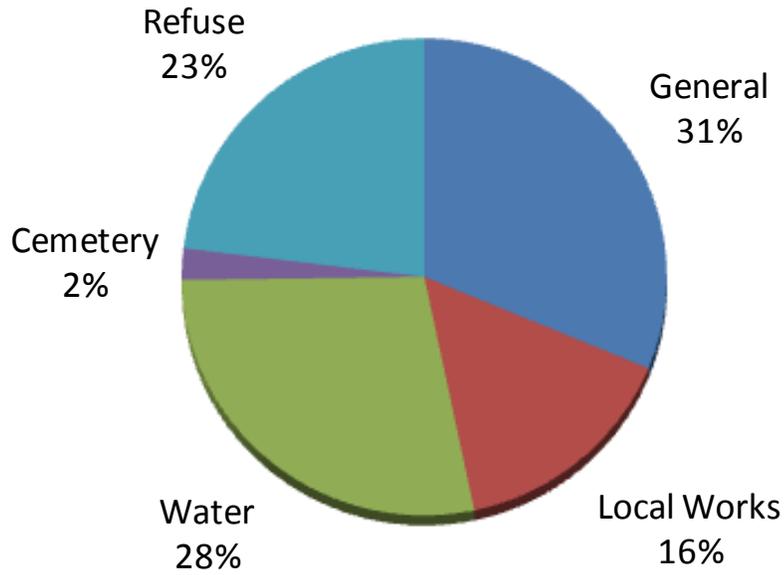
Major Change Highlights

Downtown Special Services Program is not renewed	-529,200
Reduce unit cost of fuel due to declining fuel prices	-451,300
Add funding for enhanced maintenance of city owned lots	283,300
Conversion to more efficient street lighting fixtures results in energy consumption savings	-200,000
Increase in collection efforts in Water Fund results in decrease in Allowance for Uncollectibles	-200,000
Increase in exchange rate with MCWA increases expense	166,000
Increase funding for Clean Streets Initiative	60,000

Fund Summary

Bureau/Division	<u>General</u>	<u>Local Works</u>	<u>Water</u>	<u>Cemetery</u>	<u>Refuse</u>	<u>Total</u>
Commissioner	2,404,300	98,900	136,400		149,300	2,788,900
Architecture & Engineering	7,720,900	135,100				7,856,000
Operations						
Director's Office	87,700	190,900			287,400	566,000
Solid Waste Collection					17,600,500	17,600,500
Special Services	3,696,000	12,551,900			1,501,900	17,749,800
Operations Total	3,783,700	12,742,800	0	0	19,389,800	35,916,300
Building & Parks	11,921,200			1,831,900		13,753,100
Equipment Services	14,183,300	10,400	6,300		16,600	14,216,600
Water Fund Operating Units & Fixed Charges						
			23,271,500			23,271,500
Subtotal	40,013,400	12,987,200	23,414,200	1,831,900	19,555,700	97,802,400
Interfund & Intrafund Credits						
- Equipment Services	14,098,200					14,098,200
Net Total	25,915,200	12,987,200	23,414,200	1,831,900	19,555,700	83,704,200

Operating Budget By Fund



ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	35,216,990	37,465,200	37,686,300	38,801,300
Materials & Supplies	10,797,389	10,825,900	13,031,600	12,367,300
Services	33,703,400	35,654,500	37,197,300	37,410,200
Other	8,465,649	8,429,200	9,029,200	9,223,600
Total	88,183,428	92,374,800	96,944,400	97,802,400
Interfund Credit*	-6,688,874	-6,315,600	-6,977,200	-7,117,000
Intrafund Credit*	<u>-5,988,602</u>	<u>-6,340,200</u>	<u>-7,023,000</u>	<u>-6,981,200</u>
Total	75,505,952	79,719,000	82,944,200	83,704,200
Appropriation by Activity				
Office of the Commissioner	1,179,709	3,196,900	3,303,800	2,788,900
Architecture & Engineering	7,284,254	7,398,500	7,827,400	7,856,000
Operations	32,461,031	34,113,200	35,136,900	35,916,300
Buildings and Parks	12,829,580	13,064,600	13,443,000	13,753,100
Equipment Services	13,198,752	12,792,600	14,071,600	14,216,600
Water	<u>21,230,102</u>	<u>21,809,000</u>	<u>23,161,700</u>	<u>23,271,500</u>
Total	88,183,428	92,374,800	96,944,400	97,802,400
Interfund Credit*	-6,688,874	-6,315,600	-6,977,200	-7,117,000
Intrafund Credit*	<u>-5,988,602</u>	<u>-6,340,200</u>	<u>-7,023,000</u>	<u>-6,981,200</u>
Total	75,505,952	79,719,000	82,944,200	83,704,200
Employee Years by Activity				
Office of the Commissioner	13.9	50.3	51.1	51.2
Architecture & Engineering	58.1	57.0	58.7	59.0
Operations	249.0	261.8	256.1	257.1
Buildings and Parks	154.0	155.2	154.0	157.6
Equipment Services	59.5	61.0	68.2	69.2
Water	<u>129.9</u>	<u>131.6</u>	<u>133.0</u>	<u>134.2</u>
Total	664.4	716.9	721.1	728.3

*Reflects chargeback for motor equipment service.

Note: Security function transferred from Rochester Police Department for 2014-15. Transfer amount is 2,015,700. Information presented for variance analysis.

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:

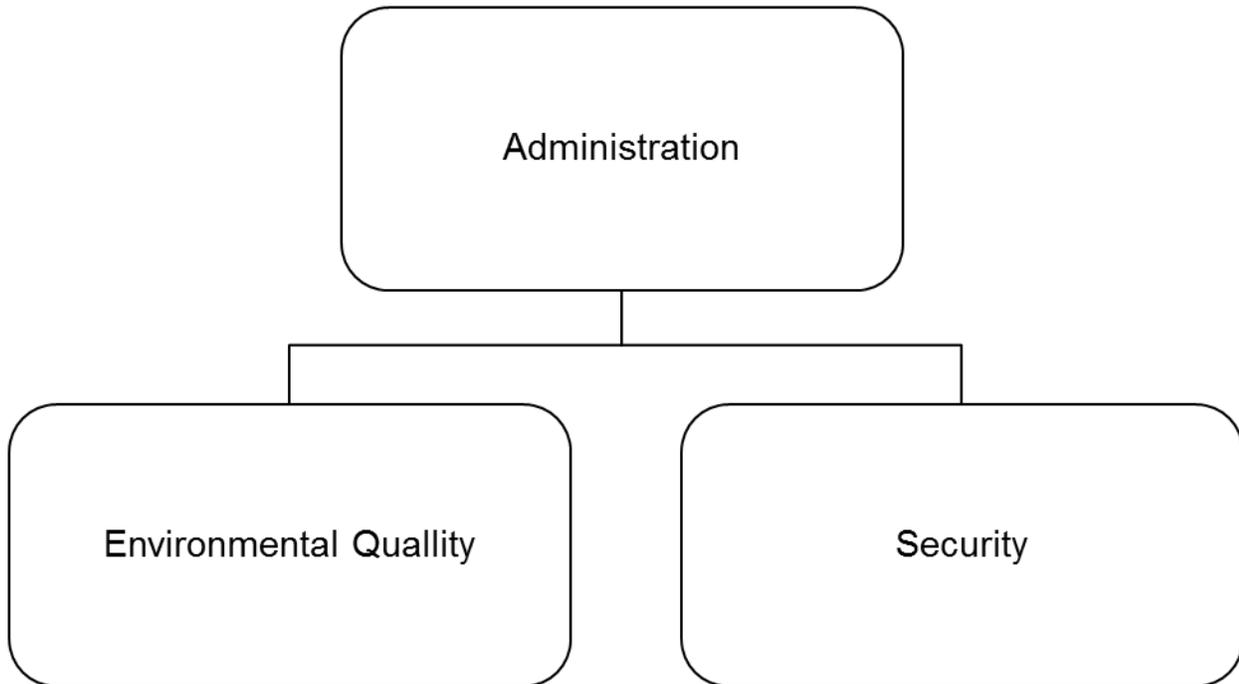
Environmental Quality supports the City of Rochester's *Values and Guiding Principles* by providing efficient, high quality environmental compliance and pollution prevention, brownfield investigation cleanup and redevelopment, Port of Rochester redevelopment and environmental planning services including 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.

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Vacuum Oil-Begin BOA predevelopment Phase	More Jobs; Safer Neighborhoods	First Quarter

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-10

Select vendor for development of solar panel system at 1655 Lexington Avenue for power purchase agreement	Innovation and Efficiency	First Quarter
Complete greenhouse gas inventory report for climate action plan	Innovation and Efficiency	Second Quarter
68-92 Genesee Street-Begin Site Investigation	More Jobs; Safer Neighborhoods	Third Quarter
Harbor Management Plan-Secure final DOS approval	More Jobs; Innovation and Efficiency	Third Quarter
Complete Contract 2 of the Port Marina Project	More Jobs	Fourth Quarter
Complete work on master plan for Mount Hope Cemetery	Innovation and Efficiency	Fourth Quarter

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

Key Performance Indicators

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
INTERNAL OPERATIONS				
Spill responses completed	4	4	4	7
New York State cleanup agreements and orders	23	24	24	24
Cleanup cost per acre (\$):				
• Planned residential site reuse	0	0	1,503,700	1,503,700
• Planned commercial/industrial reuse	277,300	52,500	479,700	424,600
Sites remediated	2	2	5	4
Acres remediated	17.8	23.2	11.07	10.45

FY 14 Actual: Collegetown (16 acres - \$2,000,000)*; 408 St Paul Street-Germanow-Simon (1.8 acres - \$2,936,500)*

FY15 Estimate: Former Emerson Street Landfill (13.3 acres - \$943,000); 1025 Chili Avenue (10 acres - \$281,300)*

FY15 Budget: : Andrews Street (1.5 acres - \$2,255,500); Orchard Whitney (4 acres - \$1,200,000); 1200 E Main St. (.62 acres - \$790,600); Port of Rochester (4.7 acres - \$2,400,000); 937-741 Genesee Street (.25 acres - \$200,000)

FY16 Budget: Port of Rochester (4.7 acres - \$2,400,000); 937-941 Genesee Street (.25 acres - \$200,000); Andrews Street (1.5 acres - \$2,255,500); Orchard Whitney (4 acres - \$1,200,000)

*Cleanup performed under the City's Brownfield Cleanup Revolving Loan Fund program

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	3,303,800	2,788,900	-514,900
Employee Years	51.1	51.2	0.1

Change Detail

Salary & Wage	General		Vacancy		Miscellaneous		Major Change	Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		<u>Total</u>
55,500	5,900	-28,100	0	0	0	-548,200		-514,900

Major Change

Downtown Special Services Program is not renewed	-529,200
Replace higher bracket title with lower bracket reduces expense	-36,700
Add funding for part-time clerical assistance in Security activity	17,900
Productivity improvements results in savings	-200

Program Change

Transfer Cemetery Activity to Bureau of Buildings & Parks. Historical detail revised to provide meaningful comparison within new bureau.

Downtown Special Services Program not renewed

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,125,343	2,437,200	2,480,700	2,517,400
Materials & Supplies	10,579	35,600	56,200	56,900
Services	43,787	724,100	766,900	214,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,179,709	3,196,900	3,303,800	2,788,900
Appropriation by Activity				
Administration	575,468	595,600	611,400	560,200
Environmental Quality	604,241	644,900	676,700	692,300
Security	<u>0</u>	<u>1,956,400</u>	<u>2,015,700</u>	<u>1,536,400</u>
Total	1,179,709	3,196,900	3,303,800	2,788,900
Employee Years by Activity				
Administration	6.5	6.3	6.4	6.3
Environmental Quality	7.4	6.9	7.1	7.1
Security	<u>0</u>	<u>37.1</u>	<u>37.6</u>	<u>37.8</u>
Total	13.9	50.3	51.1	51.2

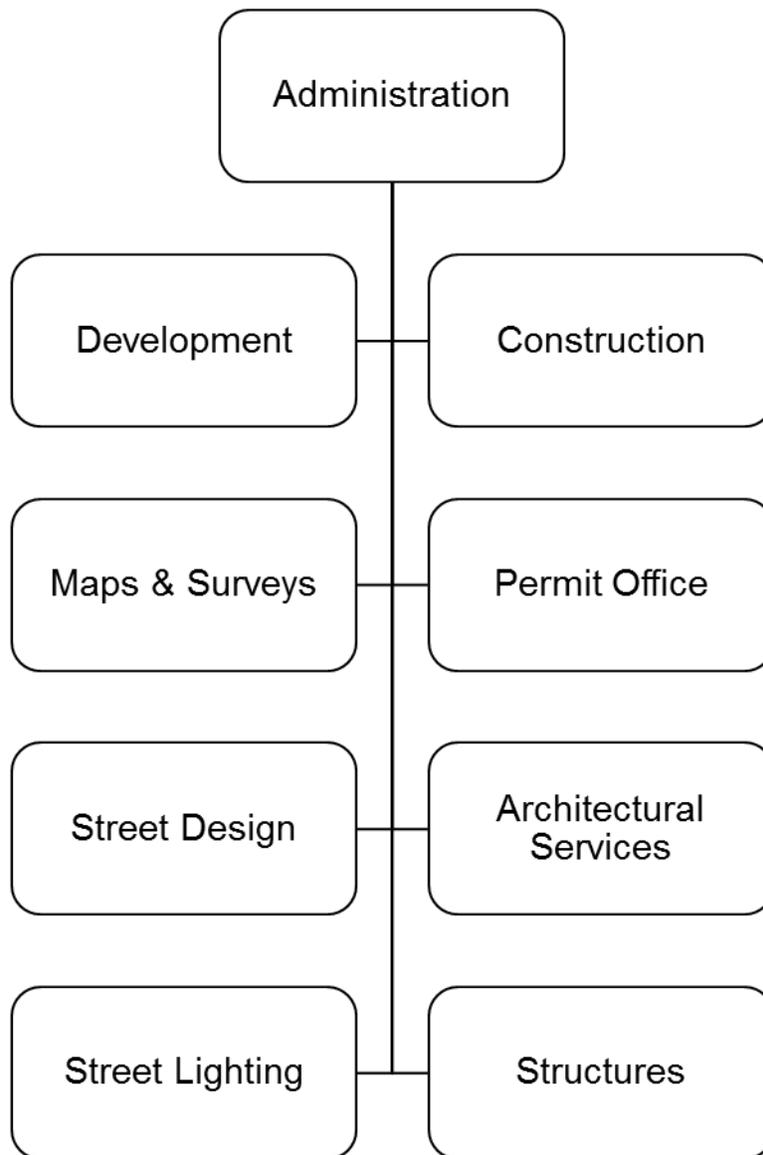
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Environmental Quality	Security
Br.	Title	Budget 2014-15	Approved 2015-16			
36	Commissioner	1	1	1		
35	Manager of Environmental Quality	1	1		1	
32	Assistant Commissioner of DES	1	1	1		
31	Director of Security	1	1			1
28	Manager of Administrative Services	1	0			
27	Senior Environmental Specialist/Compliance	1	1		1	
27	Senior Environmental Specialist/Planner	1	1		1	
27	Senior Environmental Specialist/Remediation	1	1		1	
26	Operations Analyst	1	1	1		
25	Coordinator of Administrative Services	1	1		1	
25	Superintendent of Security	1	1			1
23	Environmental Specialist/Remediation	1	1		1	
21	Environmental Technician	1	1		1	
18	Management Trainee	0	1	1		
18	Secretary to the Commissioner	1	1	1		
16	Supervising Security Guard	4	5			5
6	Receptionist/Typist	1	0			
57	Senior Security Guard	1	0			
52	Security Guard	15	15			15
EMPLOYEE YEARS						
	Full Time	35.0	34.0	5.0	7.0	22.0
	Overtime	1.0	1.0	0.0	0.0	1.0
	Part Time, Temporary, Seasonal	15.2	16.4	1.3	0.1	15.0
	Less: Vacancy Allowance	<u>0.1</u>	<u>0.2</u>	<u>0.0</u>	<u>0.0</u>	<u>0.2</u>
	Total	51.1	51.2	6.3	7.1	37.8

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

2015-16 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Begin construction of Center City Two Way Conversion Phase II	More Jobs	First Quarter
Begin construction of Winton Road North Improvements	More Jobs; Safer Neighborhoods	First Quarter
Begin construction of Portland Avenue Revitalization Project	More Jobs; Safer Neighborhoods	First Quarter
Begin construction of Rochester Public Market Winter Shed and Site Improvements	More Jobs	First Quarter
Begin construction of three Federally Funded Preventative maintenance contracts	More Jobs; Safer Neighborhoods	First Quarter
Begin construction of East End Parking Garage Rehabilitation	More Jobs	First Quarter
Begin design of Main Street Streetscape & Pedestrian Wayfinding Enhancement Project	More Jobs; Safer Neighborhoods	First Quarter
Begin design of E. Henrietta Road at City Gate	More Jobs; Safer Neighborhoods	Second Quarter
Begin design of Mt. Hope Avenue Phase II	More Jobs; Safer Neighborhoods	Second Quarter
Complete construction of Cobbs Hill and Nunda Blvd Neighborhood Street Lighting Improvements	More Jobs; Safer Neighborhoods	Second Quarter
Complete East Main Arts & Market District Plan	More Jobs	Second Quarter
Install LED street lighting in pilot areas	Innovation and Efficiency	Second Quarter
Begin design of South Avenue/Elmwood Avenue Design	More Jobs; Safer Neighborhoods	Third Quarter
Complete construction of Port Lighthouse Trail	More Jobs	Third Quarter
Complete construction Rochester Public Library Master Space Plan Implementation, Phase 2 & 3	Better Educational Opportunities	Fourth Quarter

Complete design of Elmwood
Avenue/Collegetown Cycle Track

Innovation and Efficiency; Safer
Neighborhoods

Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-18

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
INTERNAL OPERATIONS				
Development:				
Projects designed (\$000,000):				
• In-house	.23	.37	.30	.30
• Consultants	2.68	2.29	2.25	2.25
Structures:				
Projects designed (\$000,000):				
• Consultants	4.23	5.74	8.00	3.00
Administration:				
Projects designed (\$000,000):				
• Consultants	4.62	3.22	3.90	2.00
Street Design:				
Value of street improvement projects designed (\$000,000):				
• In-house	6.99	7.66	7.00	7.00
• Consultants	10.22	15.84	11.00	11.00
Architectural Services:				
Facilities in building renovation program				
Value of projects designed (\$000,000):	147	148	147	148
• In-house	1.29	1.06	.75	.75
• Consultant	7.92	10.38	5.00	7.50
Street Lighting:				
City maintained lights	28,110	28,110	28,100	28,110
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service	5,243	6,000	6,500	6,000

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	7,827,400	7,856,000	28,600
Employee Years	58.7	59.0	0.3

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
77,200	21,700	12,800	0	-3,100	-80,000	28,600

Major Change

Conversion to more efficient street lighting fixtures results in energy consumption savings	-200,000
Add funding to provide contractor oversight of street utility work	120,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF ARCHITECTURE & ENGINEERING
 EXPENDITURE SUMMARY

7-19

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	3,945,779	3,972,700	4,063,400	4,141,100
Materials & Supplies	253,669	276,700	353,100	310,700
Services	3,084,806	3,149,100	3,410,900	3,404,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,284,254	7,398,500	7,827,400	7,856,000
Appropriation by Activity				
Administration	1,453,590	1,329,700	1,355,400	1,560,200
Development	236,196	236,000	232,700	238,100
Construction	477,214	509,600	486,400	529,200
Maps & Surveys	473,467	440,000	442,200	447,400
Permit Office	336,715	294,700	343,100	294,100
Street Design	808,510	809,300	814,800	825,200
Architectural Services	654,010	742,900	700,800	770,000
Street Lighting	2,675,326	2,925,600	3,284,500	3,100,600
Structures	<u>169,226</u>	<u>110,700</u>	<u>167,500</u>	<u>91,200</u>
Total	7,284,254	7,398,500	7,827,400	7,856,000
Employee Years by Activity				
Administration	9.3	8.7	8.9	9.9
Development	3.0	2.9	2.9	2.9
Construction	6.3	6.7	6.4	6.4
Maps & Surveys	7.9	7.7	7.6	7.8
Permit Office	5.5	4.8	5.8	4.9
Street Design	11.2	11.4	11.5	11.5
Architectural Services	9.5	10.6	9.8	10.8
Street Lighting	3.5	3.0	3.9	3.9
Structures	<u>1.9</u>	<u>1.2</u>	<u>1.9</u>	<u>0.9</u>
Total	58.1	57.0	58.7	59.0

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

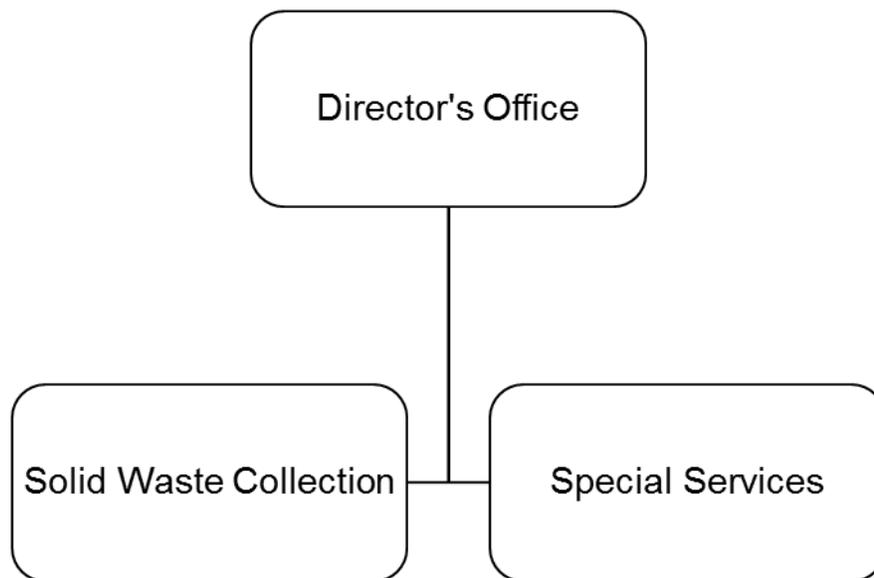
7-20

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2014-15	Approved 2015-16									
35	City Engineer	1	1	1								
32	Assistant City Engineer	1	1							1		
32	Managing Engineer-Construction	1	1			1						
32	Managing Engineer-Street Design	1	1						1			
30	Manager of Special Projects	0	1	1								
29	Senior Architect	1	0									
29	Senior Engineer-Street Design	1	0									
29	Senior Landscape Architect	1	1		1							
29	Senior Structural Engineer/Bridges	1	1									1
28	Manager of Administrative Services	1	1	1								
28	Manager of Maps & Surveys	1	1				1					
27	Senior Architect	0	2							2		
27	Street Lighting Program Coordinator	1	1								1	
27	Street Program Coordinator	1	1						1			
27	Transportation Specialist	1	1	1								
26	Engineer III	4	3			2			1			
26	Engineer III/Structural	1	0									
26	Landscape Architect II	1	1		1							
26	Permit Coordinator	1	1					1				
25	Asst. Street Lighting Program Coordinator	1	1								1	
24	Architect	4	3							3		
24	Associate Accountant	1	1	1								
24	Engineer II	4	6			2			4			
24	Field Surveyor	1	1				1					
24	Senior Administrative Analyst	1	1	1								
23	Senior GIS Analyst	1	1								1	
21	Assistant Architect	3	3							3		
21	Assistant Landscape Architect	1	1		1							
21	Engineer I	2	2						2			
21	Supervising Engineering Technician	1	1			1						
21	Supervisor of Mapping	1	1				1					
20	Executive Assistant	1	1	1								
18	Assistant Field Surveyor	1	1				1					
18	Head Account Clerk	1	1	1								
18	Junior Architect	0	1							1		
18	Principal Engineering Technician	1	0									
18	Principal Engineering Technician-CADD	1	1						1			
16	Administrative Assistant	0	1	1								
16	Senior Survey Technician	2	2				2					
15	Senior Engineering Technician	4	3					3				
14	Junior Accountant	0	1	1								
13	Administrative Secretary	1	0									
12	Engineering Technician	0	1						1			
11	Secretary	1	1							1		
9	Clerk II	2	1				1					
9	Clerk II with Typing	2	2					1			1	
EMPLOYEE YEARS												
	Full Time	58.0	58.0	10.0	3.0	6.0	7.0	5.0	11.0	11.0	4.0	1.0
	Overtime	0.5	1.2	0.1	0.1	0.1	0.7	0.1	0.0	0.1	0.0	0.0
	Part Time, Temporary, Seasonal	2.0	1.6	0.0	0.0	0.5	0.3	0.0	0.8	0.0	0.0	0.0
	Less: Vacancy Allowance	1.8	1.8	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.1	0.1
	Total	58.7	59.0	9.9	2.9	6.4	7.8	4.9	11.5	10.8	3.9	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

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-22

2015-16 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Increase frequency of mowing city owned property and lots	Safer Neighborhoods	First Quarter
Develop plan for enhanced sidewalk snow removal efforts	Safer Neighborhoods	Second Quarter
Complete the evaluation of pilot single stream recycling collection program	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	89,651	90,000	94,000	93,100
Commercial refuse tons collected and disposed	9,550	10,000	11,000	11,000
Special Services:				
Roadway plow runs	16	18	17	17
Sidewalk plow runs	10	11	12	12
Arterial sidewalk plow runs	2	4	12	6

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-23

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	35,136,900	35,916,300	779,400
Employee Years	256.1	257.1	1.0

Change Detail

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
405,400	162,000	166,800	0	-5,600	50,800	779,400	

Major Change Highlights

Add funding for enhanced maintenance of City owned lots	283,300
Impact of personnel changes	-215,600
Increase funding for Clean Streets Initiative	60,000
Reduce sodium chloride usage due to efficiency of AVL system	-50,000
Add funding for recycling studies or surveys	50,000
Reduce refuse tonnage resulting from transition to single stream recycling	-46,900
Reduce disposal tonnage based upon historical usage	-30,000

Program Change

KPI-Arterial sidewalk plow runs – Reduce 6 arterial sidewalk plow runs and reallocate funding for better utilizations of financial resources within winter activity. Increase snow inspectors to enforce snow code, monitor contractor roadway snow plowing performance and additional personnel for snow removal.

Transfer Parks Operations and Forestry to new Bureau of Buildings & Parks. Historical detail revised to provide meaningful comparison within new bureau.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS
EXPENDITURE SUMMARY

7-24

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	12,878,627	13,455,800	13,135,600	13,430,800
Materials & Supplies	1,878,021	2,071,000	2,486,700	2,475,500
Services	17,704,383	18,586,400	19,514,600	20,010,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	32,461,031	34,113,200	35,136,900	35,916,300
Appropriation by Activity				
Director's Office	640,915	707,000	759,800	566,000
Solid Waste Collection	16,631,772	17,306,600	17,282,500	17,600,500
Special Services	<u>15,188,344</u>	<u>16,099,600</u>	<u>17,094,600</u>	<u>17,749,800</u>
Total	32,461,031	34,113,200	35,136,900	35,916,300
Employee Years by Activity				
Director's Office	6.7	7.4	7.6	4.6
Solid Waste Collection	105.6	112.1	109.6	110.7
Special Services	<u>136.7</u>	<u>142.3</u>	<u>138.9</u>	<u>141.8</u>
Total	249.0	261.8	256.1	257.1

DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – DIRECTOR’S OFFICE

7-25

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	759,800	566,000	-193,800
Employee Years	7.6	4.6	-3.0

Change Detail

Salary & Wage <u>Adjustment</u>	General		Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>				
52,100	1,300	-1,500	0	0	-245,700	-193,800
Abolish one filled position and transfer two full-time positions as part of reorganization						-245,700

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

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	552,417	605,300	617,000	423,400
Materials & Supplies	8,644	5,500	10,600	10,700
Services	79,854	96,200	132,200	131,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	640,915	707,000	759,800	566,000
Appropriation by Activity				
Director's Office	640,915	707,000	759,800	566,000
Employee Years by Activity				
	6.7	7.4	7.6	4.6

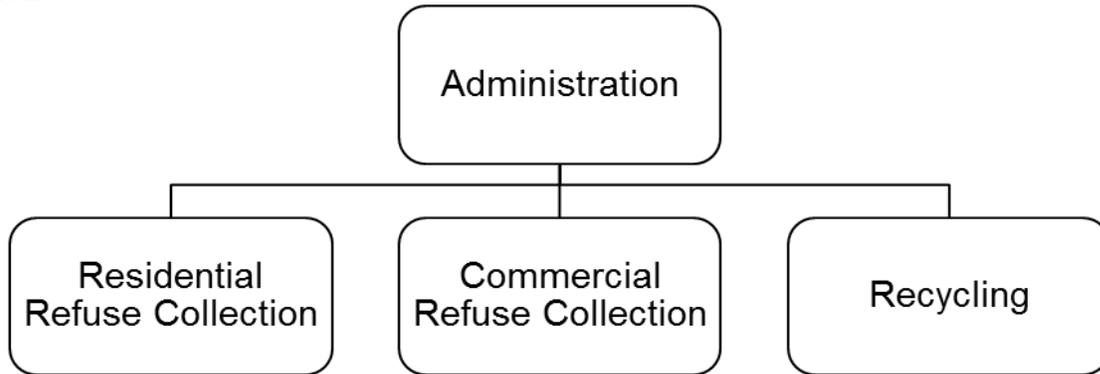
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – DIRECTOR’S OFFICE
 PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2014-15	Approved 2015-16
35	Director of Operations	1	1
31	Assistant Director of Operations	1	0
28	Manager of Administrative Services	1	1
24	Senior Administrative Analyst	2	1
23	Client Support Analyst	1	0
23	Senior GIS Analyst	1	1
EMPLOYEE YEARS			
	Full Time	7.0	4.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.6	0.6
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	7.6	4.6

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION

7-28

Organization



Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	17,282,500	17,600,500	318,000
Employee Years	109.6	110.7	1.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
166,800	65,800	52,200	0	0	33,200	318,000

Major Change

Add funding for increased enforcement of refuse codes	84,700
Abolish one vacant full-time position	-54,600
Add funding for recycling studies or surveys	50,000
Reduce refuse tonnage resulting from transition to single stream recycling	-46,900

Program Change

Refuse code enforcement function transfers from Department of Neighborhood and Business Development

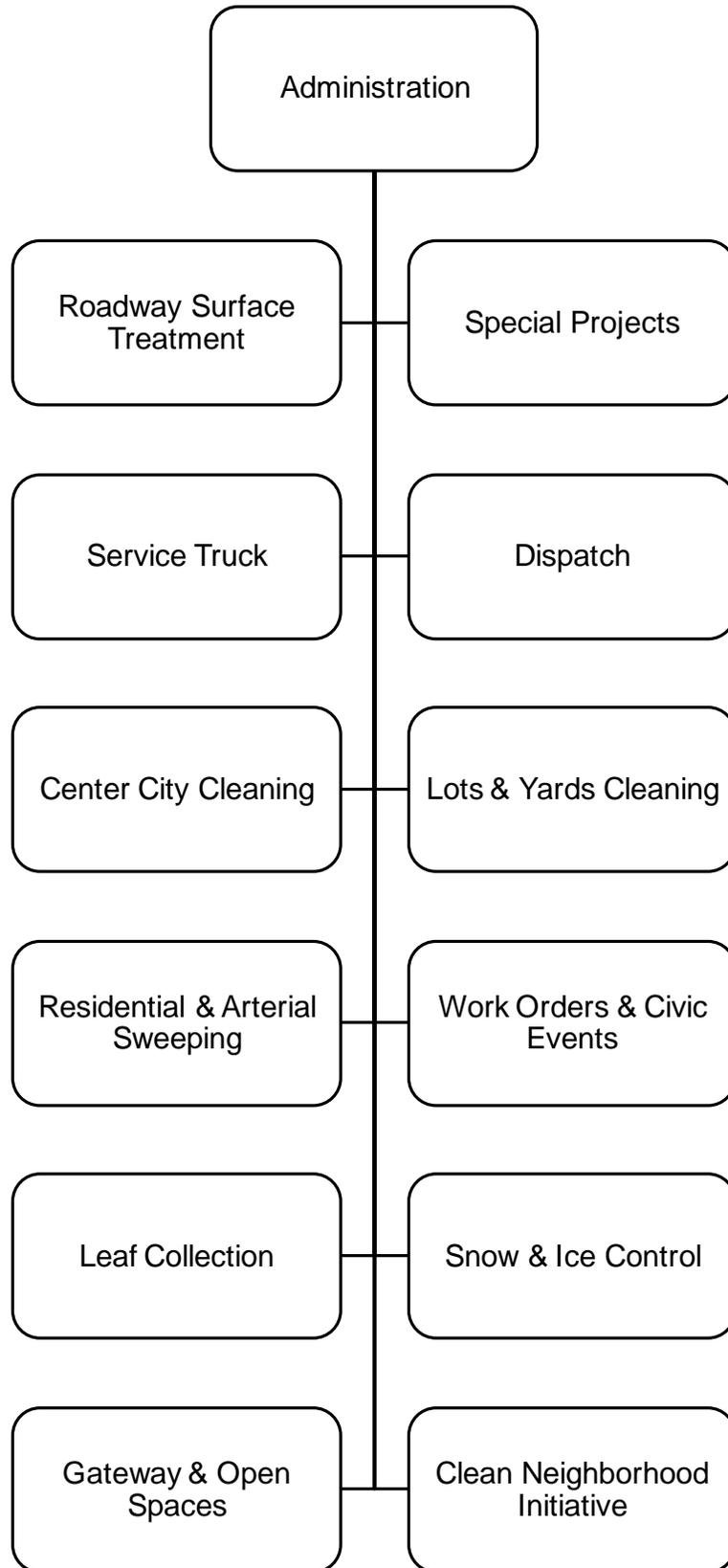
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
 EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	5,999,135	6,303,300	6,141,900	6,338,800
Materials & Supplies	144,925	156,200	237,200	241,400
Services	10,487,712	10,847,100	10,903,400	11,020,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	16,631,772	17,306,600	17,282,500	17,600,500
Appropriation by Activity				
Administration	2,858,627	2,739,800	2,801,500	2,962,600
Residential Refuse Collection	9,996,068	10,522,800	10,645,400	10,780,800
Commercial Refuse Collection	1,890,907	1,997,100	2,013,500	2,052,500
Recycling	<u>1,886,170</u>	<u>2,046,900</u>	<u>1,822,100</u>	<u>1,804,600</u>
Total	16,631,772	17,306,600	17,282,500	17,600,500
Employee Years by Activity				
Administration	8.8	9.2	8.9	12.0
Residential Refuse Collection	62.4	58.3	64.3	64.3
Commercial Refuse Collection	15.2	17.5	16.3	16.3
Recycling	<u>19.2</u>	<u>27.1</u>	<u>20.1</u>	<u>18.1</u>
Total	105.6	112.1	109.6	110.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2014-15	Approved 2015-16				
30	Refuse Operations Manager	1	1	1			
25	Operations Superintendent	1	1	1			
23	Asst. Operations Superintendent	4	4		3		1
23	Commercial Accounts Representative	1	1			1	
23	Technology Applications Specialist	1	1	1			
18	Municipal Assistant	1	1	1			
17	Accountant	1	1	1			
16	Fleet Maintenance Technician	1	1	1			
9	Clerk II	1	1	1			
69	Environmental Services Operator I	83	82		53	14	15
64	Dispatcher	1	1	1			
EMPLOYEE YEARS							
Full Time		96.0	95.0	8.0	56.0	15.0	16.0
Overtime		10.8	10.8	0.5	6.3	1.6	2.4
Part Time, Temporary, Seasonal		4.3	6.4	3.5	2.9	0.0	0.0
Less: Vacancy Allowance		<u>1.5</u>	<u>1.5</u>	<u>0.0</u>	<u>0.9</u>	<u>0.3</u>	<u>0.3</u>
Total		109.6	110.7	12.0	64.3	16.3	18.1

Organization



DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

7-32

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	17,094,600	17,749,800	655,200
Employee Years	138.9	141.8	2.9

Change Detail

Salary & Wage	General			Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>		<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
186,500	94,900	116,100		0	-5,600	263,300	655,200

Major Change

Add funding for enhanced maintenance of city owned lots	283,300
Increase funding for Clean Streets Initiative	60,000
Reduce sodium chloride usage due to efficiency of AVL system	-50,000
Reduce disposal tonnage based upon historical usage	-30,000

Program Change

Transfer Parks Operations and Forestry to new Bureau of Buildings & Parks. Historical detail revised to provide meaningful comparison within new bureau.

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

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	6,327,075	6,547,200	6,376,700	6,668,600
Materials & Supplies	1,724,452	1,909,300	2,238,900	2,223,400
Services	7,136,817	7,643,100	8,479,000	8,857,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	15,188,344	16,099,600	17,094,600	17,749,800
Appropriation by Activity				
Administration	2,243,450	2,224,200	2,400,300	2,423,900
Roadway Surface Treatment	1,065,530	1,094,700	1,155,400	1,154,700
Special Projects	1,095,146	1,122,900	1,186,000	1,209,200
Service Truck	86,697	104,600	122,500	125,600
Dispatch	254,901	234,500	232,700	237,400
Center City Cleaning	256,057	301,300	286,000	311,700
Lots & Yards Cleaning	986,639	1,153,400	1,159,100	1,482,400
Residential & Arterial Sweeping	700,594	714,900	698,000	736,900
Work Orders & Civic Events	843,716	894,400	927,200	960,200
Leaf Collection	961,346	1,007,300	1,127,300	1,154,200
Snow & Ice Control	6,441,051	6,819,300	7,373,200	7,463,000
Gateway & Open Spaces	132,003	151,100	144,400	142,900
Clean Neighborhood Initiative	<u>121,214</u>	<u>277,000</u>	<u>282,500</u>	<u>347,700</u>
Total	15,188,344	16,099,600	17,094,600	17,749,800
Employee Years by Activity				
Administration	12.4	11.7	12.7	12.7
Roadway Surface Treatment	15.3	15.6	15.6	15.6
Special Projects	13.4	13.5	13.5	13.5
Service Truck	1.8	1.4	1.9	1.9
Dispatch	3.5	3.8	3.7	3.7
Center City Cleaning	5.3	5.6	5.6	5.6
Lots & Yards Cleaning	8.9	8.8	8.8	8.8
Residential & Arterial Sweeping	6.1	6.3	6.3	6.3
Work Orders & Civic Events	10.3	10.6	10.5	10.8
Leaf Collection	10.8	14.5	11.0	11.0
Snow & Ice Control	46.7	47.8	46.9	49.5
Gateway & Open Spaces	1.8	2.3	2.0	2.0
Clean Neighborhood Initiative	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>
Total	136.7	142.3	138.9	141.8

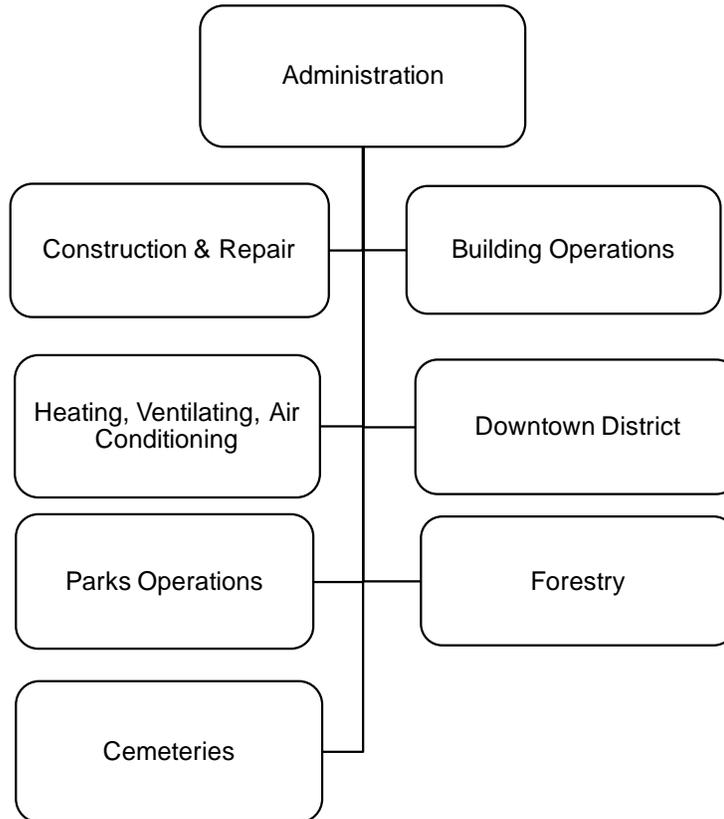
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS		Budget Approved		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 Neighborhood Initiative
		2014-15	2015-16													
Br. Title																
28 Assistant to Director of Operations		1.0	0.0													
26 Assistant to Director of Operations		0.0	1.0	1.0												
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		4.5	5.0	1.0						0.6	0.6	1.0	0.3		0.5	
23 Technology Applications Specialist		1.0	1.0	1.0								0.7	0.3			
19 Operations Supervisor		3.0	2.6													
19 Op. Supervisor, St. Maintenance		3.0	3.0		1.3	0.7										
18 Municipal Assistant		1.0	1.0	1.0												
18 Principal Engineering Technician		1.0	1.0	1.0												
16 Fleet Maintenance Technician		2.0	2.0	2.0												
15 Senior Dispatcher		1.0	1.0	1.0			1.0									
11 Clerk I		1.0	1.0	1.0												
9 Clerk II Bilingual		1.0	1.0	1.0												
64 Dispatcher		2.0	2.0													
64 Special Equipment Operator		4.0	4.0		2.0	1.0				3.3	3.8	2.8	2.1	1.0		
62 Senior Operations Worker		26.2	26.2	1.0	1.5	3.9				0.6	1.0	5.2	0.1	0.3	0.6	
57 Construction Supply Handler		1.0	1.0							2.7	1.0		2.2	13.8		
56 Grounds Equipment Operator		1.6	1.6		8.0	5.5	1.0		4.5							
41 Operations Worker		43.9	43.9													
EMPLOYEE YEARS																
Full Time		100.2	100.3	12.0	12.8	11.1	1.0	3.0	4.5	7.2	6.0	9.7	5.0	26.9	1.1	0.0
Overtime		30.9	31.3	0.9	2.6	1.7	0.6	0.8	0.9	1.4	0.5	0.8	3.6	17.1	0.0	0.4
Part Time, Temporary, Seasonal		12.3	14.7	0.1	0.9	1.3	0.4	0.0	0.4	0.6	0.0	0.6	2.8	6.6	1.0	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		138.9	141.8	12.7	15.6	13.5	1.9	3.7	5.6	8.8	6.3	10.8	11.0	49.5	2.0	0.4

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Integrate buildings and open spaces operations to form the new Bureau of Buildings & Parks	Innovation and Efficiency	First Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

7-36

Key Performance Indicators

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
INTERNAL OPERATIONS				
Building Services:				
City building inventory	175	176	178	181
Buildings maintained (excludes foreclosed properties)	175	176	178	181
CUSTOMER PERSPECTIVE				
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	13,443,000	13,753,100	310,100
Employee Years	154.0	157.6	3.6

Change Detail

<u>Salary & Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
177,300	55,000	-24,800	0	-400	103,000	310,100

Major Change

Impact of personnel changes due to bureau reorganization	234,900
Reduce allocation for Heat, Light & Power based upon historical usage	-100,000
Eliminate rent allocation for temporary Parks Operations building	-100,000
Add funding for maintenance of school buildings reverting to city	50,000
Increase funding to enhance maintenance for neighborhood malls	47,800
Reduce allocation for miscellaneous materials based upon historical usage	-25,000
Productivity improvements results in savings	-4,700

Program Change

Cemeteries transfers from Commissioners Office and Parks Operation and Forestry transfers from Special Services Division. Historical detail revised to provide meaningful comparison within new bureau.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	7,097,614	7,269,500	7,182,300	7,590,800
Materials & Supplies	1,221,383	1,236,700	1,366,300	1,362,600
Services	4,510,583	4,558,400	4,894,400	4,799,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12,829,580	13,064,600	13,443,000	13,753,100
Appropriation by Activity				
Administration	613,497	641,700	633,400	868,400
Construction & Repair	1,988,687	1,799,100	2,013,100	2,026,600
Building Operations	3,806,054	3,757,500	3,871,100	3,879,600
Heating, Ventilating, Air Conditioning	1,023,857	1,138,800	1,076,100	1,033,000
Parks Operations	2,182,761	2,265,500	2,373,200	2,360,500
Forestry	946,315	1,066,300	1,036,100	1,069,900
Downtown District	624,138	675,500	678,400	683,200
Cemeteries	<u>1,644,271</u>	<u>1,720,200</u>	<u>1,761,600</u>	<u>1,831,900</u>
Total	12,829,580	13,064,600	13,443,000	13,753,100
Employee Years by Activity				
Administration	4.8	7.6	5.8	8.2
Construction & Repair	22.2	21.0	22.1	22.1
Building Operations	39.4	38.9	38.4	38.5
Heating, Ventilating, Air Conditioning	13.1	11.4	12.2	12.2
Parks Operations	26.8	28.7	27.2	27.2
Forestry	15.8	16.0	16.1	16.1
Downtown District	11.5	11.1	11.3	11.2
Cemeteries	<u>20.4</u>	<u>20.5</u>	<u>20.9</u>	<u>22.1</u>
Total	154.0	155.2	154.0	157.6

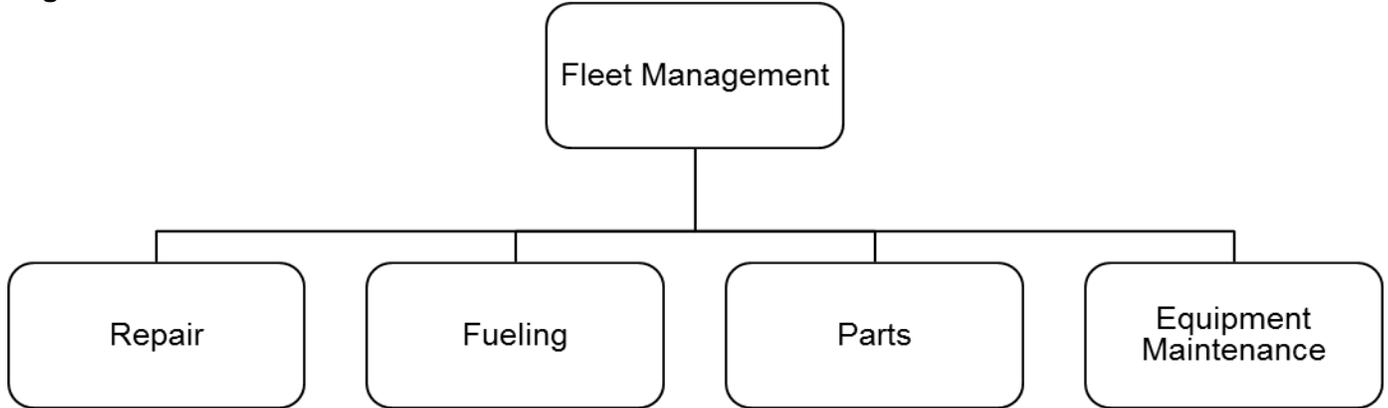
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin- istration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	Forestry	Downtown District	Cemetaries
Br.	Title	Budget 2014-15	Approved 2015-16								
35	Director of Buildings & Parks	0.0	1.0	1.0							
31	Manager of Building Services	1.0	1.0	1.0							
30	Cemetery Manager	1.0	1.0								1.0
27	City Forester	0.0	1.0						1.0		
26	Assistant to the Director	0.0	1.0	1.0							
25	City Forester	1.0	0.0								
25	Operations Superintendent	1.0	1.0					1.0			
24	Superintendent of Construction & Repair	1.0	1.0		1.0						
23	Assistant Cemetery Manager	1.0	0.0								
23	Assistant Operations Superintendent	1.5	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					
23	Supervisor of Electrical Trades	1.0	1.0		1.0						
21	Supervisor Structures & Equipment	2.0	2.0		2.0						
20	Master Electrician	1.0	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	1.0	1.4					1.0		0.4	
19	Parks Operations Supervisor	2.0	2.0					2.0			
18	Building Supervisor	1.0	1.0			1.0					
18	Management Trainee	0.0	1.0								1.0
18	Municipal Assistant	1.0	2.0	1.0							1.0
18	Senior Supervising Stock Clerk	1.0	1.0	1.0							
17	Forestry Technician	4.0	4.0						4.0		
16	Cemetery Sales Coordinator	0.0	1.0								1.0
13	Cemetery Sales Counselor	0.0	1.0								1.0
12	Cemetery Sales Counselor	2.0	0.0								
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	0.0	1.0	1.0							
9	Clerk II	1.0	1.0	1.0							
7	Clerk III w/typing	1.0	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	2.8					2.8			
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	17.4	17.4					11.0		6.4	
52	Building Maintenance Helper	10.0	10.0			10.0					
42	Cemetery Worker	3.0	3.0								3.0
41	Crematory Worker	1.0	1.0								1.0
41	Operations Worker	5.1	5.1					4.1		1.0	
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				
EMPLOYEE YEARS											
Full Time		121.8	125.7	8.0	21.0	26.0	11.0	24.9	13.0	8.8	13.0
Overtime		10.7	10.7	0.2	1.8	2.4	0.7	1.7	1.3	1.2	1.4
Part Time, Temporary, Seasonal		26.8	26.5	0.2	0.2	11.7	1.0	1.8	2.3	1.5	7.8
Less: Vacancy Allowance		5.3	5.3	0.2	0.9	1.6	0.5	1.2	0.5	0.3	0.1
Total		154.0	157.6	8.2	22.1	38.5	12.2	27.2	16.1	11.2	22.1

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported		Projected Completion	
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Fully implement reorganization of Equipment Services		Innovation and Efficiency	First Quarter	
Key Performance Indicators				
INTERNAL OPERATIONS				
Equipment Services: Technician productivity	77.83%	85.12%	80%	80%
FINANCIAL/COST				
Equipment Services: Dollars collected from warranted in-house repairs (\$)	164,004	100,000	64,000	89,000
LEARNING & INNOVATION				
Equipment Services: Mechanics that possess Automotive Service Excellence certificates	78%	76%	75%	75%

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

7-40

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	71,400	118,400	47,000
Employee Years	68.2	69.2	1.0

Change Detail

	<u>General</u>	<u>Vacancy</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
Salary & Wage	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>		
<u>Adjustment</u>					
64,900	48,000	312,600	0	0	-378,500
					47,000

Major Change

Reduce unit cost of fuel due to declining fuel prices	-451,300
Impact of personnel transactions due to bureau reorganization	97,800
Reduce allocation for Heat, Light & Power based upon historical usage	-25,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

7-41

Chargebacks

<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>
CITY COUNCIL & CLERK	500	600	ENVIRONMENTAL SERVICES		
ADMINISTRATION			Commissioner	252,500	71,100
Mayor's Office	15,600	21,300	Architecture & Engineering	20,300	25,000
Management & Budget	300	300	Operations & Parks	7,675,800	6,979,500
Communications	1,200	1,200	Buildings & Parks		842,400
Human Resource Mgt.	<u>5,100</u>	<u>5,600</u>	Equipment Services		218,900
Total	22,200	28,400	Water	<u>581,900</u>	<u>593,500</u>
INFORMATION TECHNOLOGY	17,900	16,300	Total	8,530,500	8,730,400
FINANCE			POLICE	4,824,700	4,721,100
Treasury	8,900	8,900	FIRE	386,200	378,300
Accounting	300	400	LIBRARY		
Purchasing	300	300	Central Library	3,500	3,600
Parking	<u>81,600</u>	<u>83,200</u>	Community Library	<u>4,900</u>	<u>4,800</u>
Total	91,100	92,800	Total	8,400	8,400
NEIGHBORHOOD & BUSINESS DEVELOPMENT	15,400	15,700	RECREATION & YOUTH SERVICES		
LAW	300	600	Commissioner	3,000	3,000
EMERGENCY COMMUNICATIONS	10,300	10,300	Recreation	<u>89,700</u>	<u>92,300</u>
			Total	92,700	95,300
			Total Interfund	6,977,200	7,117,000
			Total Intrafund	<u>7,023,000</u>	<u>6,981,200</u>
			CITY TOTAL	14,000,200	14,098,200

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

7-42

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	3,203,200	3,256,200	3,646,200	3,808,900
Materials & Supplies	6,303,212	5,807,400	7,254,200	6,620,300
Services	1,709,140	1,873,400	1,315,600	1,537,400
Other	<u>1,983,200</u>	<u>1,855,600</u>	<u>1,855,600</u>	<u>2,250,000</u>
Total	13,198,752	12,792,600	14,071,600	14,216,600
Interfund Credit*	-6,688,874	-6,315,600	-6,977,200	-7,117,000
Intrafund Credit*	<u>-5,988,602</u>	<u>-6,340,200</u>	<u>-7,023,000</u>	<u>-6,981,200</u>
Total	521,276	136,800	71,400	118,400
Appropriation by Activity				
Fleet Management	2,757,049	2,708,400	2,787,700	3,283,600
Repair	3,581,021	3,640,400	3,436,900	3,709,300
Fueling	3,988,233	3,505,400	5,413,500	4,447,500
Parts	2,770,909	2,817,100	2,312,500	2,652,700
Equipment Maintenance	<u>101,540</u>	<u>121,300</u>	<u>121,000</u>	<u>123,500</u>
Total	13,198,752	12,792,600	14,071,600	14,216,600
Interfund Credit*	-6,688,874	-6,315,600	-6,977,200	-7,117,000
Intrafund Credit*	<u>-5,988,602</u>	<u>-6,340,200</u>	<u>-7,023,000</u>	<u>-6,981,200</u>
Total	521,276	136,800	71,400	118,400
Employee Years by Activity				
Fleet Management	4.7	5.1	6.7	7.7
Repair	46.9	47.2	52.4	52.4
Parts	6.4	7.5	7.7	7.7
Equipment Maintenance	<u>1.5</u>	<u>1.2</u>	<u>1.4</u>	<u>1.4</u>
Total	59.5	61.0	68.2	69.2

*Reflects chargeback for motor equipment service.

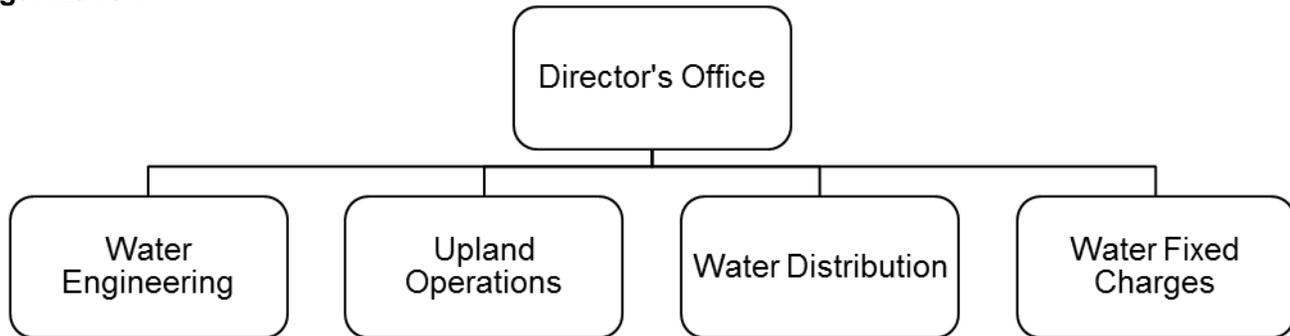
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2014-15	Approved 2015-16				
33	Director of Equipment Services	0	1	1			
27	Assistant Fleet Manager	1	0				
25	Service Manager	1	1		1		
25	Technology Application Coordinator	0	1	1			
25	Warranty Specialist	1	1		1		
24	Automotive Parts & Materials Manager	1	1			1	
24	Senior Administrative Analyst	0	1	1			
23	Assistant Service Manager	5	5	1	4		
20	Senior Accountant	1	1	1			
19	Senior Equipment Mechanic	1	1				1
18	Equipment Trainer	1	1	1			
15	Heavy Mechanic II	5	4		4		
15	Junior Equipment Trainer	1	0				
14	Junior Accountant	1	0				
14	Senior Auto Parts Clerk	3	3			3	
14	Sr. Auto Maintenance Mechanic	6	6		6		
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	2	2			2	
10	Senior Account Clerk	0	1	1			
71	Master Truck Technician	15	16		16		
70	Master Automotive Technician	10	10		10		
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	62.0	7.0	47.0	7.0	1.0
Overtime		6.4	6.4	0.1	5.5	0.7	0.1
Part Time, Temporary, Seasonal		1.6	1.6	0.6	0.4	0.1	0.5
Less: Vacancy Allowance		0.8	0.8	0.0	0.5	0.1	0.2
Total		68.2	69.2	7.7	52.4	7.7	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.

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Completion of the Process Automation Upgrade Project at the Hemlock Water Filtration Plant	Safer Neighborhoods	Second Quarter
Install 3,700 (5/8" to 2") radio read meters	Safer Neighborhoods	Fourth Quarter
Design a cathodic protection system to arrest corrosion damage to eight miles of water transmission conduits in Rush and Mendon	Safer Neighborhoods	Fourth Quarter
Rehabilitate or replace 10.6 miles of water distribution pipe	Safer Neighborhoods	Fourth Quarter
Completion of the water sampling and testing requirements for Federal Lead and Copper Rule	Safer Neighborhoods	Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
INTERNAL OPERATIONS				
Engineering:				
In-house design projects value (\$000)	4,419	3,600	3,900	3,800
In-house construction projects value (\$000)	3,577	4,419	4,094	3,600
Water Production & Treatment:				
Filtration plant production (million gallons per day)	37.4	37.4	37.0	37.4
Water Distribution:				
Water service interruption measure	400	340	320	330
Lost water measure	21%	22%	21%	22%
CUSTOMER PERSPECTIVE				
Water Distribution:				
Complaints received—Water related	5,345	5,300	4,600	5,000
Investigations performed	17,280	16,000	16,000	16,000

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	23,161,700	23,271,500	109,800
Employee Years	133.0	134.2	1.2

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
95,200	71,200	-61,600	0	0	5,000	109,800

Major Change Highlights

Increase in collection efforts results in decrease in Allowance for Uncollectibles	-200,000
Increase in exchange rate with MCWA increases expense	166,000
Impact of personnel changes	39,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF WATER – DIRECTOR’S OFFICE

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,131,800	2,044,800	-87,000
Employee Years	13.7	13.8	0.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
4,000	18,800	-10,200	0	0	-99,600	-87,000
Transfer tools and materials funding to Uplands Division						-110,000
Add part-time funding to aid in collection efforts						10,400

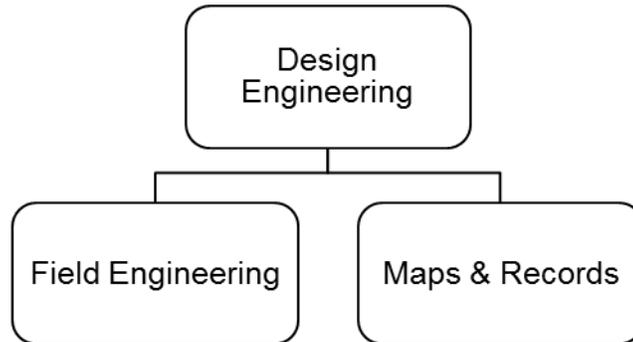
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF WATER – DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	748,282	776,300	794,100	808,500
Materials & Supplies	425,286	546,700	644,000	545,100
Services	468,890	527,100	693,700	691,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,642,458	1,850,100	2,131,800	2,044,800
Appropriation by Activity				
Director's Office	1,642,458	1,850,100	2,131,800	2,044,800
Employee Years by Activity				
Director's Office	12.8	13.4	13.7	13.8

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

FULL TIME POSITIONS			
Br.	Title	Budget 2014-15	Approved 2015-16
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
25	Materials, Equip & Facilities Coordinator	0	1
24	Senior Administrative Analyst	1	1
23	Materials, Equip & Facilities Coordinator	1	0
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
13	Supervising Stock Clerk	1	1
11	Clerk I	1	0
9	Clerk II	1	1
7	Clerk III w/typing	0	1
65	Sr. Maintenance Mechanic-Welder	1	1
63	Water Maintenance Worker/Construction	1	1
60	Fleet & Facilities Attendant	1	0
57	Garage Attendant	0	1
EMPLOYEE YEARS			
	Full Time	12.0	12.0
	Overtime	0.5	0.5
	Part Time, Temporary, Seasonal	1.2	1.3
	Less: Vacancy Allowance	0.0	0.0
	Total	13.7	13.8

Organization



Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,060,800	1,083,100	22,300
Employee Years	13.8	13.8	0.0

Change Detail

Salary & Wage <u>Adjustment</u>	General		Vacancy	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>			
20,300	700	1,300	0	0	0	22,300

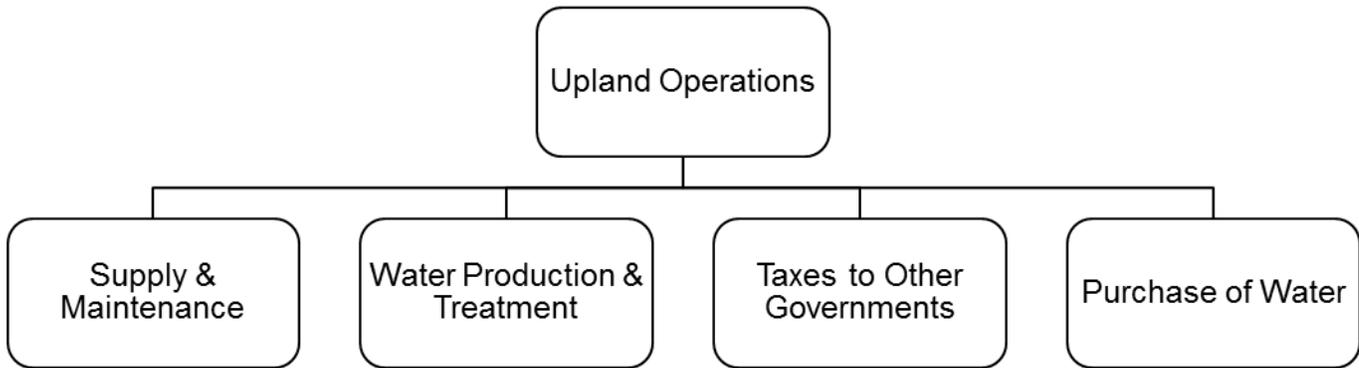
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	908,523	930,700	958,700	979,000
Materials & Supplies	2,353	11,500	14,900	15,100
Services	57,281	63,800	87,200	89,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	968,157	1,006,000	1,060,800	1,083,100
Appropriation by Activity				
Design Engineering	764,116	808,400	831,800	859,400
Field Engineering	138,039	130,600	158,900	152,000
Maps & Records	<u>66,002</u>	<u>67,000</u>	<u>70,100</u>	<u>71,700</u>
Total	968,157	1,006,000	1,060,800	1,083,100
Employee Years by Activity				
Design Engineering	10.5	10.1	10.1	10.1
Field Engineering	2.0	2.3	2.8	2.8
Maps & Records	<u>0.8</u>	<u>0.9</u>	<u>0.9</u>	<u>0.9</u>
Total	13.3	13.3	13.8	13.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
 WATER – ENGINEERING DIVISION
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2014-15	Approved 2015-16			
32	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	2	2	2		
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	3	2		1	1
18	Principal Engineering Technician-CADD	2	2	2		
12	Engineering Technician	0	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	<u>0.3</u>	<u>0.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
	Total	13.8	13.8	10.1	2.8	0.9

Organization



Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	5,802,500	6,080,100	277,600
Employee Years	37.7	37.8	0.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
25,300	36,800	-60,500	0	0	276,000	277,600

Major Change

Increase in exchange rate with MCWA increases expense	166,000
Transfer tools and materials funding from Director's Office	110,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

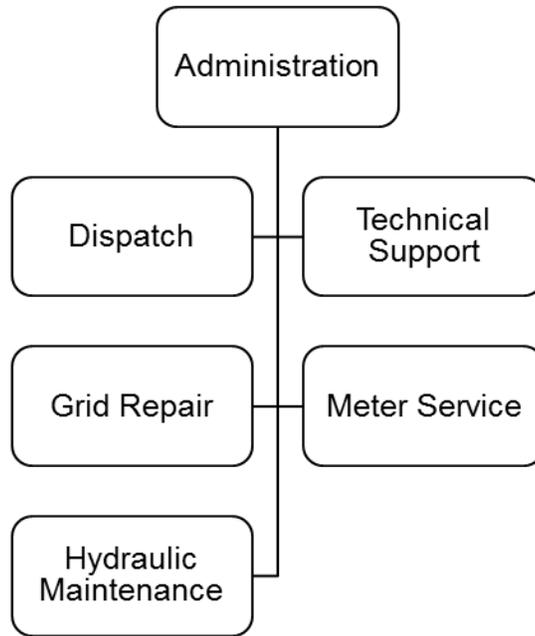
	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,083,108	2,055,000	2,126,700	2,152,000
Materials & Supplies	655,396	789,500	804,200	928,200
Services	2,558,057	2,600,200	2,871,600	2,999,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,296,561	5,444,700	5,802,500	6,080,100
Appropriation by Activity				
Supply & Maintenance	789,458	914,000	947,800	928,500
Water Production & Treatment	2,600,947	2,690,300	2,871,700	2,984,100
Taxes to Other Governments	738,534	780,000	922,600	941,100
Purchase of Water	<u>1,167,622</u>	<u>1,060,400</u>	<u>1,060,400</u>	<u>1,226,400</u>
Total	5,296,561	5,444,700	5,802,500	6,080,100
Employee Years by Activity				
Supply & Maintenance	10.5	10.3	11.2	10.3
Water Production & Treatment	<u>26.4</u>	<u>26.6</u>	<u>26.5</u>	<u>27.5</u>
	36.9	36.9	37.7	37.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

7-54

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2014-15	Approved 2015-16		
32	Manager of Water Production	1	1		1
30	Chief of Water Quality Operations	1	1		1
28	Assistant Manager of Water Production	1	1		1
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	0		
23	Asst Superintendent Water Plant Maint	1	1		1
23	Automated System Control Specialist	0	1		1
23	Supt. of Water Supply Maintenance	0	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	Corrosion Technician	1	0		
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Operations Supervisor/Corrosion	0	1	1	
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Reservoir Operator	1	1		1
18	Water Operations Supervisor/Upland	2	1	1	
18	Sr. Water Plant Operator	0	1		1
16	Administrative Assistant	1	1		1
16	Water Plant Operator	6	5		5
15	Sr. Maint. Mech./Water Treatment	1	1		1
65	Expediter	1	1	1	
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	34.0	9.0	25.0
Overtime		3.4	3.6	1.2	2.4
Part Time, Temporary, Seasonal		0.9	0.8	0.3	0.5
Less: Vacancy Allowance		<u>0.6</u>	<u>0.6</u>	<u>0.2</u>	<u>0.4</u>
Total		37.7	37.8	10.3	27.5

Organization



Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	4,540,200	4,637,100	96,900
Employee Years	67.8	68.8	1.0

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General</u>		<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>				
45,600	14,900	7,800	0	0	28,600	96,900

Major Change

Add funding for temporary Water Distribution Helper	28,600
---	--------

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

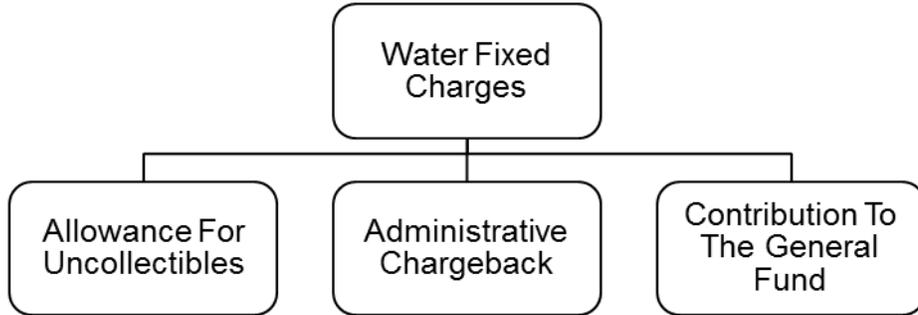
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	3,226,514	3,311,800	3,298,600	3,372,800
Materials & Supplies	47,490	50,800	52,000	52,900
Services	1,113,673	1,119,200	1,189,600	1,211,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,387,677	4,481,800	4,540,200	4,637,100
Appropriation by Activity				
Administration	705,318	742,700	784,500	800,500
Dispatch	339,151	364,300	328,400	327,000
Technical Support	473,982	526,800	411,000	407,100
Grid Repair	1,715,558	1,649,500	1,782,400	1,822,300
Meter Services	611,509	652,800	631,500	707,500
Hydraulic Maintenance	<u>542,159</u>	<u>545,700</u>	<u>602,400</u>	<u>572,700</u>
Total	4,387,677	4,481,800	4,540,200	4,637,100
Employee Years by Activity				
Administration	3.9	4.1	3.9	3.9
Dispatch	6.9	7.5	6.9	6.9
Technical Support	8.6	6.6	8.6	8.6
Grid Repair	21.5	23.9	21.9	22.9
Meter Service	13.1	13.8	13.5	14.5
Hydraulic Maintenance	<u>12.9</u>	<u>12.1</u>	<u>13.0</u>	<u>12.0</u>
Total	66.9	68.0	67.8	68.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
 WATER – DISTRIBUTION DIVISION
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2014-15	Approved 2015-16						
30	Manager of Water Distribution	1	1	1					
25	Superintendent of Water Distribution	2	2	2					
23	Asst. Superintendent Water Distribution	3	3				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		
64	Water Distribution Technician	19	18			6		6	6
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	13	14				14		
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	5	5			1	1		3
61	Meter Reader	4	4					4	
EMPLOYEE YEARS									
	Full Time	63.0	63.0	4.0	6.0	8.0	20.0	14.0	11.0
	Overtime	5.3	5.3	0.0	1.0	0.8	1.8	0.8	0.9
	Part Time, Temporary, Seasonal	0.8	1.8	0.0	0.0	0.0	1.5	0.0	0.3
	Less: Vacancy Allowance	<u>1.3</u>	<u>1.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.2</u>	<u>0.4</u>	<u>0.3</u>	<u>0.2</u>
	Total	67.8	68.8	3.9	6.9	8.6	22.9	14.5	12.0

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES

Organization



This section includes operating expenditures for the water supply system that cannot be directly attributed to an operating budget. The allowance for uncollectibles is an estimate of the delinquent amount of water charges that are not paid within two years. The administrative chargeback is an interfund charge that reimburses the General Fund for general administrative services provided to the enterprise funds, based on an indirect cost allocation formula. The administrative chargeback to the Water Fund for 2015-16 represents 6.5 percent of total Water Fund expenses incurred in 2013-14. Contribution to the General Fund: the Water Fund makes a contribution to the General Fund as payment in lieu of taxes on the Water Fund capital plant and as a return on investment.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	9,626,400	9,426,400	-200,000

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
0	0	0	0	0	-200,000	-200,000
Increase in collection efforts results in decrease in Allowance for Uncollectibles						-200,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

7-59

	Actual	Estimated	Amended	Approved
Appropriation by Major Object	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	2,452,800	2,452,800	2,452,800	2,452,800
Other	<u>6,482,449</u>	<u>6,573,600</u>	<u>7,173,600</u>	<u>6,973,600</u>
Total	8,935,249	9,026,400	9,626,400	9,426,400
Appropriation by Activity				
Allowance for Uncollectibles	1,108,849	1,200,000	1,800,000	1,600,000
Administrative Chargeback	2,452,800	2,452,800	2,452,800	2,452,800
Contribution to the General Fund	<u>5,373,600</u>	<u>5,373,600</u>	<u>5,373,600</u>	<u>5,373,600</u>
Total	8,935,249	9,026,400	9,626,400	9,426,400

Mission Statement

Emergency Communications:

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.

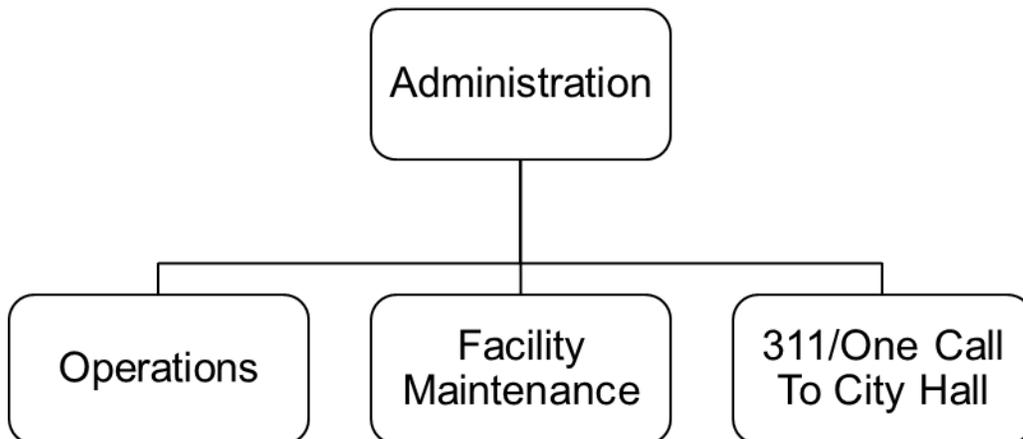
Being Accountable

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 continues to seek technological advancements that facilitate data management and analysis and provide the most effective and efficient form of government.

Organization



Department Highlights

The 2015-16 Emergency Communications Budget of \$13,709,600 reflects several changes in the department's staffing and programming.

Emergency Communications:

In January 2016 ECD will begin physical replacement and upgrade of the computer aided dispatch (CAD) system. The expected duration of the project is two years. The CAD Information Specialist will be converted to Sr. GIS Analyst since the duties of that function will expand as the CAD computer system is replaced and upgraded. In an effort to maintain full staffing the budget will continue to include an overhire of 10 Dispatcher I positions.

Funding for Administration and Operations reflects what was requested by ECD for the 2015 County Budget; however, County funding was less than requested. Given the overlap in fiscal years between the City and County and the current vacancy rate for 911, County funding may be sufficient. This will be closely monitored with the County and may require mid-year adjustments including possible layoffs.

311/One Call to City Hall:

The 311 Call Center Trainer part time will be eliminated due to budget constraints. Training responsibilities will be shifted to other personnel within the unit.

Vital Customers

Emergency Communications:

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

311/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:

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

311/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
- Report on City departments' performance and activity

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.

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement 311 desktop transaction tracking software program	Innovation & Efficiency	Second Quarter
Complete phase 2A of the capital improvements required to retain operational reliability at the current location for Operations (workstation console replacement, carpet replacement, acoustical panel veneer replacement)	Innovation & Efficiency	Third Quarter
Continue Computer Aided Dispatch (CAD) computer system replacement and upgrade	Safer Neighborhoods Innovation & Efficiency	Ongoing
Continue strategic planning for replacement of legacy radio systems and implementation of trunked radio system for 911 in 2016	Innovation & Efficiency	Ongoing

Key Performance Indicators

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
INTERNAL OPERATIONS				
Emergency Communications:				
911 Calls received (excluding administrative calls)	1,125,130	1,151,460	1,190,000	1,175,000
Calls dispatched:				
• Police (includes police-initiated)	1,031,174	1,026,544	1,045,000	1,030,000
• Fire	98,599	96,258	110,000	95,000
• Emergency medical service	<u>117,700</u>	<u>124,190</u>	<u>122,000</u>	<u>130,000</u>
• Total dispatched	1,247,473	1,246,992	1,277,000	1,255,000
Ring time (average in seconds)	6.0	7.0	6.0	7.0
Emergency Medical Dispatch Protocol Compliance (%)	95.9	N/A	90	N/A
CALEA Accreditation Compliance (%)	N/A	96.6	N/A	97
NYSSA Accreditation Compliance (%)	N/A	100	N/A	100
Text messages to 911	N/A	660	N/A	850
Number of calls entered as a result of text messages	N/A	275	N/A	350
CUSTOMER SERVICE				
Emergency Communications:				
Caller complaints	206	214	300	225
Caller customer satisfaction (scale =1-4; 4 = best)	3.7	3.9	3.8	3.8

EMERGENCY COMMUNICATIONS DEPARTMENT

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
311/One Call to City Hall:				
Total calls received	476,944	470,000	500,000	N/A
Total calls received from external sources	426,747	440,000	*	440,000
Calls answered within 30 seconds (%)	71	85	85	80
Call abandon rate (%)	13	10	10	10

FINANCIAL/COSTS

Emergency Communications:				
Operating cost per call (\$)	10.57	10.44	10.54	10.63
311/One Call to City Hall:				
Operating cost per call (\$)	2.59	2.72	*	2.77

LEARNING & INNOVATION

Emergency Communications:				
Employee Training (hours)	23,976	12,718	16,000	16,000
311/One Call to City Hall:				
Average number training hours per employee	28	32	40	32

N/A - Not Applicable *Not Available

CALEA - Commission on Accreditation for Law Enforcement Agencies, Inc.

NYSSA - New York State Sheriffs' Association

Year-To-Year Comparison

<u>Main Functions</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Administration	670,800	624,500	-46,300	0.0%
Operations	11,632,500	11,623,000	-9,500	0.0%
Facility Maintenance	240,300	242,000	1,700	0.0%
311/One Call To City Hall	<u>1,231,900</u>	<u>1,220,100</u>	<u>-11,800</u>	0.0%
Total	13,775,500	13,709,600	-65,900	0.0%
Employee Years	233.9	233.1	-0.8	0.0%

Change Detail

<u>Salary & Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
345,100	17,000	5,700	-4,900	100	-428,900	-65,900

Major Change

911 telephone maintenance is eliminated because first five years of maintenance is included in the purchase contract	-163,000
Operations miscellaneous equipment is eliminated due to County Budget constraints	-100,000
911 telephone service decreases to correspond to County levels and to reflect actual usage	-31,300
Professional services for training decreases due to County Budget constraints	-30,000
Part time position in 311/One Call to City Hall is eliminated	-28,100
Operations miscellaneous maintenance decreases due to County Budget constraints	-22,000

One temporary 311/One Call to City Hall position is not continued	-19,000
Change in vendor allows for decrease in cost for emergency telephone notification services	-15,000
Radio center call recording maintenance is not needed	-8,000
Miscellaneous supplies and services in 911 decreases due to County Budget constraints	-6,500
Registration fees decrease to reflect actual experience	-6,000

Program Change

Due to reporting changes made by the National Academy of Emergency Medical Dispatch, the Emergency Medical Dispatch Protocol Compliance standard has been replaced by the percentage of accreditation standards achieved by the department from the Commission on Accreditation for Law Enforcement Agencies (CALEA) and from the New York State Sheriffs' Association (NYSSA). A single percentage measurement of Emergency Medical Dispatch Protocol Compliance is no longer provided by the National Academy of Emergency Medical Dispatch. The minimum percentage of compliance with standards necessary for accreditation from CALEA is 80%, including compliance in areas such as organization, direction & supervision, human resources, recruitment, selection & promotion, training, operations, critical incidents, special operations and homeland security. The minimum percentage of compliance with standards necessary for accreditation from NYSSA is 90%, including compliance in areas such as hiring practices, and policies & procedures.

Text to 911 deployment for cell phone customers was completed at the end of 2013. Text messages to 911 and number of calls entered as a result of text messages are added as key performance indicators. Not every text results in a call for service.

In January 2016 ECD will begin physical replacement and upgrade of the computer aided dispatch (CAD) system. The expected duration of the project is two years.

311 total calls received represent external calls as well as calls that are transferred internally. 311 total external calls received represent the calls that come to 311 from external sources. The 311 total calls received indicator is being phased out and a 311 total calls received from external sources indicator is the replacement. The operating cost per call reflects the total 311 operating budget divided by the 311 total calls received from external sources. There was no indicator for the 2014-15 Budget for total calls received from external sources; therefore the operating cost per call for the 2014-15 Budget is not available.

EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

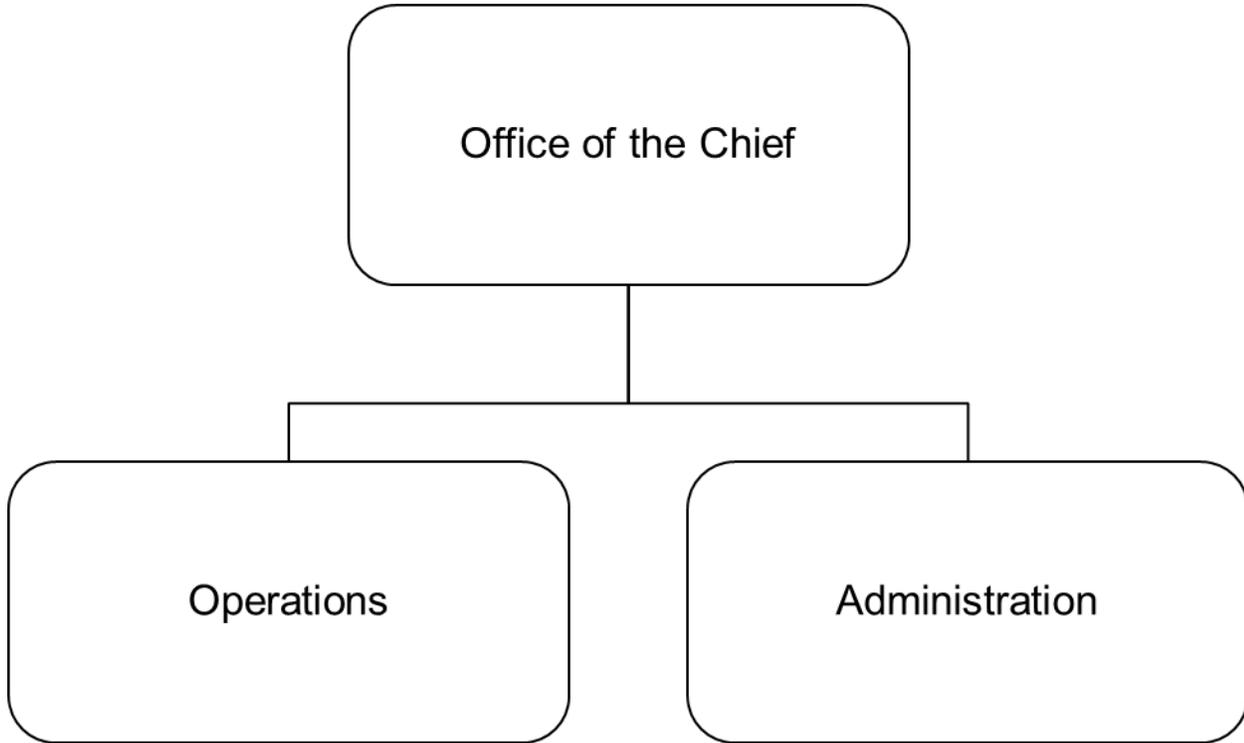
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	11,769,987	12,073,200	12,328,700	12,621,800
Materials & Supplies	125,858	116,400	145,900	142,600
Services	1,094,927	1,027,600	1,200,900	945,200
Other	<u>9,012</u>	<u>0</u>	<u>100,000</u>	<u>0</u>
Total	12,999,784	13,217,200	13,775,500	13,709,600
Appropriation by Activity				
Administration	590,094	586,400	670,800	624,500
Operations	11,075,038	11,194,800	11,632,500	11,623,000
Facility Maintenance	230,428	240,300	240,300	242,000
311/One Call To City Hall	<u>1,104,224</u>	<u>1,195,700</u>	<u>1,231,900</u>	<u>1,220,100</u>
Total	12,999,784	13,217,200	13,775,500	13,709,600
Employee Years by Activity				
Administration	6.5	6.5	7.0	7.0
Operations	195.4	198.1	202.6	202.6
311/One Call To City Hall	<u>23.9</u>	<u>24.1</u>	<u>24.3</u>	<u>23.5</u>
Total	225.8	228.7	233.9	233.1

EMERGENCY COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2014-15	Approved 2015-16			
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	0	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	10	10			10
12	Service Representative Bilingual	3	3			3
7	Clerk III with Typing	2	2	1		1
6	Research Technician	1	1	1		
210	Shift Supervisor	16	16		16	
200	CAD Information System Specialist	1	0			
190	EMD Quality Improvement Coordinator II	2	2		2	
170	Dispatcher II	27	27		27	
150	Dispatcher I	93	93		93	
150	Dispatcher I Bilingual	2	2		2	
110	Telecommunicator	42	42		42	
110	Telecommunicator Bilingual	1	1		1	
EMPLOYEE YEARS						
Full Time		214.0	214.0	7.0	188.0	19.0
Overtime		9.1	9.1	0.0	8.6	0.5
Part Time, Temporary, Seasonal		16.8	16.0	0.0	12.0	4.0
Less: Vacancy Allowance		<u>6.0</u>	<u>6.0</u>	<u>0.0</u>	<u>6.0</u>	<u>0.0</u>
Total		233.9	233.1	7.0	202.6	23.5

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 25 police recruits in February, 2016. RPD averages about 25 retirements per year. This recruit class will help stabilize RPD's sworn strength as retirements occur, and will enable vital operations and services to continue at a consistent level. RPD recruits must complete a 10-month period of Academy and field training before they can be deployed for street duties.
- **Reorganization** – The Department has completed the initial phase of its reorganization. The two divisions, East and West, have been restructured into five sections. They are: Lake, Genesee, Clinton, Goodman and Central Sections. Phase two of the reorganization will be a facility needs assessment. As the initial phase of reorganization called for the sections, with the exception of Central Section, to be housed in their current locations, a needs assessment is necessary to determine our physical needs for the anticipated move to additional section offices. We will begin a site location phase following the facility needs assessment.
- **Budget Book Reformatting** – While preparing this year's budget, it was decided to have the budget document more accurately reflect the actual organizational structure of the Department. The movement of personnel identified in the reformatting will more accurately reflect where our personnel are assigned within our table of organization, as well the chain of command for all areas of the Department.

Highlights of the Department's 2015-16 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Office of the Chief:		
Evaluate and continue to manage the Department reorganization	Safer neighborhoods	Ongoing
Conduct a facilities needs assessment and site evaluations for future Section locations	Safer Neighborhoods	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority Police Officer candidates	More Jobs	Ongoing

Highlights	Priorities Supported	Projected Completion
Operations:		
Continue to develop intelligence led policing initiatives and dispute resolution strategies to reduce crime	Safer Neighborhoods	Ongoing
Continue to develop information sharing strategies such as dash-boarding for crime analysis	Safer Neighborhoods	Ongoing
Increase RPD's outreach into neighborhoods to increase collaboration and involvement in crime prevention	Safer Neighborhoods	Ongoing
Administration:		
Recruit and hire 25 police officers for February recruit class	Safer Neighborhoods	Third Quarter
Continue to implement Phase 2 of the Records Management System and future phase planning in partnership with IT	Innovation and Efficiency	Ongoing
Continue the Department's involvement in the Document Management project	Innovation and Efficiency	Ongoing
Continue the Department's efforts in the City's payroll/personnel RFP project	Innovation and Efficiency	Ongoing
Implement the Department's Body Camera program	Safer Neighborhoods	Ongoing

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>	<u>Change</u>	<u>Percent Change</u>
Office of the Chief	4,105,300	5,016,100	910,800	22.2%
Operations	70,123,900	70,464,100	340,200	0.5%
Administration	<u>15,559,900</u>	<u>15,440,900</u>	<u>-119,000</u>	-0.8%
Total	89,789,100	90,921,100	1,132,000	1.3%
Employee Years	905.4	903.6	-1.8	-0.2%

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
2,448,600	259,700	-74,800	0	10,100	-1,511,600	1,132,000

Major Change Highlights

Gun Involved Violence Elimination (GIVE) grant ends	-413,500
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Reductions in supplies and services reflect actual need	-176,100
Allocation for towing fees is reduced to reflect historical patterns	-165,100
Net change in STOP DWI grant	-159,000
Allowance for unforeseen reorganization expenses	150,000
Allocation for wearing apparel is reduced to reflect actual expenses	-95,700
Net change in Smart Policing grant	-91,100
Funds are added for revised supervisory structure for reorganization	51,400
A Police Artist and clerical position are converted to part-time as efficiency measures	-50,800
Reductions in facility expense reflect actual experience	-46,900
Increased cost of Red Light camera fine collections	45,000
Communications expense is reduced to reflect actual need	-43,900
Department reductions in professional fees to reflect actual expense experience	-38,700
Net change in Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program	-35,100
Cost of IT/ Records Management System changes to support reorganization of police sections do not recur	-35,000
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-33,700
Appropriation of forfeiture funds for community policing foot patrols does not recur	-30,200
Reductions in printing costs reflect actual expense need	-28,000
Appropriation of forfeiture funds for community based programs does not recur	-25,000
Net change in Bomb Squad grant	-23,400
Animal Society for Prevention of Cruelty to Animals grant ends	-22,700
NYS Community Policing grant ends	-20,000
A vacant part-time Auto Aide is eliminated as an efficiency measure	-16,000
NYS Community Overdose Prevention (COP) Grant ends	-4,800
NYS Child Passenger Safety Grant ends	-3,300

Assignment of Authorized Positions
2006-07 to 2015-16

<u>Year</u>	<u>Office of the Chief & Administration</u>			<u>Operations</u>			<u>Department Total</u>		
	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>
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	99.5	145.5	681	44	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914
2006-07	65	95	160	661	56	717	726	151	877

Authorized Sworn Positions
2011-12 to 2015-16

<u>Positions</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Chief	1	1	1	1	1
Executive Deputy Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Commander	3	3	3	3	2
Captain	9	11	11	11	13
Lieutenant	34	33	33	34	32
Sergeant	88	90	90	89	95
Police Investigator	0	80	80	80	80
Police Officer (Investigator)	57	0	0	0	0
Police Officer	<u>531</u>	<u>505</u>	<u>505</u>	<u>505</u>	<u>500</u>
Total	726	726	726	726	726

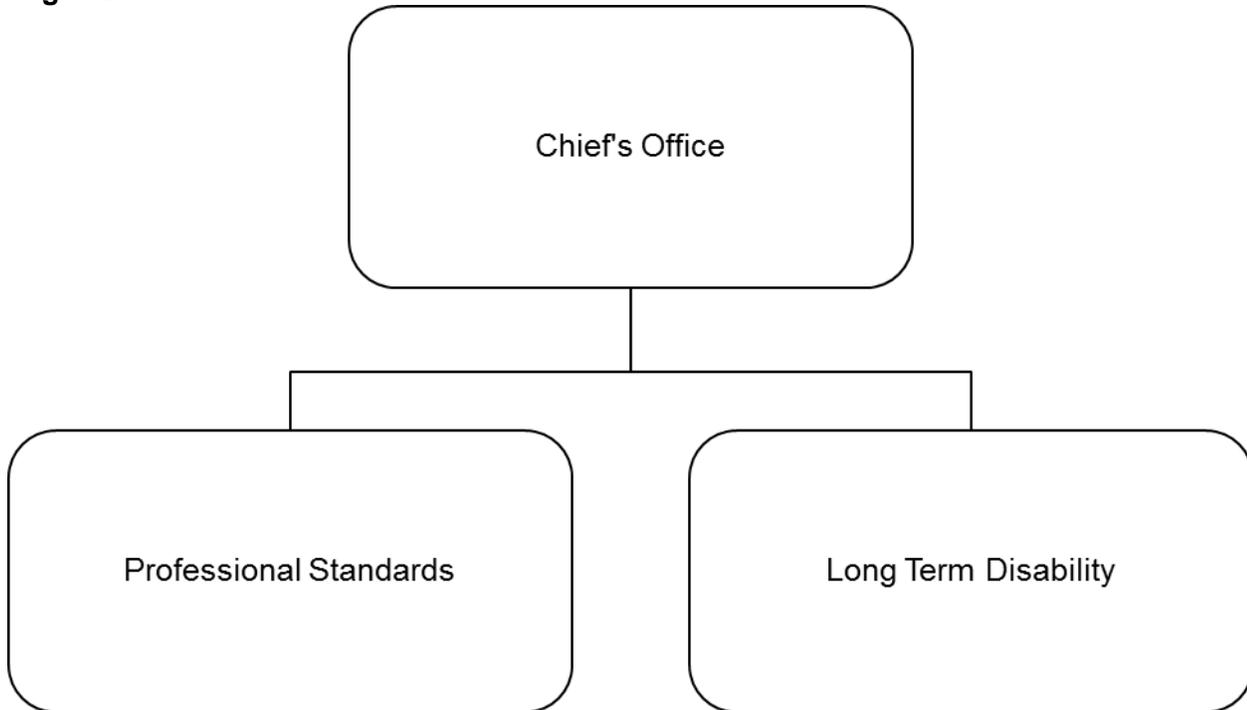
POLICE DEPARTMENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	74,013,037	74,935,300	75,266,400	77,134,100
Materials & Supplies	1,299,403	1,396,100	1,662,300	1,442,000
Services	11,902,230	11,387,800	12,775,600	12,285,600
Other	<u>0</u>	<u>40,000</u>	<u>84,800</u>	<u>59,400</u>
Total	87,214,670	87,759,200	89,789,100	90,921,100
Appropriation by Activity				
Office of the Chief	5,473,042	4,983,500	4,105,300	5,016,100
Operations	65,996,336	67,093,800	70,123,900	70,464,100
Administration	<u>15,745,292</u>	<u>15,681,900</u>	<u>15,559,900</u>	<u>15,440,900</u>
Total	87,214,670	87,759,200	89,789,100	90,921,100
Employee Years by Activity				
Office of the Chief	31.7	28.5	21.7	31.8
Operations	761.3	755.6	784.2	754.2
Administration	<u>124.6</u>	<u>118.3</u>	<u>99.5</u>	<u>117.6</u>
Total	917.6	902.4	905.4	903.6
NBD Allocation - Dollars				
	1,986,000	2,045,600	2,147,900	2,344,100
NBD Allocation - Employee Years				
	24.4	24.4	24.4	26.5

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 and development projects
- Informs community and coordinates responses to inquiries from news media and public

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

POLICE DEPARTMENT
OFFICE OF THE CHIEF

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Evaluate and continue to manage the Department reorganization	Safer Neighborhoods	Ongoing
Conduct a facilities needs assessment and site evaluations for future Section locations	Safer Neighborhoods	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority Police Officer candidates	More Jobs	Ongoing

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	17	17	22	24
Civil suit investigations completed	69	72	81	78
Fleet accident reports reviewed	142	127	136	140
Subject resistance reports reviewed	798	833	956	918
Administrative inquiries	276	318	N/A	383

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	4,105,300	5,016,100	910,800
Employee Years	21.7	31.8	10.1

Change Detail

Salary & Wage	General		Vacancy			Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
87,700	12,500	-6,200	0	10,000	806,800	910,800

Major Change

Six sworn positions transfer from Operations to more accurately reflect budget impact of long term disabled personnel	498,200
Two Police Commander positions transfer from Operations to reflect revised command structure	256,600
Two sworn positions transfer from Operations to reflect actual assignment in the Chief's Office	188,300
Reductions in professional fees reflect actual expense experience	-38,700
Cost of IT/ Records Management System changes to support reorganization of police sections do not recur	-35,000
Appropriation of forfeiture funds for community policing foot patrols does not recur	-30,200
Reductions in supplies and services reflect actual need	-7,400

Program Change

Sworn employees with long term medical conditions precluding full duty status are assigned to a new Long Term Disability activity.

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	3,507,926	2,962,100	2,072,100	3,072,700
Materials & Supplies	8,500	47,000	50,000	15,100
Services	1,956,616	1,974,400	1,983,200	1,928,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,473,042	4,983,500	4,105,300	5,016,100
Appropriation by Activity				
Chief's Office	3,292,738	3,454,500	3,113,700	3,319,700
Professional Standards	2,180,304	1,529,000	991,600	1,095,300
Long Term Disability	<u>0</u>	<u>0</u>	<u>0</u>	<u>601,100</u>
Total	5,473,042	4,983,500	4,105,300	5,016,100
Employee Years by Activity				
Chief's Office	16.2	14.5	12.6	14.7
Professional Standards	15.5	14.0	9.1	10.1
Long Term Disability	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>7.0</u>
Total	31.7	28.5	21.7	31.8

POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

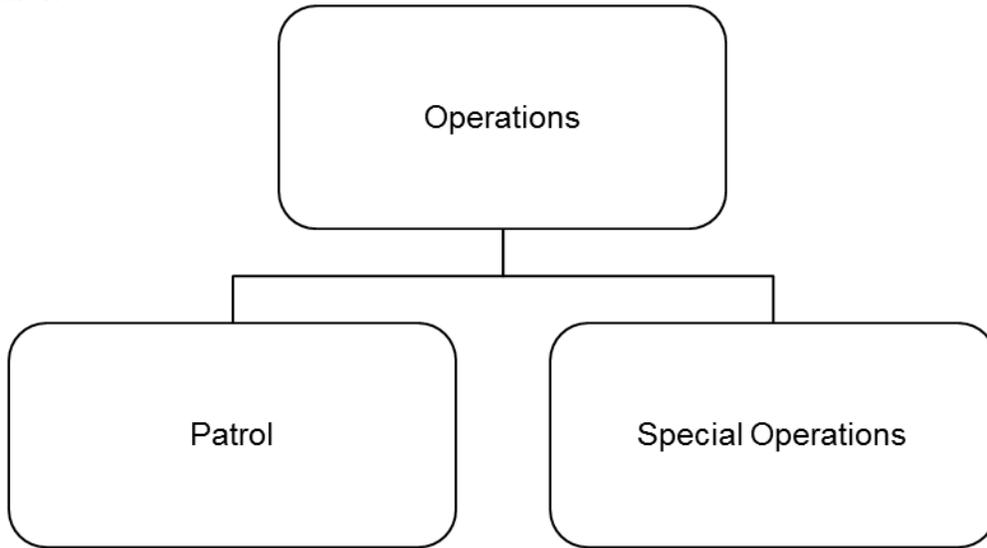
FULL TIME POSITIONS				Chief's Office	Professional Standards	Long Term Disability
Br.	Title	Budget 2014-15	Approved 2015-16			
98	Chief of Police	1	1	1		
197	Executive Deputy Chief	1	1	1		
97	Deputy Chief of Police	2	2	2		
96	Police Commander	0	2	2		
94	Police Lieutenant	3	2	1	1	
92	Police Sergeant	8	9	3	6	
191	Police Investigator	1	3	3		
90	Police Officer	2	8		1	7
21	Police Steno	0	2		2	
20	Police Steno	2	0			
18	Secretary to the Chief	1	1	1		
7	Clerk III with Typing	1	1	1		
EMPLOYEE YEARS						
Full Time		22.0	32.0	15.0	10.0	7.0
Overtime		0.2	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.5	0.5	0.5	0.0	0.0
Less: Vacancy Allowance		<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>
Total		21.7	31.8	14.7	10.1	7.0

POLICE DEPARTMENT
OPERATIONS

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



2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to develop intelligence led policing initiatives and dispute resolution strategies to reduce crime	Safer Neighborhoods	Ongoing
Continue to develop information sharing strategies such as dash-boarding for crime analysis	Safer Neighborhoods	Ongoing
Increase RPD's outreach into neighborhoods to increase collaboration and involvement in crime prevention	Safer Neighborhoods	Ongoing

POLICE DEPARTMENT
OPERATIONS

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	70,123,900	70,464,100	340,200
Employee Years	784.2	754.2	-30.0

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
2,210,900	129,600	4,300	0	100	-2,004,700	340,200

Major Change Highlights

Net of position transfers to other Bureaus within the Department	-1,656,100
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Net change in STOP DWI grant	-159,000
Allowance for unforeseen reorganization expenses	150,000
Reductions in supplies and services reflect actual need	-54,200
Funds are added for revised supervisory structure for reorganization	51,400
Reductions in facility expense reflect actual expense experience	-46,900
Costs increase for Red Light camera fine collections	45,000
Net change in Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program	-35,100
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-33,700
Net change in Bomb Squad grant	-23,400
Animal Society for Prevention of Cruelty to Animals grant ends	-22,700
NYS Community Policing grant ends	-20,000

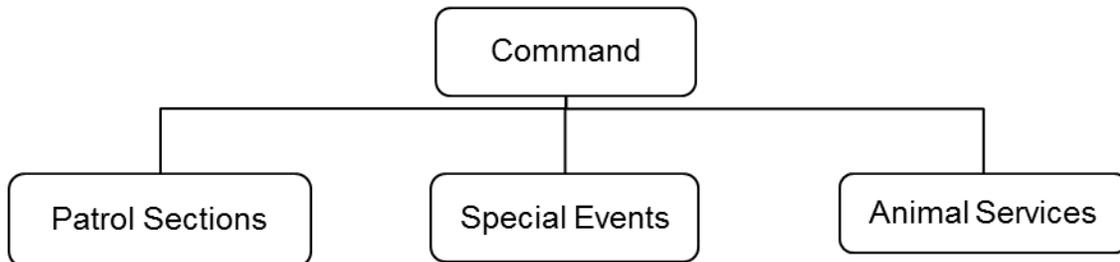
Program Change

The Operations – Investigations Division is renamed to the Operations – Special Operations Division to reflect the current table of organization. A new activity for the Crime Research Unit is created. The Crime Research Unit was formerly budgeted in the Special Investigation Section.

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	61,430,290	62,955,900	65,747,400	66,288,800
Materials & Supplies	510,054	533,200	596,900	570,900
Services	4,055,992	3,576,700	3,711,600	3,553,000
Other	<u>0</u>	<u>28,000</u>	<u>68,000</u>	<u>51,400</u>
Total	65,996,336	67,093,800	70,123,900	70,464,100
Appropriation by Activity				
Patrol	44,254,945	44,740,200	47,953,300	48,401,500
Special Operations	<u>21,741,391</u>	<u>22,353,600</u>	<u>22,170,600</u>	<u>22,062,600</u>
Total	65,996,336	67,093,800	70,123,900	70,464,100
Employee Years by Activity				
Patrol	555.9	540.0	569.5	544.9
Special Operations	<u>205.4</u>	<u>215.6</u>	<u>214.7</u>	<u>209.3</u>
Total	761.3	755.6	784.2	754.2

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
- Coordinates the police portion of the City's four Neighborhood and Business Development (NBD) Neighborhood Service Centers to address quality of life issues
- 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

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to develop intelligence led policing initiatives and dispute resolution strategies to reduce crime	Safer Neighborhoods	Ongoing
Increase RPD's outreach into neighborhoods to increase collaboration and involvement in crime prevention	Safer Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
INTERNAL OPERATIONS				
Patrol Sections:				
Calls for service (all units):				
• Priority I	182,443	189,351	191,282	184,063
• All other	<u>159,124</u>	<u>165,496</u>	<u>178,610</u>	<u>165,441</u>
• Total calls	341,567	354,847	369,892	349,504
Officer-initiated calls for service	77,992	76,563	77,384	72,963
Domestic Violence calls	32,855	34,216	32,548	33,952
Arrests:				
Adult Felony	2,011	1,971	2,245	2,010
Total Adult Arrests	14,787	14,133	15,045	14,669
Youth Felony (Under 18)	313	300	271	304
Total Youth Arrests (Under 18)	1,543	1,452	1,228	1,492
Juvenile Felony (Under 16)	165	155	195	157
Total Juvenile Arrests (Under 16)	584	527	468	540
% Juveniles Diverted	28.5	29.5	29.0	29.0
Field information forms completed	9,637	8,614	12,782	9,110
Adult Warrants served	4,616	4,459	5,798	4,587
Juvenile Warrants served	338	330	310	325
Crimes cleared (%):				
• Homicide	78.5	80.0	54.1	70.0
• Rape	42.1	35.0	55.6	38.5
• Robbery	27.2	22.5	33.6	25.0
• Aggravated Assault	55.0	53.0	64.8	55.0
• Burglary	10.5	9.8	10.2	10.0
• Larceny	14.7	12.9	16.6	13.8
• Motor Vehicle Theft	17.7	16.3	18.0	17.0
• Arson	9.3	4.7	16.1	7.4
Clearance rate for all crimes (Part I and II)	31.2	28.0	34.4	30.0
Animal Services:				
Service requests	15,042	14,000	15,500	14,000
Tickets issued	878	900	1,200	900

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

9-17

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Total Intakes to Shelter:				
• Surrender - Cats	1,296	900	1,200	900
• Surrender - Dogs	1,168	900	1,100	900
• Strays - Cats	1,123	1,100	1,400	1,100
• Strays – Dogs	1,595	1,600	1,800	1,600
Spayed/Neutered	2,243	2,458	2,604	2,650
Dog Licenses (Animal Services only)	1,139	1,198	N/A	1,200
CUSTOMER PERSPECTIVE				
Reported crimes:				
• Homicide	40	33	38	36
• Rape	95	105	86	100
• Robbery	763	755	781	770
• Aggravated Assault	<u>824</u>	<u>831</u>	<u>1,059</u>	<u>841</u>
Part I Crime - Violent	1,722	1,724	1,964	1,747
• Burglary	2,165	2,275	3,022	2,286
• Larceny	6,469	6,277	7,335	6,401
• Motor Vehicle Theft	<u>518</u>	<u>603</u>	<u>631</u>	<u>579</u>
Part I Crime – Property	9,152	9,155	10,988	9,266
Part II Crime	<u>15,016</u>	<u>13,069</u>	<u>18,450</u>	<u>12,897</u>
Total Reported Crime	25,890	23,948	31,402	23,910
Narcotics-related offenses	1,217	1,104	1,589	1,178
Weapon-related offenses	364	360	390	358
Shooting victims	217	180	200	198
Response time (minutes):				
Priority I average response time (call to arrival)	19.0	20.0	16.0	19.0
Priority I median response time	7.0	7.0	6.0	7.0
% of Priority I calls responded to in 5 minutes or less	43.5	41.0	47.5	46.0
% of Priority I calls responded to in 30 minutes or more	17.5	19.5	13.9	16.5
Priority II average response time in minutes (call to arrival)	46.1	49.0	41.3	43.5
Priority II median response time in minutes	17.0	18.0	14.0	16.0
% of Priority II calls responded to in 5 minutes or less	35.0	33.5	36.3	35.0
% of Priority II calls responded to in 30 minutes or more	39.6	41.0	36.6	37.5
Motor Vehicle Accidents - Total	8,996	8,660	8,603	8,772
Motor Vehicle Accidents with Injury	1,344	1,343	1,300	1,349

** – Not Available

N/A – Not Applicable

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	47,953,300	48,401,500	448,200
Employee Years	569.5	544.9	-24.6

**POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION**

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
1,540,600	13,200	2,200	0	0	-1,107,800	448,200

Major Change

Six sworn positions transfer from Operations to more accurately reflect budget impact of long term disabled personnel	-498,200
Two Police Commander positions transfer to the Chief's Office to reflect revised command structure	-256,600
Two Police Investigators transfer to the Chief's Office to reflect actual assignment	-188,300
Two Police Officers transfer to Administration to reflect actual assignment	-166,100
Allowance for unforeseen reorganization expenses	150,000
One Police Investigator transfers to Special Operations to reflect actual assignment	-94,100
Funds are added for revised supervisory structure for reorganization	51,400
Reductions in facility expense reflect actual expense experience	-46,900
Animal Society for Prevention of Cruelty to Animals grant ends	-22,700
NYS Community Policing grant ends	-20,000
Reductions in supplies and services reflect actual need	-16,300

Program Change

The Department has completed the initial phase of its reorganization. The two divisions, East and West, have been restructured into five sections.

The revised supervisory structure for the reorganization is detailed below. These changes occurred during 2014-15.

Title	Change
Police Commander	-1
Police Captain	+2
Police Lieutenant	-2
Police Sergeant	+6
Police Officer	-5
Total	0

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	42,755,161	43,856,000	46,930,900	47,455,400
Materials & Supplies	322,791	325,600	346,000	338,900
Services	1,176,993	558,600	676,400	607,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	44,254,945	44,740,200	47,953,300	48,401,500
Appropriation by Activity				
Command	242,734	274,300	1,007,700	651,200
Patrol Sections	41,150,537	43,145,600	44,959,800	45,762,300
Special Events	90,107	71,300	659,900	671,200
Security	1,592,082	0	0	0
Animal Services	<u>1,179,485</u>	<u>1,249,000</u>	<u>1,325,900</u>	<u>1,316,800</u>
Total	44,254,945	44,740,200	47,953,300	48,401,500
Employee Years by Activity				
Command	2.0	3.1	7.0	5.9
Patrol Sections	509.9	514.2	538.7	514.4
Special Events	2.3	2.3	2.0	2.0
Security	22.3	0.0	0.0	0.0
Animal Services	<u>19.4</u>	<u>20.4</u>	<u>21.8</u>	<u>22.6</u>
Total	555.9	540.0	569.5	544.9

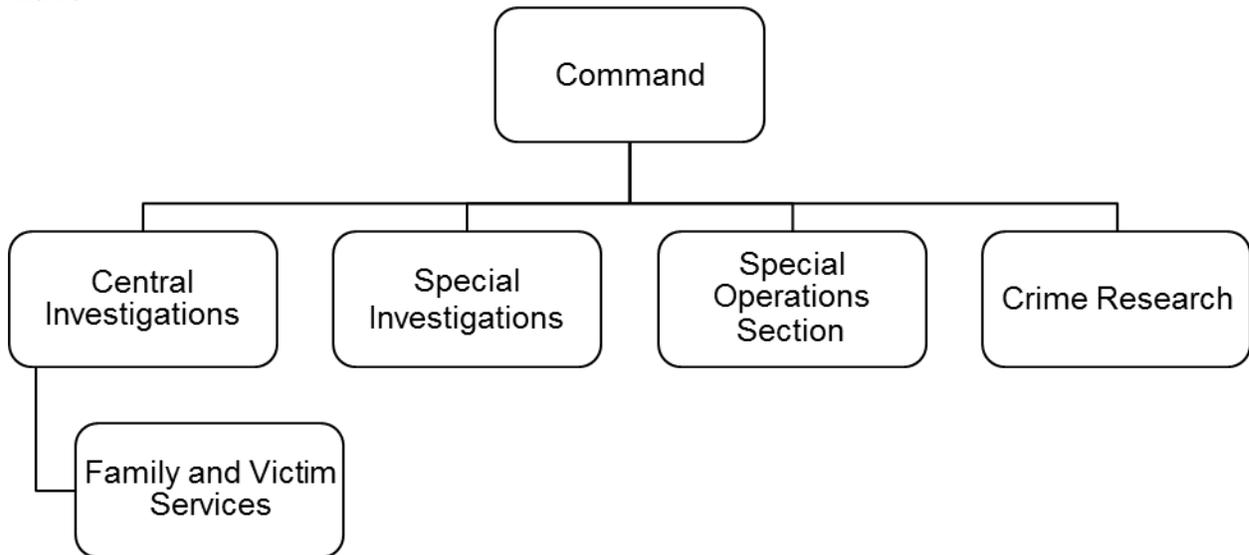
**POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
PERSONNEL**

FULL TIME POSITIONS				Command	Patrol Sections	Special Events	Animal Services
Br.	Title	Budget 2014-15	Approved 2015-16				
96	Police Commander	2	0				
95	Police Captain	7	8	3	5		
94	Police Lieutenant	24	22	1	20	1	
92	Police Sergeant	51	57		57		
191	Police Investigator	32	29		29		
90	Police Officer	397	384		383	1	
28	Director of Animal Services	1	1				1
26	Shelter Veterinarian	1	1				1
18	Supervisor of Animal Control	1	1				1
18	Animal Shelter Manager	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
10	Veterinary Technician	2	2				2
9	Clerk II	1	0				
7	Clerk III	0	1				1
7	Clerk III with Typing	2	2		2		
6	Animal Care Technician II	5	5				5
6	Receptionist Typist	1	1				1
EMPLOYEE YEARS							
Full Time		535.0	522.0	5.0	496.0	2.0	19.0
Overtime		17.6	18.4	0.9	17.4	0.0	0.1
Part Time, Temporary, Seasonal		18.5	5.5	0.0	2.0	0.0	3.5
Less: Vacancy Allowance		1.6	1.0	0.0	1.0	0.0	0.0
Total		569.5	544.9	5.9	514.4	2.0	22.6

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

Br.	Title	Budget 2014-15	Proposed 2015-16
94	Police Lieutenant	4	5
90	Police Officer	20	21
EMPLOYEE YEARS			
Full Time		24.0	26.0
Overtime		0.3	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.3	26.5

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 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 Victims Services

- ❑ Provides direct public services through the Family Crisis Intervention Team (FACIT), which assists patrol officers responding to reported family disputes, and the Victims Assistance Unit (VAU) which counsels crime victims and assists them in dealing with the justice system
- ❑ Unit costs are partially underwritten by grants

**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION**

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
 - Enforces vehicle and parking regulations
 - Coordinates the School Traffic Officer program
 - Conducts alcohol-related enforcement counter measures and proactive traffic direction and control throughout the city
 - Handles complaints or suggestions concerning traffic-engineering deficiencies and transmits related data to Traffic Control Board
- The Youth Services Unit
 - Develops and implements programs along with School Resource Officers (SROs) to prevent and control juvenile delinquency
 - Administers Department's youth initiatives and serves as a liaison to Family Court and other social agencies

Crime Research Unit

- Responsible for developing, collecting, collating, analyzing, and disseminating intelligence, crime and calls for service information
- 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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to develop information sharing strategies such as dash-boarding for crime analysis	Safer Neighborhoods	Ongoing

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

9-23

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
INTERNAL OPERATIONS				
Central Investigations:				
Investigations Conducted:				
• Homicides	45	34	41	38
• Other death	10	10	20	10
• Bank robbery	11	12	13	12
• Physical child abuse	21	19	19	22
• Sexual child abuse	226	250	250	245
• Arson	136	220	220	220
Missing persons cases handled	1,447	1,250	1,250	1,350
Licenses processed	10,398	10,500	10,500	10,650
Crime scenes processed	7,936	8,475	9,100	9,100
Registered sex offenders managed	1,800	1,800	2,000	1,100
SAFIS identifications	333	365	370	365
Family & Victims Services:				
FACIT responses	2,663	3,000	4,800	4,800
Victim assistance contacts	3,930	4,000	4,000	4,000
Special Investigations:				
Investigations conducted	319	309	305	309
Cases closed	265	272	260	272
Narcotics/Intelligence arrests	69	68	120	68
GRANET Arrests	69	80	80	80
Drugs seized:				
• Cocaine (kilograms)	19.01	24.93	17.0	17.0
• Heroin (grams)	2,987	2,321.4	2,500	2,500
• Marijuana (kilograms)	1002.7	968.63	790	790
Weapons seized	59	82	75	75
Vehicles seized	10	0	3	3
Cash seized (\$)	236,377	565,105	350,000	350,000
Special Operations Section:				
Truancy Transports	590	500	750	500
Truants Refusing Transport	718	720	N/A	720
Non-Truant Contacts	317	300	N/A	300
Crime Analysis:				
Bulletins produced	672	874	456	736
Patterns identified	55	58	70	59
Violent disputes identified	66	31	50	46

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	22,170,600	22,062,600	-108,000
Employee Years	214.7	209.3	-5.4

Change Detail

Salary & Wage	General	Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
670,300	116,400	2,100	0	100	-896,900	-108,000

Major Change

Four Police Officers transfer to Administration to reflect actual assignment	-332,100
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Net change in STOP DWI grant	-159,000
One vacant Police Commander position is reclassified to Police Captain and transfers to Administration	-120,100
One Police Sergeant transfers to Administration to reflect actual assignment	-94,700
One Police Investigator transfers from Patrol to reflect actual assignment	94,100
Cost increase for Red Light camera collections through the Scofflaw Program	45,000
Reductions in supplies and services reflect actual need	-37,900
Net change in Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program	-35,100
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-33,700
Net change in Bomb Squad grant	-23,400

Program Change

The Operations – Investigations Division is renamed to the Operations – Special Operations Division to reflect the current table of organization. A new activity for the Crime Research Unit is created. The Unit was formerly budgeted in the Special Investigation Section.

The Special Operations Section which was formerly budgeted in Operations – Patrol is now shown in Operations – Special Operations to reflect the current table of organization. Historical detail is revised to provide meaningful comparison.

Two Police Investigators are no longer assigned to the Office of Public Integrity. The positions will be assigned full time to the Special Operations Division to support homicide and drug enforcement investigations.

POLICE DEPARTMENT
 OPERATIONS – SPECIAL OPERATIONS DIVISION
 EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	18,675,129	19,099,900	18,816,500	18,833,400
Materials & Supplies	187,263	207,600	250,900	232,000
Services	2,878,999	3,018,100	3,035,200	2,945,800
Other	<u>0</u>	<u>28,000</u>	<u>68,000</u>	<u>51,400</u>
Total	21,741,391	22,353,600	22,170,600	22,062,600
Appropriation by Activity				
Command	276,359	383,000	180,600	823,800
Central Investigations	5,409,409	5,819,400	4,621,700	5,404,300
Family & Victim Services	734,117	702,200	820,600	805,900
Special Investigations	5,045,642	5,238,000	4,833,700	4,440,200
Special Operations Section	9,937,375	9,838,100	11,315,100	10,190,900
Crime Research	<u>338,489</u>	<u>372,900</u>	<u>398,900</u>	<u>397,500</u>
Total	21,741,391	22,353,600	22,170,600	22,062,600
Employee Years by Activity				
Command	3.1	7.0	2.1	8.0
Central Investigations	65.1	63.8	54.8	61.7
Family & Victim Services	14.0	14.8	14.2	14.2
Special Investigations	43.0	41.5	44.8	41.8
Special Operations Section	80.2	83.5	93.8	78.8
Crime Research	<u>0</u>	<u>5.0</u>	<u>5.0</u>	<u>4.8</u>
Total	205.4	215.6	214.7	209.3

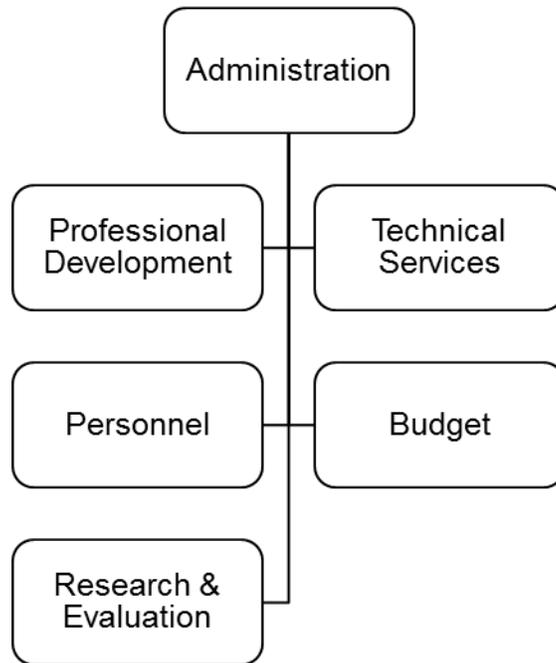
**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Command	Central Investigations	Family and Victim Services	Special Investigations	Special Operations Section	Crime Research
Br.	Title	Budget 2014-15	Approved 2015-16						
96	Police Commander	1	0						
95	Police Captain	3	3	2			1		
94	Police Lieutenant	5	6	3	1		2		
92	Police Sergeant	22	20	1	7		6	6	
191	Police Investigator	47	48	1	23		24		
90	Police Officer	90	86		14		4	68	
33	Director of Business Intelligence	1	1						1
27	Senior Crime Research Specialist	1	1						1
24	Crime Research Specialist	3	3						3
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	8		8				
14	Victim Assistance Counselor	4	4			4			
11	Secretary	1	1				1		
11	Senior Photo Lab Technician	2	2		2				
9	Clerk II	4	4	1	1		1	1	
7	Clerk III with Typing	4	4		3	1			
EMPLOYEE YEARS									
Full Time		202.0	197.0	8.0	59.0	11	39.0	75	5.0
Overtime		10.3	10.2	0.0	2.5	0.2	3.0	4.5	0.0
Part Time, Temporary, Seasonal		4.1	4.1	0.0	0.5	3.3	0.0	0.3	0.0
Less: Vacancy Allowance		<u>1.7</u>	<u>2.0</u>	<u>0.0</u>	<u>0.3</u>	<u>0.3</u>	<u>0.2</u>	<u>1.0</u>	<u>0.2</u>
Total		214.7	209.3	8.0	61.7	14.2	41.8	78.8	4.8

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
 - The Background and Recruitment Unit actively works with the Department of Human Resource Management to recruit new officers and conduct background research

- ❑ **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets. Red Light camera videos are reviewed by this unit and approved for notices of violation.
 - 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
 - Processes all incidents with regards to the Red Light camera program for the City of Rochester

POLICE DEPARTMENT
ADMINISTRATION

- 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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Recruit and hire 25 police officers for February recruit class	Safer Neighborhoods	Third Quarter
Continue to implement Phase 2 of the Records Management System and future phase planning in partnership with IT	Innovation and Efficiency	Ongoing
Continue the Department's involvement in the Document Management project	Innovation and Efficiency	Ongoing
Continue the Department's efforts in the City's payroll/personnel RFP project	Innovation and Efficiency	Ongoing
Implement the Department's Body Camera program	Safer Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	22,321	14,000	30,000	20,000
Vehicles disposed of:				
• Sold at auction	474	550	450	500
• Sold for salvage	0	0	5	0
Arrests resulting from surveillance camera footage	141	172	190	200
Research & Evaluation:				
Inspectional reports prepared	225	225	225	225
Grants administered	72	71	73	70
FINANCIAL/COST				
Average sale price (vehicles) (\$)	500	560	450	500
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	25	26	25	25
Applicants for Police Officer exam	2,293	2,830	2,000	2,000
New officers trained:				
• Academy	25	26	25	25
• Field Training	22	26	25	25

POLICE DEPARTMENT
ADMINISTRATION

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	15,559,900	15,440,900	-119,000
Employee Years	99.5	117.6	18.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
150,000	117,600	-72,900	0	0	-313,700	-119,000

Major Change

Six Police Officer positions transfer from Operations to reflect actual assignment	498,200
Gun Involved Violence Elimination (GIVE) grant ends	-413,500
Allocation for towing fees is reduced to reflect historical patterns	-165,100
One vacant Police Commander position is reclassified to Police Captain and transfers from Operations	120,100
Reductions in supplies and services reflect actual need	-114,500
Allocation for wearing apparel is reduced to reflect actual expenses	-95,700
One Police Sergeant transfers from Special Operations to reflect actual assignment	94,700
Net change in Smart Policing grant	-91,100
A Police Artist and clerical position are converted to part-time as efficiency measures	-50,800
Communications expense is reduced to reflect actual need	-43,900
Reductions in printing costs reflect actual expense need	-28,000
A vacant part-time Auto Aide is eliminated as an efficiency measure	-16,000
NYS Community Overdose Prevention (COP) grant ends	-4,800
NYS Child Passenger Safety grant ends	-3,300

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

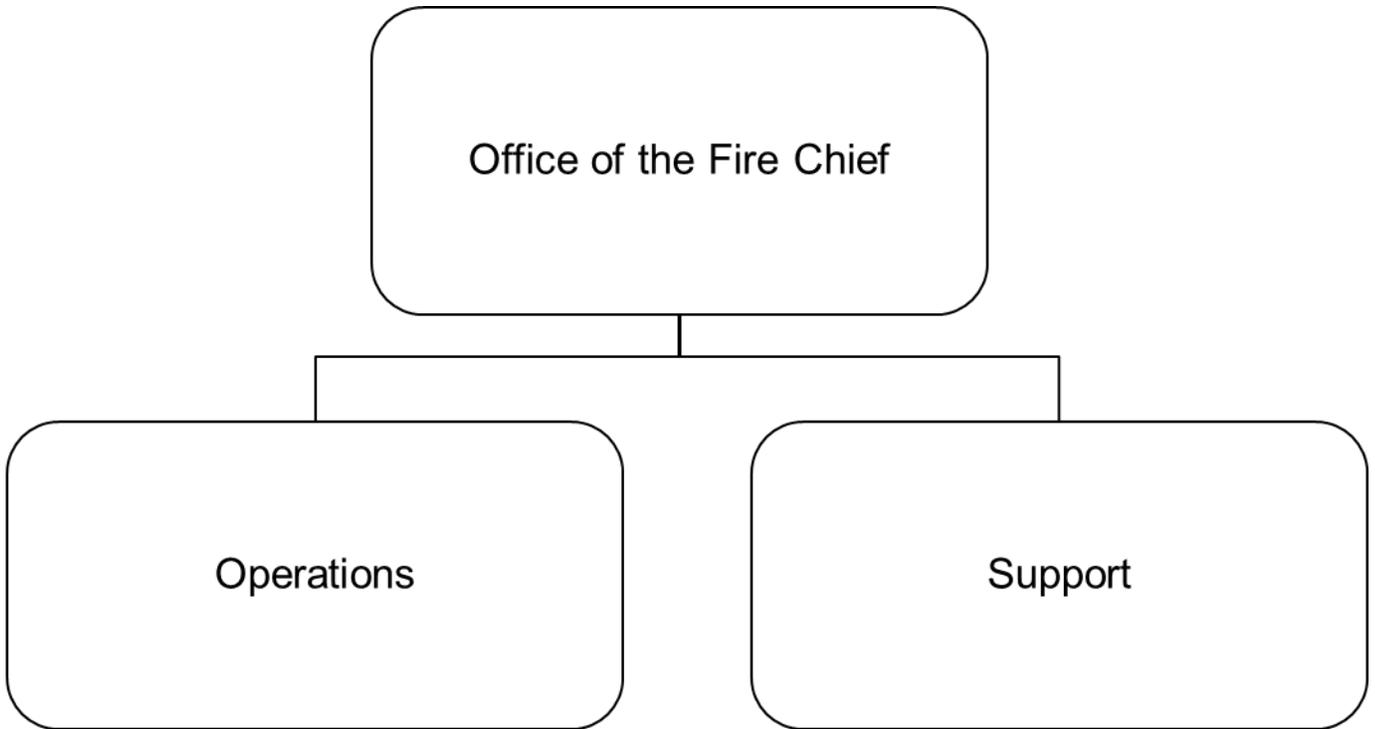
	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	9,074,821	9,017,300	7,446,900	7,772,600
Materials & Supplies	780,849	815,900	1,015,400	856,000
Services	5,889,622	5,836,700	7,080,800	6,804,300
Other	<u>0</u>	<u>12,000</u>	<u>16,800</u>	<u>8,000</u>
Total	15,745,292	15,681,900	15,559,900	15,440,900
Appropriation by Activity				
Professional Development	2,894,488	2,814,100	2,059,600	2,225,200
Technical Services	10,314,426	10,223,000	10,464,500	10,612,700
Personnel	860,372	981,900	973,000	1,073,500
Budget	644,153	743,100	892,700	729,300
Research & Evaluation	<u>1,031,853</u>	<u>919,800</u>	<u>1,170,100</u>	<u>800,200</u>
Total	15,745,292	15,681,900	15,559,900	15,440,900
Employee Years by Activity				
Professional Development	27.9	22.3	17.5	26.4
Technical Services	80.9	80.5	68.7	76.9
Personnel	3.6	3.4	3.5	3.5
Budget	2.9	2.9	2.9	2.9
Research & Evaluation	<u>9.3</u>	<u>9.2</u>	<u>6.9</u>	<u>7.9</u>
Total	124.6	118.3	99.5	117.6

POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

FULL TIME POSITIONS			Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2014-15					
95	Police Captain	1	2		1		1
94	Police Lieutenant	2	2	1	1		
92	Police Sergeant	8	9	3	5		1
90	Police Officer	16	22	7	13		2
26	Associate Administrative Analyst	1	1			1	
26	Information Services Analyst I	1	1				1
26	Manager of Police Property	1	1		1		
24	Grants Specialist	1	1				1
24	Police Program Grants Specialist	1	1				1
23	Personnel Management Supervisor	1	1			1	
18	Police Artist	1	0				
16	Administrative Assistant	1	1			1	
16	Fleet Maintenance Technician	1	1		1		
16	Senior Police Identification Technician	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		
11	Secretary	1	0				
10	Senior Account Clerk	1	1			1	
9	Clerk II	4	4		4		
9	Clerk II with Typing	4	4	1	2	1	
9	Lot Attendant	5	5		5		
9	Police Information Clerk	15	15		15		
9	Property Clerk	4	4		4		
7	Clerk III with Typing	6	6		5	1	
EMPLOYEE YEARS							
	Full Time	90.0	96.0	13.0	70.0	3.0	7.0
	Overtime	3.1	2.6	1.6	0.8	0.1	0.1
	Part Time, Temporary, Seasonal	12.3	24.9	12.0	11.4	0.5	1.0
	Less: Vacancy Allowance	<u>5.9</u>	<u>5.9</u>	<u>0.2</u>	<u>5.3</u>	<u>0.1</u>	<u>0.2</u>
	Total	99.5	117.6	26.4	76.9	3.5	7.9

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 converts the vacant Executive Deputy Chief position to Battalion Chief assigned to Planning and Research as part of the Fire Chief's reorganization. In addition to the duties described in the program change section, the Battalion Chief will be responsible for managing the Insurance Services Office (ISO) rating project and working with the County for the fire communications upgrade.

The proposed budget includes funding for a planned recruit class of 12 in January 2016. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel. A new firefighter entrance exam will be administered in 2015-16. The proposed budget includes funding for recruitment for the new exam.

A portion of the State Homeland Security Program Grant 2014 is complete. The remaining technical rescue training portion will be administered in 2015-16. Funding for trench rescue training from the Assistance to Firefighters Grant 2014 is included in the proposed budget.

Highlights of the Department's 2015-16 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Office of the Fire Chief:		
Collaborate with DHRM to develop a new Firefighter entrance exam; and recruitment	More Jobs	Second Quarter
Complete Insurance Services Office (ISO) rating project	Safer Neighborhoods	Second Quarter
Coordination of fire communications upgrade with County	Safer Neighborhoods	Ongoing
Operations:		
Implement incident command simulator	Safer Neighborhoods	First Quarter

Highlights	Priorities Supported	Projected Completion
-------------------	-----------------------------	-----------------------------

Support:

Align Chapter 54 of the City of Rochester Fire Prevention Code with 2015 New York State Fire And Building Code Update	Safer Neighborhoods	Fourth Quarter
---	---------------------	----------------

Year-To-Year Comparison

<u>Bureaus</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>	<u>Change</u>	Percent <u>Change</u>
Office of the Fire Chief	2,304,400	2,310,100	5,700	0.2%
Operations	41,772,000	42,759,000	987,000	2.4%
Support	<u>3,462,100</u>	<u>3,637,400</u>	<u>175,300</u>	5.1%
Total	47,538,500	48,706,500	1,168,000	2.5%
Employee Years	523.5	525.3	1.8	0.3%

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
1,430,600	23,300	-2,700	-237,800	0	-45,400	1,168,000

Major Change Highlights

Assistance to Firefighter Grant 2014 adds overtime for trench rescue training	93,200
Reduce budgeted size of firefighter recruit class from 16 to 12	-81,700
Overtime increases for recruitment for the new firefighter exam	72,100
Miscellaneous supplies and services decrease to reflect usage	-51,200
Utilities are reduced to correspond with actual experience	-50,000
Overtime is added for administration of physical agility component for January 2016 class	48,600
Increase apparatus tools and machine parts to reflect increase in repair costs	44,400
Medical expenses are reduced to correspond to actual experience	-43,300
Reduce cleaning and laundry to reflect usage	-27,500
Uniform allowance decreases to reflect actual experience	-23,000
A portion of the 2014 State Homeland Security Program grant is complete	-22,800
Increase maintenance and repair to reflect aging fleet and increase in repair costs	18,500
Wearing apparel decreases to reflect actual experience	-17,300
Vacant Executive Deputy Chief of Administration converts to Battalion Chief	-15,800
Funding is added for the college intern program	10,400

FIRE DEPARTMENT

Year	Office of the Chief & Support			Operations			Department		
	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>
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
2006-07	42	24	66	473	2	475	515	26	541
2005-06	45	25	70	475	2	477	520	27	547
2004-05	46	26	72	475	2	477	521	28	549

FIRE DEPARTMENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	42,834,701	42,972,300	43,798,300	45,117,900
Materials & Supplies	625,589	552,900	698,500	682,400
Services	2,552,594	2,555,500	3,019,300	2,904,000
Other	<u>5,507</u>	<u>19,500</u>	<u>22,400</u>	<u>2,200</u>
Total	46,018,391	46,100,200	47,538,500	48,706,500
Appropriation by Activity				
Office of the Fire Chief	2,901,925	2,309,000	2,304,400	2,310,100
Operations	39,858,239	40,221,300	41,772,000	42,759,000
Support	<u>3,258,227</u>	<u>3,569,900</u>	<u>3,462,100</u>	<u>3,637,400</u>
Total	46,018,391	46,100,200	47,538,500	48,706,500
Employee Years by Activity				
Office of the Fire Chief	32.8	24.9	21.9	22.0
Operations	457.0	453.0	461.6	463.3
Support	<u>40.9</u>	<u>41.5</u>	<u>40.0</u>	<u>40.0</u>
Total	530.7	519.4	523.5	525.3

**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
- Administrative oversight 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 enforcement administration and records management
- Grant administration and coordination
- 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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Collaborate with DHRM to develop a new Firefighter entrance exam; and recruitment	More Jobs	Second Quarter
Complete Insurance Services Office (ISO) rating project	Safer Neighborhoods	Second Quarter
Coordination of fire communications upgrade with County	Safer Neighborhoods	Ongoing

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,304,400	2,310,100	5,700
Employee Years	21.9	22.0	0.1

Change Detail

	<u>General</u>	<u>Vacancy</u>				
Salary & Wage						
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
49,400	7,100	-5,100	0	0	-45,700	5,700

Major Change

A portion of the 2014 State Homeland Security Program grant is complete	-22,800
Miscellaneous supplies and services decrease to reflect usage	-17,500
Vacant Executive Deputy Chief of Administration converts to Battalion Chief	-15,800
Funding is added for the college intern program	10,400

Program Change

The Office of the Fire Chief is reorganized to improve administrative and operational oversight. The Executive Deputy Chief of Operations was reclassified to Executive Deputy Chief. The vacant Executive Deputy Chief of Administration was converted to Battalion Chief in Planning & Research to assume responsibility for the design, development and implementation of multiple information systems required to operate and monitor emergency services responses, emergency response communications and alerting systems, fire safety code enforcement administration, and State/Federal emergency mandated reporting systems.

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,514,738	1,957,800	1,846,700	1,890,700
Materials & Supplies	65,596	29,800	63,100	55,400
Services	321,591	308,400	381,600	364,000
Other	<u>0</u>	<u>13,000</u>	<u>13,000</u>	<u>0</u>
Total	2,901,925	2,309,000	2,304,400	2,310,100
Appropriation by Activity				
Chief's Office	1,182,590	1,089,100	1,332,800	1,204,500
Planning and Research	476,602	440,800	475,900	601,600
Medical Case Management	<u>1,242,733</u>	<u>779,100</u>	<u>495,700</u>	<u>504,000</u>
Total	2,901,925	2,309,000	2,304,400	2,310,100
Employee Years by Activity				
Chief's Office	12.0	10.8	11.8	10.9
Planning and Research	4.2	4.1	4.1	5.1
Medical Case Management	<u>16.6</u>	<u>10.0</u>	<u>6.0</u>	<u>6.0</u>
Total	32.8	24.9	21.9	22.0

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

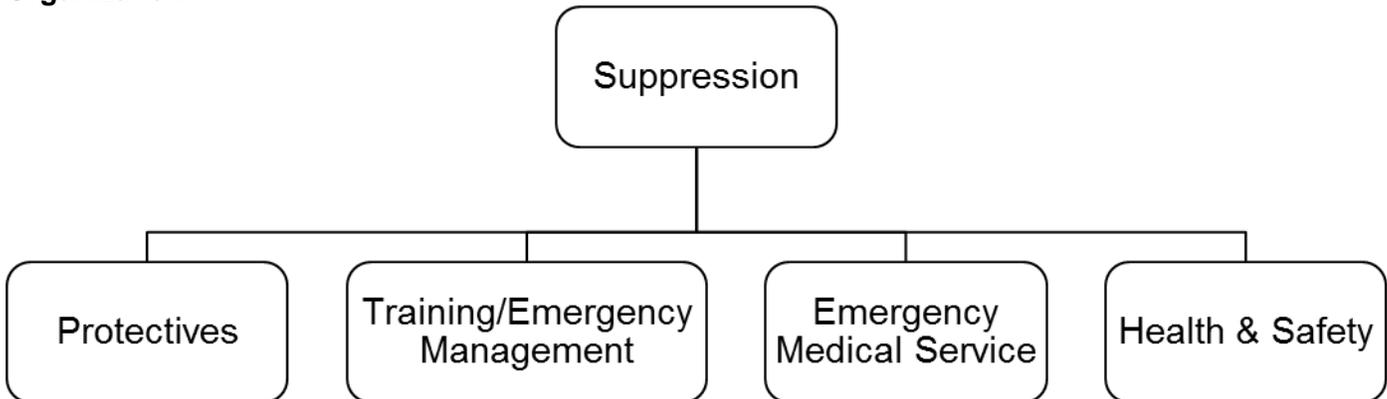
FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2014-15	Approved 2015-16			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	0	1	1		
87	Executive Deputy Fire Chief - Administration	1	0			
87	Executive Deputy Fire Chief - Operations	1	0			
85	Battalion Chief	0	1		1	
84	Fire Captain	3	3	2	1	
82	Fire Lieutenant	2	2			2
80	Firefighter	5	5		1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	1	1		
20	Administrative Analyst	0	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
16	Payroll Associate	1	0			
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		0.6	0.7	0.7	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		21.9	22.0	10.9	5.1	6.0

FIRE DEPARTMENT OPERATIONS

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
- Trains as Certified First Responders and Emergency Medical Technicians
- Conducts code enforcement inspections
- Attends community events as requested

Protectives

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

Training/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
- Through Special Operations, oversees six specialty teams: Hazardous Materials Response, Confined Space Rescue, High Rise, Water Rescue, Extrication, and Heavy Rescue
- Develops and maintains Metropolitan Medical Response System program
- 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

Emergency Medical Service

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

Health & Safety

- Ensures compliance with all Occupational and Safety Health Administration (OSHA) and other regulations
- Inspects facilities, apparatus, and equipment for compliance with Federal, State, and local safety regulations
- Provides oversight at the scene of emergency incidents
- Recommends changes in procedures to reduce the risk of injury to firefighting personnel
- Monitors work place health and safety requirements per National Fire Protection Association (NFPA) standards, including the following components: employee health and safety training, incident scene monitoring, maintenance and provision of protective equipment, investigation of improper practices, continuous improvement program for enhanced safety procedures and practices

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement incident command simulator	Safer Neighborhoods	First Quarter

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	73	460	503	90
Emergency Medical Technician (EMT) re-certifications	182	137	150	130
Health & Safety:				
Firefighter injury reviews	54	80	80	80
Incident responses by line safety officer-Car 99	1,143	1,300	1,300	1,300

CUSTOMER PERSPECTIVE

Suppression:				
Incidents:				
• Structure fire	645	690	750	700
• Outside fire	620	700	700	700
• Overpressure, rupture	796	750	800	800
• Rescue & EMS	16,846	18,000	19,000	18,000
• Hazardous condition	3,212	3,130	3,500	3,200
• Service call	2,325	2,250	2,500	2,500
• Good intent call	2,617	2,900	2,900	2,900
• False alarm & false call	3,968	4,200	4,500	4,200

FIRE DEPARTMENT OPERATIONS

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
• Severe weather	32	25	30	30
• Other	1,627	1,700	1,700	1,700
• Total incidents	32,688	34,345	36,380	34,730
Vacant structure fires	62	50	50	50
Unit responses by fire station and unit:				
• 272 Allen Street (Engine 13, Truck 10)	4,223	4,300	4,300	4,300
• 185 N. Chestnut St (Engine 17, Rescue 11)	3,889	4,100	4,200	4,100
• 1207 N. Clinton Ave (Engine 2)	2,969	3,100	3,000	3,100
• 1477 Dewey Ave (Engine 10, Truck 2)	3,605	3,900	3,800	3,900
• 1051 Emerson St (Engine 3)	1,619	1,600	1,600	1,600
• 57 Gardiner Ave (Truck 5)	2,174	2,200	2,300	2,200
• 873 Genesee St (Engine 7)	2,432	2,600	2,500	2,600
• 740 N Goodman St (Engine 9)	2,788	2,800	2,600	2,900
• 704 Hudson Ave (Engine 16, Truck 6)	4,505	4,900	5,000	5,000
• 4090 Lake Ave (Engine 19)	906	1,000	1,000	1,000
• 450 Lyell Ave (Engine 5)	2,917	3,000	2,900	3,000
• 315 Monroe Ave (Engine 1)	2,645	2,800	2,700	2,800
• 1281 South Ave (Engine 8, Truck 3)	1,501	1,500	1,500	1,500
• 977 University Ave (Truck 4)	1,505	1,600	1,600	1,600
• 160 Wisconsin St (Engine 12)	1,616	1,700	1,700	1,700
• 2695 West Henrietta Rd (W. Brighton Engine 8)	960	1,000	1,000	1,100
• Battalion 1	860	1,100	1,000	1,200
• Battalion 2	1,252	1,500	1,400	1,400
• Total responses	42,366	44,700	44,100	45,000
Smoke detector installation	1,196	1,200	1,200	1,200
CO detector installations	970	900	900	900

LEARNING & INNOVATION

Training/Emergency Management:

Recruits trained	32	13	16	12
Uniformed personnel training hours	98,062	96,310	95,000	97,000
Special Operations drills held	694	680	750	750

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	41,772,000	42,759,000	987,000
Employee Years	461.6	463.3	1.7

Change Detail

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
1,270,300	8,900	1,900	-237,800	0	-56,300		987,000

Major Change

Assistance to Firefighter Grant 2014 adds overtime for trench rescue training	93,200
Reduce budgeted size of firefighter recruit class from 16 to 12	-81,700
Overtime increases for recruitment for the new firefighter exam	72,100

FIRE DEPARTMENT
OPERATIONS

10-13

Utilities are reduced to correspond with actual experience	-50,000
Overtime is added for administration of physical agility component for January 2016 class	48,600
Medical expenses are reduced to correspond to actual experience	-43,300
Reduce cleaning and laundry to reflect usage	-27,500
Miscellaneous supplies and services decrease to reflect usage	-27,400
Uniform allowance decreases to reflect actual experience	-23,000
Wearing apparel decreases to reflect actual experience	-17,300

Program Change

A recruit class of 12 is planned for January 2016. CPR certifications are renewed every two years. Battalion district response areas have been changed to balance workload. Call response types have increased for Battalion Chiefs.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	37,350,770	37,782,900	38,849,000	40,013,700
Materials & Supplies	309,726	231,900	334,700	281,900
Services	2,192,236	2,200,000	2,578,900	2,461,200
Other	<u>5,507</u>	<u>6,500</u>	<u>9,400</u>	<u>2,200</u>
Total	39,858,239	40,221,300	41,772,000	42,759,000
Appropriation by Activity				
Suppression	36,996,770	37,703,800	39,385,400	40,358,900
Protectives	50,000	52,400	56,400	58,300
Training/Emergency Management	1,995,666	1,629,500	1,509,300	1,499,200
Emergency Medical Service	179,349	208,800	216,500	217,400
Health & Safety	<u>636,454</u>	<u>626,800</u>	<u>604,400</u>	<u>625,200</u>
Total	39,858,239	40,221,300	41,772,000	42,759,000
Employee Years by Activity				
Suppression	431.9	433.6	443.5	445.2
Training/Emergency Management	16.1	10.8	9.9	9.9
Emergency Medical Service	2.1	2.1	2.1	2.1
Health & Safety	<u>6.9</u>	<u>6.5</u>	<u>6.1</u>	<u>6.1</u>
Total	457.0	453.0	461.6	463.3

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

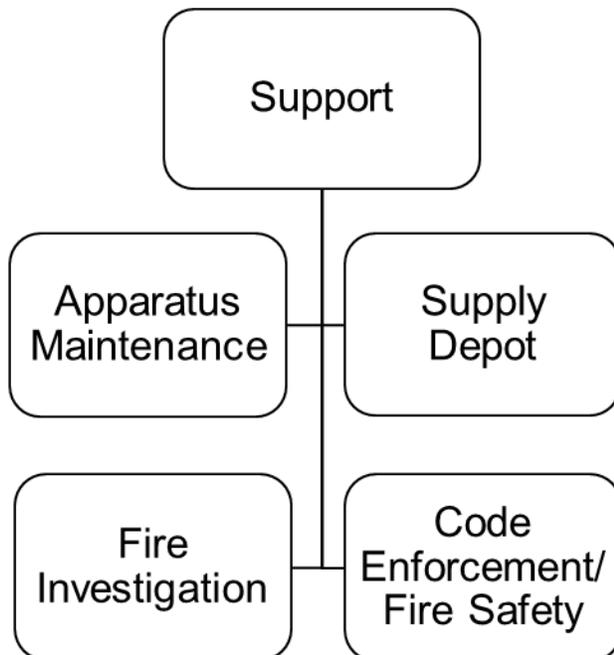
FULL TIME POSITIONS				Suppression	Training/ Emergency Management	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2014-15	Approved 2014-15				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	11	11	9	1		1
84	Fire Captain	35	35	28	2	1	4
82	Fire Lieutenant	66	66	64	2		
80	Firefighter	326	326	325		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		16.7	18.3	17.7	0.4	0.1	0.1
Part Time, Temporary, Seasonal		4.0	4.0	1.5	2.5	0.0	0.0
Less: Vacancy Allowance		<u>4.1</u>	<u>4.0</u>	<u>4.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		461.6	463.3	445.2	9.9	2.1	6.1

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 minor on-the-spot repairs

Fire Investigation

- Investigates all structure fires or other incidents including vehicle, trash, and false calls
- Surveys fire scenes to determine ignition sequence and fire development
- Conducts interviews with witnesses and victims
- Arson Task Force interrogates suspects and pursues criminal charges
- Fire Related Youth Program investigates juvenile fire-setter incidents
- Performs educational interventions with juveniles and primary caregivers

Code Enforcement/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 that will be used
- Maintains information file on structures that records inspections, permit issuance, fire prevention measures
- Conducts educational programs to develop public awareness of fire and fire safety

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Align Chapter 54 of the City of Rochester Fire Prevention Code with 2015 New York State Fire And Building Code Update	Safer Neighborhoods	Fourth Quarter

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
Apparatus Maintenance:				
Apparatus maintenance and repairs	2,600	2,300	3,500	2,300
Vehicle and small equipment repairs	1,781	N/A	2,000	N/A
Supply Depot:				
Breathing apparatus repair and testing	1,247	1,300	1,300	1,300
Turnout Gear repairs	4,873	4,500	5,000	5,000
Fire Investigation:				
Initial fire investigation responses	810	800	850	825
Arson or incendiary fires (adult & juvenile)	215	210	220	215
Fires with undetermined cause	59	40	50	50
Juvenile fire-setter incidents	91	80	115	100
Fire investigations closed	534	420	600	575
Juvenile contacts	204	190	220	200
Arrests:				
• Adult	59	90	75	75
• Juvenile	26	25	25	25
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	78	80	80	80
Code Enforcement:				
Permits issued	4,108	4,100	4,000	4,100
Property inspections conducted	9,850	9,200	8,500	9,200
Violations cited	1,775	1,700	1,700	1,700
Fire Safety complaints	171	150	150	150

FIRE DEPARTMENT SUPPORT

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Fire Safety:				
Community Risk Reduction presentations	122	300	400	300
Community Risk Reduction events	24	600	150	600

N/A – Not Applicable

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	3,462,100	3,637,400	175,300
Employee Years	40.0	40.0	0.0

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
110,900	7,300	500	0	0	56,600	175,300

Major Change

Increase apparatus tools and machine parts to reflect increase in repair costs	44,400
Increase maintenance and repair to reflect aging fleet and increase in repair costs	18,500
Miscellaneous supplies and services decrease to reflect usage	-6,300

Program Change

Red Alert apparatus maintenance tracking system was implemented in January 2014. Multiple repairs to equipment are now combined on one work order per piece of apparatus, lowering the number of reported repairs. Small equipment repairs are now being referred to a contract vendor. Vehicle repairs are tracked in Red Alert and are included in the apparatus repair performance indicator.

Community Outreach function is renamed Community Risk Reduction. The re-establishment of a programmed outreach function in 2014-15 has resulted in higher events than originally estimated.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

10-19

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,969,193	3,231,600	3,102,600	3,213,500
Materials & Supplies	250,267	291,200	300,700	345,100
Services	38,767	47,100	58,800	78,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,258,227	3,569,900	3,462,100	3,637,400
Appropriation by Activity				
Apparatus Maintenance	754,074	756,200	767,400	834,300
Supply Depot	346,654	425,800	396,700	412,700
Fire Investigation	1,077,415	1,095,200	1,013,300	1,056,900
Code Enforcement/Fire Safety	<u>1,080,084</u>	<u>1,292,700</u>	<u>1,284,700</u>	<u>1,333,500</u>
Total	3,258,227	3,569,900	3,462,100	3,637,400
Employee Years by Activity				
Apparatus Maintenance	8.8	8.5	8.5	8.5
Supply Depot	3.7	3.9	3.6	3.6
Fire Investigation	13.6	13.4	12.2	12.2
Code Enforcement/Fire Safety	<u>14.8</u>	<u>15.7</u>	<u>15.7</u>	<u>15.7</u>
Total	40.9	41.5	40.0	40.0

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

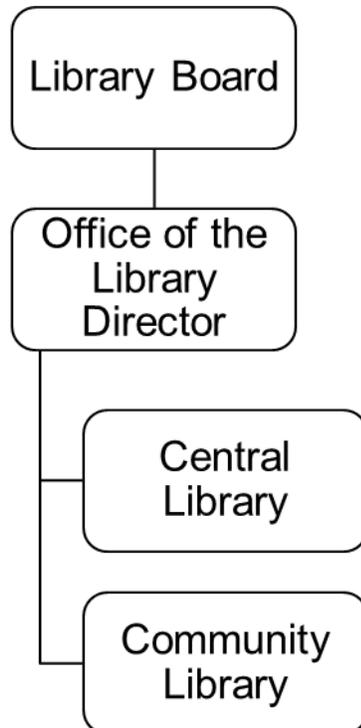
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2014-15	Approved 2015-16				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	3	3		1	1	1
80	Firefighter	20	20		2	9	9
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
27	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		3.0	3.0	0.5	0.1	1.2	1.2
Part Time, Temporary, Seasonal		1.0	1.0	0.0	0.5	0.0	0.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		40.0	40.0	8.5	3.6	12.2	15.7

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.
- ❑ Through a partnership of public and private resources, the Library assists the City and County in meeting the needs of the community by operating the central and branch libraries, conducting outreach programs and providing services to member libraries of the Monroe County Library System.
- ❑ In all its endeavors, the Library maintains and promotes the principles of intellectual freedom and equality of access.

Organization

The Library consists of the Central Library, which includes Monroe County Library System support services, and Community Services, which includes the branch libraries. In accordance with New York State Education Law, the Library is governed by an eleven-member Board of Trustees. The Mayor appoints trustees, with the approval of City Council, for five-year terms.



Vital Customers

- ❑ External: All users of library products, services, facilities; special populations; institutions/agencies/organizations; funding bodies; businesses; other libraries.

Critical Processes

- ❑ Our valued and culturally diverse staff provides convenient and reliable services and dynamic collections that anticipate the needs of our community.
- ❑ Our attractive and inviting facilities enable us to meet the specific library service needs of neighborhoods.
- ❑ We play a leadership role in facilitating independent learning in order to help people lead more productive and fulfilling lives.

Highlights of the Department's 2015-16 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Central:		
Complete design of second and third phase of Central Master Space Plan, Arts/Literature and Rundel restoration, and Teen Central	Better Educational Opportunities	First Quarter
Public rollout of interactive local history website and applications, <i>Rochestervoices.org</i> , highlighting Library collections and oral histories	Innovation and Efficiency Better Educational Opportunities	Second Quarter
Community:		
Continue evaluation and expansion of K-6 literacy and educational enrichment partnerships with the City School District	More Jobs Better Educational Opportunities	First Quarter
Expand early childhood enrichment programming, including <i>Raising A Reader</i> , utilizing AmeriCorps service members and staff	Better Educational Opportunities Innovation and Efficiency	Ongoing

Year-To-Year Comparison

Bureau	Budget	Budget	Change	Percent
	2014-15	2015-16		Change
Central Library	7,489,600	7,456,700	-32,900	-0.4%
Community Library	3,860,500	3,859,900	-600	0.0%
Total	11,350,100	11,316,600	-33,500	-0.3%
Employee Years	140.4	138.8	-1.6	-1.1%

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
201,500	9,100	-3,800	-1,600	0	-238,700	-33,500

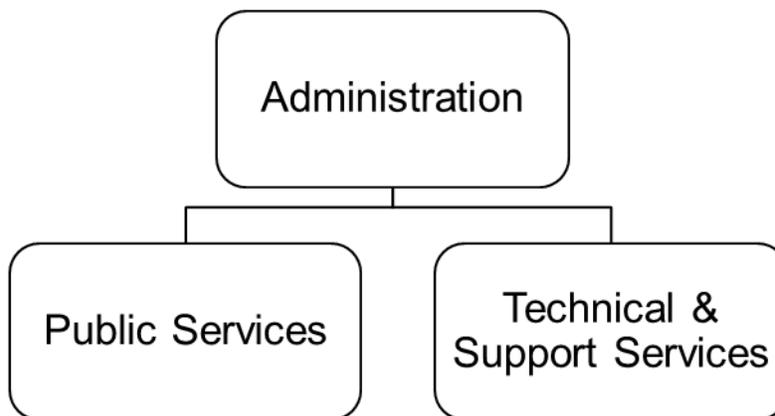
Major Change Highlights

Funding expense for telecommunications costs shift to Monroe County Library System in accordance with Federal E-Rate Program eligibility	-78,100
Reduce overtime and part-time wages associated with Central Library Sunday hours due to County Budget constraints	-64,400
A one-time budget increase for New York State Department of Education discretionary funds does not recur	-45,000
A part-time Youth Services Assistant is converted to full-time to facilitate branch reorganization	27,300
Reorganization of administrative and management positions results in reduced personnel allocation at the Central Library	-21,900
A New York State Department of State New Americans Grant does not recur	-21,800
Allotment for Library materials decreases due to budget constraints	-20,100
Funds decrease for collection agency services to reflect need	-20,000
Funds added to support Summer Literacy Initiative with additional seasonal staff and materials	18,200
Funds increase for Bausch and Lomb Display Maintenance	13,600
An administrative position is shared with Central as an efficiency measure	-11,800
Funds decrease in service costs to other governments due to expiration of Downtown Special Services	-8,100
Productivity improvements result in savings	-7,700
Professional services increase due to outsourcing of digitization services	6,500
Funds increase for miscellaneous service expenses for parking and content materials insurance	4,600
Professional fees increase to cover cost of per capita formula for Monroe County Library Services Agreement	3,500
Funds increased for cell phones supported by E-Rate	1,500

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	8,456,050	8,433,900	8,515,300	8,657,000
Materials & Supplies	755,186	767,800	767,800	740,000
Services	1,837,601	1,986,400	1,972,000	1,824,600
Other	<u>5,946</u>	<u>17,300</u>	<u>95,000</u>	<u>95,000</u>
Total	11,054,783	11,205,400	11,350,100	11,316,600
Appropriation by Activity				
Central Library	7,431,283	7,404,100	7,489,600	7,456,700
Community Library	<u>3,623,500</u>	<u>3,801,300</u>	<u>3,860,500</u>	<u>3,859,900</u>
Total	11,054,783	11,205,400	11,350,100	11,316,600
Employee Years by Activity				
Central Library	98.7	95.3	98.3	95.6
Community Library	<u>41.5</u>	<u>42.1</u>	<u>42.1</u>	<u>43.2</u>
Total	140.2	137.4	140.4	138.8

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, the City of Rochester, and the County of Monroe

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete design of second and third phase of Central Master Space Plan, Arts/Literature and Rundel restoration, and Teen Central	Better Educational Opportunities	First Quarter
Public rollout of interactive local history website and applications, <i>Rochestervoices.org</i> , highlighting Library collections and oral histories	Innovation and Efficiency Better Educational Opportunities	Second Quarter
Training of Division Managers under revised organizational structure; including planning for the final phase of the Master Space Plan, technology center	Better Educational Opportunities	Third Quarter
Complete construction of Master Space Plan phases two and three	Better Educational Opportunities	Fourth Quarter

Key Performance Indicators

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
CUSTOMER PERSPECTIVE				
Users:				
• Total Users	744,391	641,809	660,000	635,000
Reference Questions:				
• Total Reference Questions	181,680	174,637	190,000	180,000
Program Presented:				
• Total Programs	1,575	1,665	1,000	1,200
Program attendance:				

PUBLIC LIBRARY
CENTRAL LIBRARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
• Total Program Attendance	44,423	48,390	32,000	40,000

EFFICIENCY

Circulation per service hour:	225	219	233	240
Users per service hour	284	242	252	253
Reference assistance per service hour:	69	66	73	72
Internet sessions per service hour:	53	50	57	58

WORKLOAD

Internet Sessions:				
• Total Internet Sessions	138,296	132,551	150,000	145,000
Service hours:				
• Total Internet Sessions	2,624	2,649	2,615	2,505

RESULTS

Total circulation:				
• Total Circulation	591,456	580,000	610,000	600,000
• E-Book circulation (System-wide collection circulation)	290,681	365,000	220,000	355,000

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	7,489,600	7,456,700	-32,900
Employee Years	98.3	95.6	-2.7

Change Detail

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
82,500	6,200	-9,900	-700	0	-111,000		-32,900

Major Change

Reduce overtime and part-time wages associated with Central Library Sunday hours due to County Budget constraints	-64,400
Reorganization of administrative and management positions results in reduced personnel allocation at the Central Library	-21,900
Allotment for Library materials decreases due to budget constraints	-20,100
A one-time budget increase for New York State Department of Education Grant does not recur	-15,000
Funds increase for Bausch and Lomb Display Maintenance	13,600
Funds decrease in service costs for other governments due to expiration of Downtown Special Services	-8,100
Productivity improvements result in savings	-7,700
Professional services increase due to outsourcing of digitization services	6,500
Funds increase for miscellaneous service expenses for parking and content materials insurance	4,600
Funds increased for cell phones supported by E-Rate	1,500

Program Change

Central Library may eliminate Sunday hours beginning in the fall due to County funding constraints.

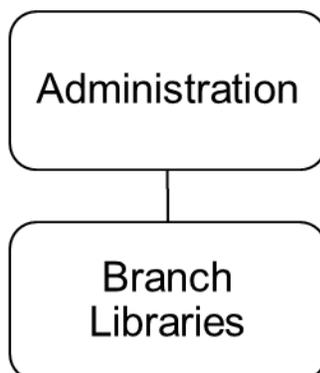
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	5,766,550	5,610,600	5,692,000	5,687,500
Materials & Supplies	689,986	704,600	704,600	676,300
Services	974,747	1,081,600	1,018,000	1,017,900
Other	<u>0</u>	<u>7,300</u>	<u>75,000</u>	<u>75,000</u>
Total	7,431,283	7,404,100	7,489,600	7,456,700
Appropriation by Activity				
Administration	2,256,353	2,171,700	2,230,900	2,225,800
Public Services	3,723,761	3,729,300	3,770,400	3,652,000
Technical & Support Services	<u>1,451,169</u>	<u>1,503,100</u>	<u>1,488,300</u>	<u>1,578,900</u>
Total	7,431,283	7,404,100	7,489,600	7,456,700
Employee Years by Activity				
Administration	25.9	22.4	24.4	24.6
Public Services	47.9	48.0	49.0	45.9
Technical & Support Services	<u>24.9</u>	<u>24.9</u>	<u>24.9</u>	<u>25.1</u>
Total	98.7	95.3	98.3	95.6

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2014-15	Approved 2015-16			
36	Library Director	1.0	1.0	1.0		
31	Assistant Library Director III	1.5	1.5		0.5	1.0
31	Manager of Library Finance	1.0	1.0	1.0		
28	Computer Operations Supervisor	1.0	1.0			1.0
27	Manager of Library Administration	1.0	0.0			
24	Children's Services Consultant	1.0	1.0		1.0	
24	Historical Services Consultant	1.0	1.0		1.0	
24	Librarian IV	3.3	2.3		1.3	1.0
24	Senior Administrative Analyst	1.0	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	Human Resource Consultant II / Bilingual	0.0	1.0	1.0		
21	Library Automation Specialist	3.0	3.0			3.0
21	Senior Graphic Designer	1.0	1.0	1.0		
20	Circulation Supervisor	1.0	1.0		1.0	
20	Librarian II	10.0	10.0		9.0	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	0.3	0.5		0.5	
18	Historical Researcher	1.0	1.0		1.0	
18	Librarian I	14.0	14.0		12.0	2.0
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	1.0	1.0			1.0
16	Supervising Security Guard	1.0	1.0	1.0		
14	Graphic Assistant	1.0	1.0	1.0		
14	Junior Accountant	1.0	1.0	1.0		
14	Library Assistant	1.0	1.0		1.0	
13	Administrative Secretary	1.5	1.5	1.0	0.5	
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0		
11	Assistant to Circulation Supervisor	1.0	1.0		1.0	
11	Building Maintenance Foreman	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	3.0	1.0	1.0	1.0
7	Maintenance Worker - Library	2.0	2.0	2.0		
3	Materials Processor	1.0	1.0			1.0
2	Senior Library Page	5.0	4.0	1.0	2.0	1.0
1	Cleaner	3.0	2.0	2.0		
52	Security Guard	3.0	3.0	3.0		
EMPLOYEE YEARS						
Full Time		78.6	76.8	22.0	33.8	21.0
Overtime		1.7	0.8	0.3	0.1	0.4
Part Time, Temporary, Seasonal		20.4	20.4	2.6	13.6	4.2
Less: Vacancy Allowance		<u>2.4</u>	<u>2.4</u>	<u>0.3</u>	<u>1.6</u>	<u>0.5</u>
Total		98.3	95.6	24.6	45.9	25.1

Organization



Critical Processes

- Acquire materials, schedules and deploy personnel to branch libraries
- Maintain and repair branch libraries
- Provide convenient access to library services through:
 - Loans of printed materials, audio 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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue evaluation and expansion of K-6 literacy and educational enrichment partnerships with the City School District	More Jobs Better Educational Opportunities	First Quarter
Expand early childhood enrichment programming, including <i>Raising A Reader</i> , utilizing AmeriCorps service members and staff	Better Educational Opportunities Safer Neighborhoods	Second Quarter
Develop and deploy branch outreach services targeted to neighborhoods and schools, including staff engagement in Rochester Families Read	Safer Neighborhoods Better Educational Opportunities	Third Quarter
Connect Federal, State and local anti-poverty initiatives to progress in areas of computer and financial literacy, family literacy, and services to new Americans, increasing library access to services	Better Educational Opportunities Innovation and Efficiency	Ongoing

PUBLIC LIBRARY
COMMUNITY LIBRARY

11-11

Key Performance Indicators	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
CUSTOMER PERSPECTIVE				
Arnett				
Internet sessions	33,226	32,638	34,000	34,200
Reference assistance per service hour	9	14	10	11
Average attendance per program	38	47	40	44
Circulation per service hour	29	30	34	31
Program attendance	16,867	22,913	12,000	20,000
Library materials circulated	58,353	60,272	68,000	62,000
Door count	110,251	113,868	105,000	116,000
Library card registrations	666	640	900	700
Charlotte				
Internet sessions	11,779	12,238	11,000	11,500
Reference assistance per service hour	8	8	9	8
Average attendance per program	29	32	32	32
Circulation per service hour	50	48	55	47
Program attendance	14,511	14,231	12,000	14,200
Library materials circulated	99,332	96,123	110,000	95,000
Door count	87,540	86,589	91,000	86,000
Library card registrations	355	345	550	400
Highland				
Internet sessions	10,146	9,871	11,500	7,125
Reference assistance per service hour	3	3	4	3
Average attendance per program	25	21	33	20
Circulation per service hour	37	35	51	34
Program attendance	10,921	10,854	10,000	8,000
Library materials circulated	67,704	63,575	76,000	51,225
Door count	68,988	68,453	58,000	51,000
Library card registrations	227	192	280	158
Lincoln				
Internet sessions	31,424	30,590	33,000	32,000
Reference assistance per service hour	5	6	6	5
Average attendance per program	21	20	30	20
Circulation per service hour	33	36	31	33
Program attendance	16,889	18,954	21,000	19,000
Library materials circulated	65,521	72,118	62,000	67,500
Door count	126,413	125,555	128,000	130,000
Library card registrations	974	1,030	1,100	1,000
Lyell				
Internet sessions	22,277	19,519	25,000	20,000
Reference assistance per service hour	9	9	9	10
Average attendance per program	23	17	25	19
Circulation per service hour	41	39	46	42
Program attendance	8,210	7,477	10,500	8,500
Library materials circulated	74,328	70,491	82,000	76,000
Door count	86,180	83,762	94,000	90,000
Library card registrations	496	519	650	600

PUBLIC LIBRARY
COMMUNITY LIBRARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Maplewood				
Internet sessions	40,523	38,561	41,000	38,000
Reference assistance per service hour	9	9	10	9
Average attendance per program	37	39	56	30
Circulation per service hour	39	39	43	38
Program attendance	32,128	30,634	39,000	30,000
Library materials circulated	78,005	78,233	85,000	76,000
Door count	230,251	193,924	252,000	220,000
Library card registrations	683	686	1,000	650
Monroe				
Internet sessions	14,756	12,664	18,000	13,500
Reference assistance per service hour	5	5	5	5
Average attendance per program	14	12	13	11
Circulation per service hour	50	44	55	45
Program attendance	3,212	3,436	2,800	3,200
Library materials circulated	100,673	87,616	115,000	90,000
Door count	80,674	73,062	88,000	72,000
Library card registrations	406	363	600	370
Sully				
Internet sessions	26,937	26,196	22,000	25,000
Reference assistance per service hour	7	8	5	7
Average attendance per program	35	35	57	39
Circulation per service hour	27	33	25	31
Program attendance	21,893	23,976	25,500	25,500
Library materials circulated	54,869	66,601	50,000	63,000
Door count	127,612	127,171	128,000	135,000
Library card registrations	644	784	700	750
Wheatley				
Internet sessions	29,955	26,941	39,000	27,000
Reference assistance per service hour	8	8	11	8
Average attendance per program	40	51	58	55
Circulation per service hour	18	18	19	19
Program attendance	11,062	16,941	11,500	16,500
Library materials circulated	36,319	36,142	40,000	38,000
Door count	89,166	91,624	90,000	92,000
Library card registrations	434	403	600	425
Winton				
Internet sessions	14,511	14,556	15,000	14,900
Reference assistance per service hour	6	6	6	6
Average attendance per program	14	13	16	14
Circulation per service hour	68	59	78	60
Program attendance	2,762	2,139	3,500	2,600
Library materials circulated	136,410	117,145	155,000	120,000
Door count	97,255	79,235	120,000	90,000
Library card registrations	479	434	700	430

PUBLIC LIBRARY
COMMUNITY LIBRARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Total All Branches				
Internet sessions	235,534	223,774	249,500	223,225
Reference assistance per service hour	70	71	73	75
Average attendance per program	29	29	38	29
Circulation per service hour	420	421	423	380
Program attendance	138,455	151,555	147,800	147,500
Library materials circulated	771,514	748,316	843,000	738,725
Door count	1,104,330	1,043,243	1,154,000	1,082,000
Library card registrations	5,364	5,396	7,080	5,483

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	3,860,500	3,859,900	-600
Employee Years	42.1	43.2	1.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	Miscellaneous	Major Change	<u>Total</u>
119,000	2,900	6,100	-900	0	-127,700	-600

Major Change

Funding expense for telecommunications costs shift to Monroe County Library System in accordance with Federal E-Rate Program eligibility	-78,100
A one-time budget increase for New York State Department of Education discretionary funds does not recur	-45,000
A part-time Youth Services Assistant is converted to full-time to facilitate branch reorganization	27,300
A New York State Department of State New Americans Grant does not recur	-21,800
Funds decrease for collection agency services to reflect need	-20,000
Funds are added to support Summer Literacy Initiative with additional seasonal staff and materials	18,200
An administrative position is shared with Central as an efficiency measure	-11,800
Professional fees increase to cover cost of per capita formula for Monroe County Library Services Agreement	3,500

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,689,500	2,823,300	2,823,300	2,969,500
Materials & Supplies	65,200	63,200	63,200	63,700
Services	862,854	904,800	954,000	806,700
Other	<u>5,946</u>	<u>10,000</u>	<u>20,000</u>	<u>20,000</u>
Total	3,623,500	3,801,300	3,860,500	3,859,900
Appropriation by Activity				
Administration	835,400	1,100,800	1,101,000	1,063,400
Branch Libraries	<u>2,788,100</u>	<u>2,700,500</u>	<u>2,759,500</u>	<u>2,796,500</u>
Total	3,623,500	3,801,300	3,860,500	3,859,900
Employee Years by Activity				
Administration	2.7	4.3	4.3	7.0
Branch Libraries	<u>38.8</u>	<u>37.8</u>	<u>37.8</u>	<u>36.2</u>
Total	41.5	42.1	42.1	43.2

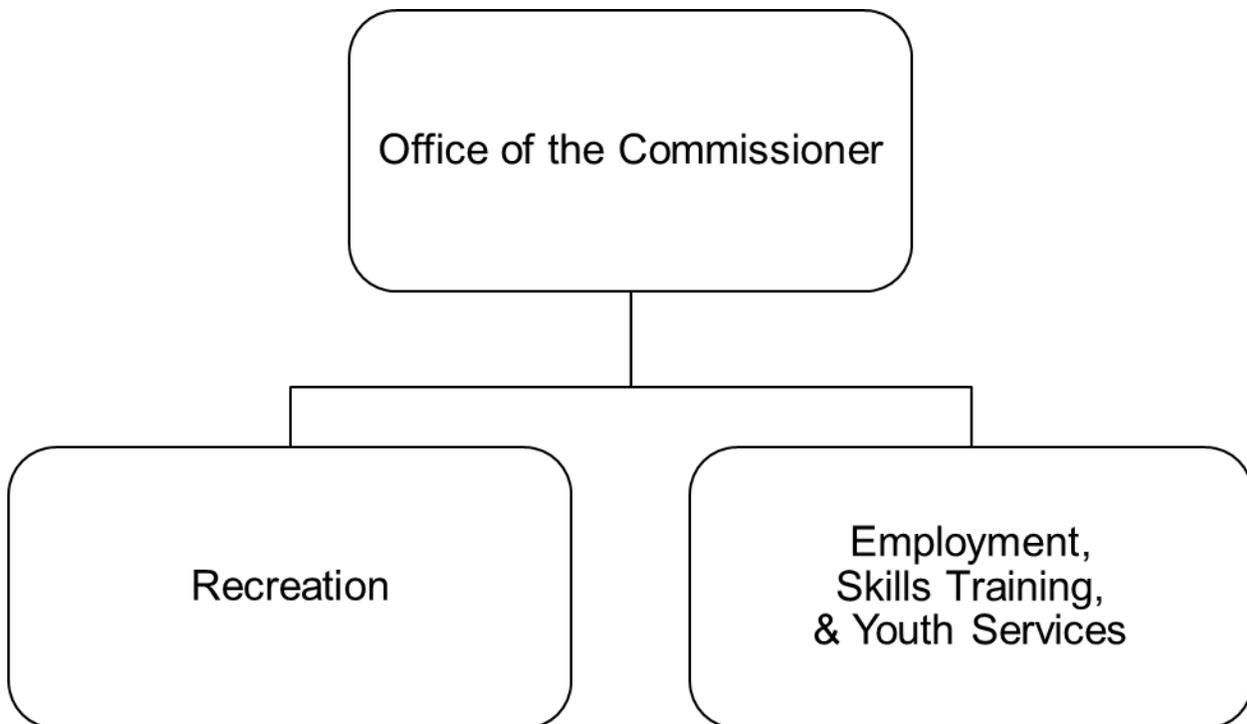
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2014-15	Approved 2015-16		
31	Assistant Library Director III	0.5	0.5	0.5	
26	Library Area Coordinator	2.0	2.0	2.0	
26	Youth Services Manager	1.0	1.0	1.0	
24	Librarian IV	0.7	0.7	0.7	
20	Librarian II	10.0	10.0		10.0
20	Youth Services Coordinator	0.7	0.5	0.5	
18	Librarian I	2.0	2.0		2.0
18	Librarian I/Bilingual	1.0	1.0		1.0
13	Administrative Secretary	0.5	0.5	0.5	
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0	
7	Youth Services Assistant	0.0	1.0		1.0
EMPLOYEE YEARS					
	Full Time	19.4	20.2	6.2	14.0
	Overtime	0.3	0.3	0.0	0.3
	Part Time, Temporary, Seasonal	22.8	23.1	0.9	22.2
	Less: Vacancy Allowance	<u>0.4</u>	<u>0.4</u>	<u>0.1</u>	<u>0.3</u>
	Total	42.1	43.2	7.0	36.2

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

The department will provide oversight on several capital improvement projects, including general rehabilitation projects at R-Centers, play apparatus renovations and the installation of a kitchen exhaust hood.

Construction will begin on Phase 1 of the Public Market Improvement Plan. This investment will provide significant modernization upgrades to the Market, including a new wintershed. Due to project construction, the occupancy rate of the wintershed is expected to decrease from 100% to 90%.

The department will collaborate with the Rochester City School District to implement a summer literacy program to be deployed at various R-Centers throughout the City.

Several grants show partial funding as they complete their final grant cycle year. Following the mid-year conclusion of the grants, personnel expenses for the full-time and some part-time positions become City funded.

Benchmarks for Success

The success of the department's reorganization will be measured against the following objectives:

- Reduce conflict incidents at R-Centers while increasing preventive violence outreach cases.
- Increase enrollment in life skills and job training programs and increase success rate.
- Increase ties to the business community to provide more employment opportunities.
- Increase attendance at R-Centers.
- Increase participation in recreation programming.
- Increase structured programming at R-Centers, including STEM, literacy, and health-focused activities.
- Increase community-wide second party use of recreation facilities.

Glossary of Acronyms

<u>Acronym</u>	<u>Description</u>
CAPP	Comprehensive Adolescent Pregnancy Prevention
DREAM BIG ²	Believe in Guys and Girls
GED	General Equivalency Diploma
OYOVP	Office of Youth Outreach and Violence Prevention
OTR	Operation Transformation Rochester
PLTI	Parent Leadership Training Institute
PRIME	Providing Realistic Incentives to Maintain Employment
PTP	Pathways to Peace
RASA	Rochester After School Academy
RCSD	Rochester City School District
RYVP	Rochester Youth Violence Partnerships
SOOP	Summer of Opportunity Program
TASC	Test Assessing Secondary Completion
TPP	Teenage Pregnancy Prevention
YET	Youth Employment Training
YTA	Youth Training Academy

Highlights of the Department's 2015-16 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Commissioner's Office:		
Implementation of key findings from the external evaluation of the Office of Youth Outreach and Violence Prevention	Safer Neighborhoods	Ongoing
Begin and oversee construction on Phase 1 of Public Market improvements	Safer Neighborhoods; More Jobs	Ongoing
Recreation:		
Collaborate with RCSD to implement a summer literacy program at R-Centers	Better Educational Opportunities	First Quarter
Restructure management practices, programming, and communications strategy to reflect recommendations from the external evaluation of Recreation programs and services	Safe Neighborhoods	Second Quarter
Develop a facilities improvement plan to outline immediate and short- and long-term goals based on Recreation mission and vision	Safe Neighborhoods	Fourth Quarter
BEST & YS:		
Establish private sector workforce development partnerships to expand Operation Transformation Rochester program	More Jobs	Ongoing

Year-To-Year Comparison

Bureau	Budget	Budget	Change	Percent
	2014-15	2015-16		Change
Office of the Commissioner	2,105,500	2,106,300	800	0.0%
Recreation	7,359,700	7,407,200	47,500	0.6%
BEST & YS	1,942,900	1,810,800	-132,100	-6.8%
Total	11,408,100	11,324,300	-83,800	-0.7%

Change Detail

Salary & Wage	General		Vacancy	Miscellaneous		Major Change	Total
Adjustment	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	Major Change	Total
168,300	60,300	-50,100	0	6,300	-268,600	-268,600	-83,800

Major Change Highlights

Partial year funding for HEART grant	-112,000
Two full-time recreation positions are added	98,400
Partial year funding for HEALTH grant	-93,700

CDBG funding for ten year-round youth workers and Citizen U does not recur	-85,600
Funding for summer literacy program with RCSD, including 30 literacy aides, is added	78,900
Partial year funding for Teenage Pregnancy Prevention grant	-75,600
Additional CDBG funds brought on budget to fund Summer of Opportunity Program youth wages	64,000
Communications Assistant position transfers to the Bureau of Communications	-46,900
Youth Bureau funding adjusted to reflect revenue allocation	-45,700

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

12-5

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	7,009,554	7,051,700	7,141,700	7,288,900
Materials & Supplies	360,369	279,000	300,700	336,700
Services	3,659,299	3,560,900	3,861,300	3,673,900
Other	<u>0</u>	<u>0</u>	<u>104,400</u>	<u>24,800</u>
Total	11,029,222	10,891,600	11,408,100	11,324,300
Appropriation by Activity				
Office of the Commissioner	439,068	1,931,700	2,105,500	2,106,300
Recreation	8,262,149	7,250,000	7,359,700	7,407,200
BEST & YS	0	1,709,900	1,942,900	1,810,800
Employment Opportunities	1,259,428	0	0	0
Youth Services	<u>1,068,577</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	11,029,222	10,891,600	11,408,100	11,324,300
Employee Years by Activity				
Office of the Commissioner	5.5	20.0	22.2	22.1
Recreation	172.5	154.1	156.6	156.7
BEST & YS	0	20.4	23.4	22.7
Employment Opportunities	12.8	0	0	0
Youth Services	<u>12.9</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	203.7	194.5	202.2	201.5

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

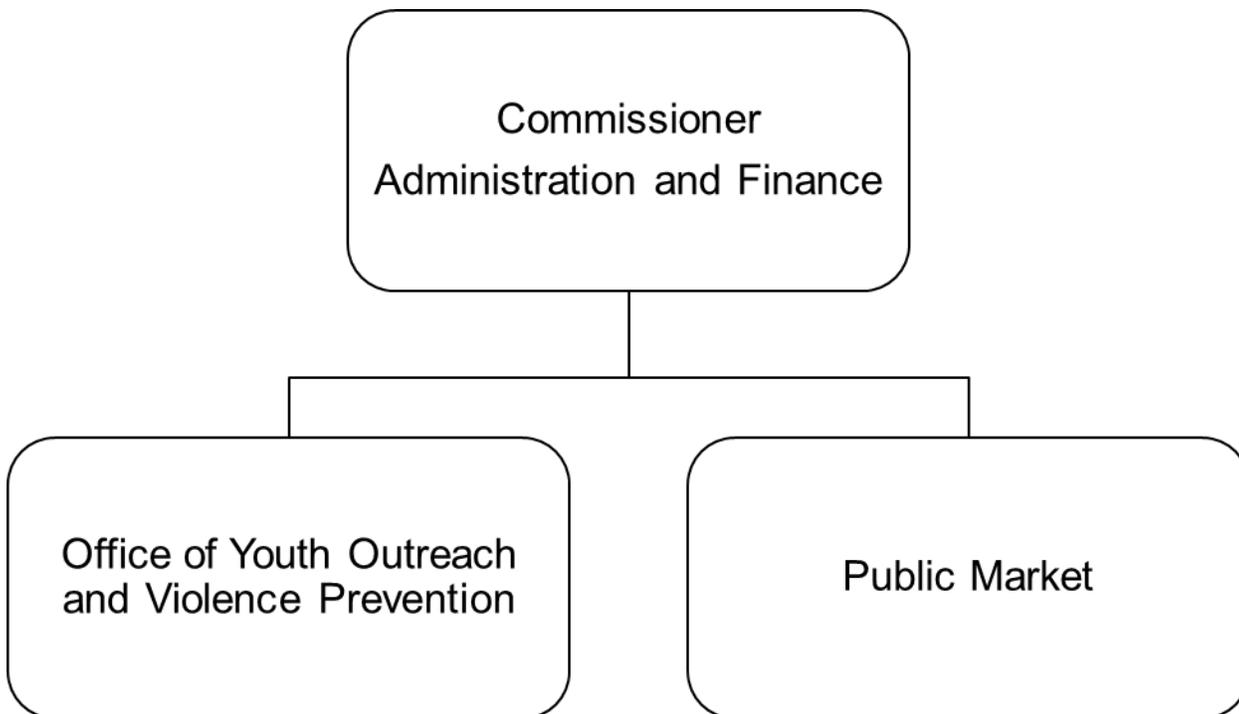
Mission Statement

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
- The 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
- Maintain fiscal operations and payroll matters
- Manage the Department's City Council submission process

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

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Institute pilot program for offsite parking and shuttle from East End Garage for Public Market patrons on Saturdays	Safer neighborhoods	Second Quarter
Implement organic waste composting pilot program at the Public Market	Innovation and Efficiency	Second Quarter
Reissue request for proposals for public and/or private development at the Public Market lot site	Safer neighborhoods	Fourth Quarter
Implement key findings of external evaluation of the Office of Youth Outreach and Violence Prevention, including Pathways to Peace	Safer neighborhoods	Ongoing
Begin and oversee construction on Phase 1 of the Public Market Improvement Plan	More Jobs; Safer neighborhoods	Ongoing

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

Key Performance Indicators

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
Public Market				
Market days held	156	156	156	156
Special event days	44	52	52	54
Occupancy Rate (%):				
• Shed A	100	100	100	100
• Shed C	100	100	100	100
• Winter Shed	100	100	100	90
Public market fees revenue (\$)	779,121	750,000	700,000	725,000
Office of Youth Outreach and Violence Prevention: Pathways to Peace (PTP)				
New Client Intake	69	N/A	N/A	N/A
Youth referred to PTP who are linked to other services	243	N/A	N/A	N/A
Youth who recidivate	8	N/A	N/A	N/A
Youth discharged	38	N/A	N/A	N/A
Interventions – gang related	N/A	568	3,120	N/A
Interventions – not gang related	N/A	406	1,560	N/A
Outreach contacts	N/A	5,250	3,500	N/A
Outreach contacts – crisis	N/A	1,100	2,500	N/A
Youth conflict incidents mediated	235	342	250	N/A
Rochester and Youth Violence Partnership (RYVP) contacts	N/A	45	45	N/A
Assessment and Intervention				
Referrals made to PTP services	175	454	250	500
Referrals assessed	N/A	N/A	N/A	500
Of referrals to PTP, number eligible for PTP crisis response interventions	N/A	N/A	N/A	100
Of eligible, number successfully engaged in services	80	195	90	75
Recidivism – client returned to hospital for penetrating injury within 1 year of initial injury	N/A	1	5	5
Recidivism – client arrested for a violent offense	N/A	1	15	5
Of PTP referrals, number referred to external community resources/service providers (non-eligible for PTP crisis response intervention)	495	693	125	400
Referred to Safety Nets (multiple community resources/service providers)	N/A	N/A	N/A	200
Referred to other community resources/service providers	N/A	N/A	N/A	200
Outreach contacts for violent incidents	N/A	N/A	N/A	1,000
Summer Food Program				
Breakfast sites	31	34	35	30
Lunch sites	37	41	42	35
Breakfasts served	39,146	49,246	46,900	56,600
Lunches served	58,281	57,638	70,000	62,000
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,105,500	2,106,300	800
Employee Years	22.2	22.1	-0.1

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General</u>		<u>Vacancy</u>		<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>		
21,600	14,900	-100	0	1,200	-36,800	800

Major Change

One full-time temporary Clerk III/Typing and one part-time Clerk III/Typing position added	54,100
Communications Assistant position transfers to the Bureau of Communications	-46,900
Pathways to Peace part-time Clerk III/Typing position is eliminated	-16,400
Vacant Senior Youth Intervention Supervisor position is eliminated and a temporary Youth Intervention Specialist position is added	-15,600
Summer Food part-time position is eliminated	-10,100
Productivity improvements result in savings	-1,900

Program Changes

The Communications Assistant position will transfer to the Bureau of Communications to centralize City-wide marketing, graphics production, and information services.

The full-time temporary Clerk III/Typing position will assist with department-wide payroll and personnel functions. The City is currently engaging in a payroll study to streamline City-wide payroll services. Since the study is expected to result in efficiencies, the position is temporary to allow for future staffing flexibility.

As a result of the evaluation by the RIT Center for Public Safety Initiatives, the staffing of The Office of Youth Outreach and Violence Prevention (OYOVP) is restructured by eliminating a vacant Senior Youth Intervention Specialist position and creating a Youth Intervention Specialist position. Per the evaluation, the strategic focus of the OYOVP will also change, including a narrowed focus on young adults involved in serious violent incidents, increased reporting measures, and development of an advisory board. Staff work load and reporting requirements shift to reflect the new priorities.

Per recommendations from the RIT evaluation, the names of several OYOVP KPIs have changed to more accurately reflect the information measured. The KPIs and their new names are below.

2014-15 KPI	2015-16 KPI
Youth conflict incidents referred to PTP	Referrals made to PTP services
Client Load	Of eligible, number successfully engaged in services
Recidivism (client returned to hospital for penetrating injury)	Recidivism – client returned to hospital for penetrating injury within 1 year of initial injury
In need of resources referrals (non-client)	Of PTP referrals, number referred to external community resources/service providers (non-eligible for PTP crisis response intervention)
Outreach contacts/Outreach contacts – crisis	Outreach contacts for violent incidents

DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	384,991	1,086,000	1,179,500	1,163,300
Materials & Supplies	3,996	6,400	8,800	15,800
Services	50,081	839,300	917,200	927,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	439,068	1,931,700	2,105,500	2,106,300
Appropriation by Activity				
Administration and Finance	439,068	899,300	927,000	943,000
Office of Youth Outreach and Violence Prevention	0	340,000	420,600	396,600
Public Market	<u>0</u>	<u>692,400</u>	<u>757,900</u>	<u>766,700</u>
	439,068	1,931,700	2,105,500	2,106,300
Employee Years by Activity				
Administration and Finance	5.5	9.3	9.8	9.9
Office of Youth Outreach and Violence Prevention	0	6.2	7.2	6.9
Public Market	<u>0</u>	<u>4.5</u>	<u>5.2</u>	<u>5.3</u>
	5.5	20.0	22.2	22.1

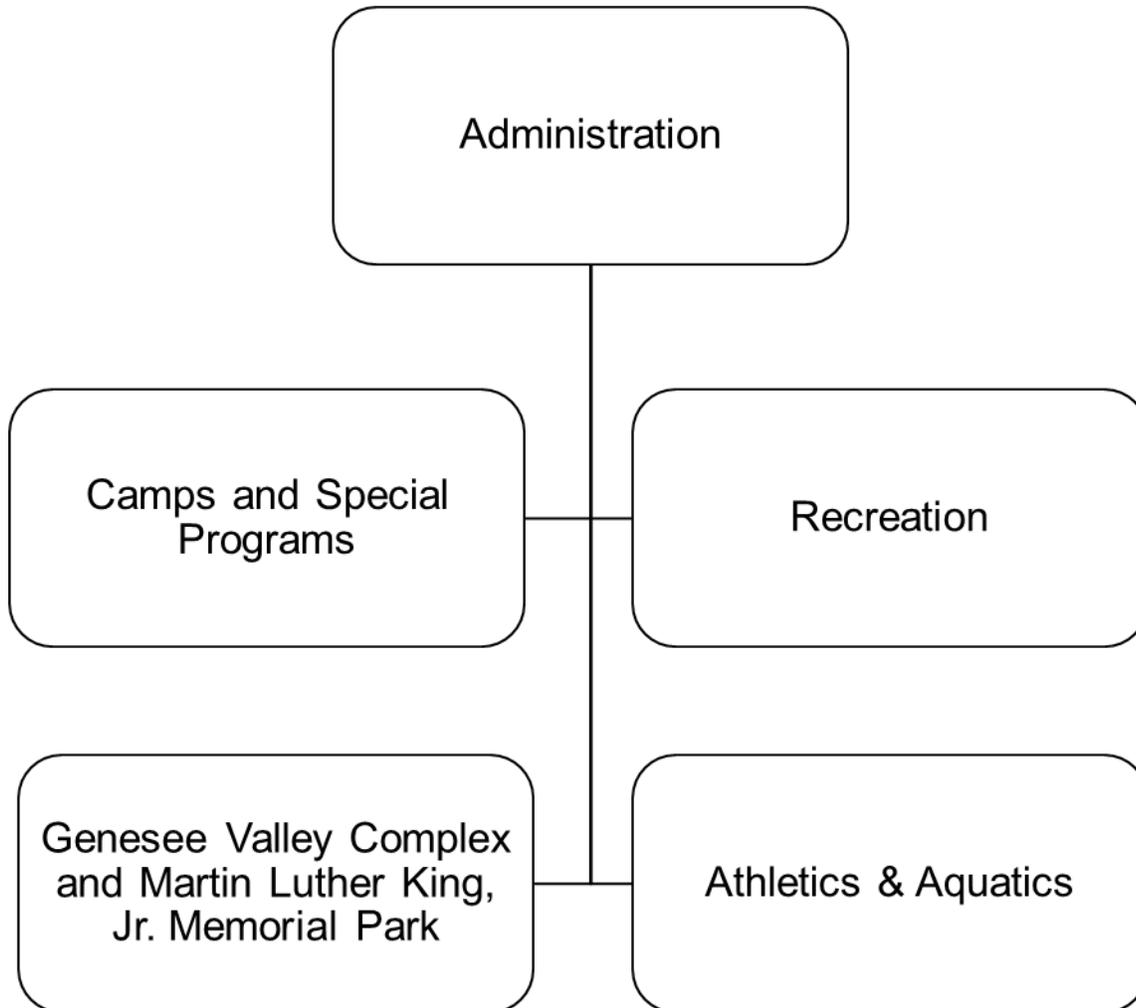
DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration and Finance	Office of Youth Outreach and Violence Prevention	Public Market
Br.	Title	Budget 2014-15	Approved 2015-16			
36	Commissioner of Recreation and Youth Services	1.0	1.0	1.0		
30	Assistant Manager of Parks & Recreation	0.3	0.3			0.3
27	Manager of Youth Outreach and Violence Prevention	1.0	1.0		1.0	
24	Program Development Specialist	1.0	1.0	1.0		
24	Senior Administrative Analyst	1.0	1.0	1.0		
20	Executive Assistant	1.0	1.0	1.0		
20	Sr. Youth Intervention Specialist	1.0	0.0			
18	Communications Assistant	1.0	0.0			
18	Secretary to Commissioner	1.0	1.0	1.0		
18	Supervisor of Markets	1.0	1.0			1.0
18	Youth Intervention Specialist	2.0	3.0		3.0	
18	Youth Intervention Specialist Bilingual	1.0	1.0		1.0	
16	Assistant Supervisor of Markets	1.0	1.0			1.0
6	Receptionist Typist	1.0	1.0	1.0		
41	Parks Operations Worker	1.0	1.0			1.0
EMPLOYEE YEARS						
Full Time		15.3	14.3	6.0	5.0	3.3
Overtime		0.8	1.2	0.1	0.6	0.5
Part Time, Temporary, Seasonal		6.1	6.7	3.8	1.3	1.6
Less: Vacancy Allowance		<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.1</u>
Total		22.2	22.1	9.9	6.9	5.3

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 by using a positive youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as a steward, interpreter, 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 community recreation and youth development at 13 school year sites, 17 summer sites, and 7 pools
- Conduct structured after-school programming to support out-of-school educational opportunities
- Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness
- Conduct community aquatics programs at numerous sites
- Organize a variety of community special events to promote youth development and social skills
- Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- Use a Program System Management model to provide quality management of existing and new programs, which includes marketing, staff development, and community input

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Collaborate with RCSD to launch summer literacy program in R-Centers	Better Educational Opportunities	First Quarter
Implement after school programming at twelve R-Center sites, with a focus on education and enrichment activities	Better Educational Opportunities	Second Quarter
Work with Communications to develop new communications strategy to promote bureau's new mission, vision, and values statements	Safer Neighborhoods	Second Quarter
Develop a strategic facilities plan to outline short- and long-term goals and usages	Safer Neighborhoods	Fourth Quarter
Complete enterprise process analysis and develop requirements for One Card Access control system with Library	Better Educational Opportunities	Fourth Quarter

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

Key Performance Indicators

	<u>Actual 2013-14</u>	<u>Estimated 2014-15</u>	<u>Budget 2014-15</u>	<u>Budget 2015-16</u>
Recreation Registrations:				
• School #42	N/A	N/A	N/A	330
• Adams	2,508	3,000	3,400	3,000
• Avenue D	1,108	1,600	1,500	1,600
• Campbell	1,396	1,600	1,600	1,600
• Carter	1,108	1,200	1,000	1,200
• Edgerton/Pierpont/LaGrange	1,765	1,700	2,500	1,700
• Flint	1,415	1,400	1,400	1,400
• David F. Gantt	2,870	4,000	3,900	4,000
• Humboldt	N/A	N/A	N/A	400
• Roxie A. Sinkler	N/A	N/A	N/A	600
• South	1,570	800	1,300	500
• Thomas P. Ryan	<u>2,327</u>	<u>2,100</u>	<u>3,100</u>	<u>2,100</u>
• Total registrations	16,067	17,400	19,700	18,430
Attendance per year:				
• School #42	N/A	N/A	N/A	19,000
• Adams	60,985	55,000	55,000	55,000
• Avenue D	35,395	35,000	55,000	40,000
• Campbell	27,574	24,000	30,000	24,000
• Carter	42,904	45,000	45,000	45,000
• Edgerton/Pierpont/LaGrange	93,546	75,000	75,000	75,000
• Flint	59,486	45,000	45,000	45,000
• David F. Gantt	59,711	110,000	70,000	110,000
• Humboldt	N/A	N/A	N/A	18,000
• Roxie A. Sinkler	N/A	N/A	N/A	10,000
• South	82,530	40,000	40,000	30,000
• Thomas P. Ryan	174,874	150,000	150,000	150,000
• Rec On The Move	<u>5,795</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
• Total attendance	599,896	585,000	571,000	627,000
Genesee Valley Park Complex:				
Attendance per year:				
• GVP Ice Rink	35,302	35,000	40,000	40,000
• GVP Pool	14,602	15,000	20,000	15,000
• Martin Luther King, Jr. Memorial Park	25,907	17,000	40,000	20,000
Water Spray Park Attendance	67,966	60,000	67,000	60,000
Athletics:				
Adult softball games held	1,310	855	800	700
Beach attendance per year:				
• Durand Beach – total visitors	93,979	120,590	124,000	122,000
• Durand Beach – bathers	18,117	21,000	26,000	23,500
High School Pool attendance per year: (4 to 5 pools used per year based on RCSD availability)				
• Douglass	N/A	2,249	2,900	2,200
• East	4,333	N/A	4,900	4,500
• Wilson Magnet	N/A	N/A	N/A	N/A

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION

12-15

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>
• Freddie Thomas Learning Center/Winter Swim only	144	586	180	600
• Jefferson	3,200	N/A	N/A	3,000
• Marshall	1,932	1,697	2,000	N/A
• Monroe	1,200	1,888	1,400	N/A
• Wilson Academy/formerly known as Madison	1,149	2,680	3,000	3,000
• Franklin	<u>N/A</u>	<u>943</u>	<u>2,600</u>	<u>N/A</u>
Total H.S. Pool attendance	8,758	10,043	18,180	13,700
 Average number of training hours per employee	 25	 25	 20	 25
<u>Rochester After-School Academy (RASA)</u>				
Participants	24	28	50	50
School attendance rate	90	90	90	N/A
Math/ELA increase	18	21	50	25
School attendance rate increase	N/A	N/A	N/A	15

N/A – Not Applicable

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	7,359,700	7,407,200	47,500
Employee Years	156.6	156.7	0.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
91,900	36,700	-37,800	0	5,100	-48,400	47,500

Major Change

Partial year funding for HEART grant	-112,000
Two full-time recreation positions are added	98,400
Partial year funding for HEALTH grant	-93,700
Funding is added for summer literacy program with RCSD, including 30 literacy aides	78,900
Biz Kid\$ and Jr. Rec operations transfers to BEST&YS	-50,900
Partial year funding for two Grant Support Associates is added	48,400
Rochester After School Academy transfers in from BEST&YS	46,200
Youth Bureau funding adjusted to reflect revenue allocation	-45,700
One full-time administrative position created mid-year is added	43,700
Senior Recreation Supervisor transfers in from TPP grant	38,800
Reduction in rent paid to RCSD	-32,400
Overtime and miscellaneous personnel expenses reduced	-31,800

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

Major Change

Productivity improvements result in efficiencies	-16,900
Transfer one part-time Senior Recreation Assistant to BEST&YS	-16,700
Net reduction in temporary wages	-2,700

Program Change

Two Senior Recreation Supervisor positions are converted to Center Director positions. One additional Center Director position is also created. These staff changes are necessary as programming and staff consolidation results in increased supervisory and programming responsibilities at larger R-Center sites.

Two full-time temporary Area Coordinator positions are converted to permanent positions, which allows the Bureau to continue to operate on a quadrant-based management model.

One new Recreation Supervisor position is created to oversee department-wide athletics and aquatics programming.

The Bureau will focus on developing new and enhancing existing structured after-school programs at R-Centers, to increase opportunities for out-of-school learning opportunities. Restructuring R-Center site locations and staff will allow for increased staff time to be dedicated to educational programming.

School #42, Roxie A. Sinkler, and Humboldt Recreation sites will now be considered stand-alone sites. KPI data, including attendance and registrations, for these sites will be collected and reported individually.

Biz Kid\$ and Jr. Recreation programming will transfer to BEST&YS to centralize all youth employment operations.

RASA will transfer to the Recreation Bureau to centralize all after school and academic programming at R-Centers.

The Bureau will collaborate with the Rochester City School District to coordinate a summer youth literacy program in the R-Centers.

The HEALTH grant is partially funded and will end in December. At the conclusion of the grant, one full-time staff position will transition to a City-funded position with corresponding new duties.

The HEART grant is partially funded and will end in September. At the conclusion of the grant, one full-time staff position will transition to a City-funded position with corresponding new duties.

The Youth Voice One Vision (YVOV) program will expand to include the Mayor's Youth Advisory Council and will operate as Youth Voice, One Vision Youth Advisory Council. The program will assist youth in creating long-lasting change in Rochester through dialogue with City leaders and participation in the City's decision-making efforts.

DEPARTMENT OF RECREATION & YOUTH SERVICES
 BUREAU OF RECREATION
 EXPENDITURE SUMMARY

12-17

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	5,053,394	4,765,000	4,627,200	4,878,500
Materials & Supplies	328,262	261,000	274,400	290,000
Services	2,880,493	2,224,000	2,368,500	2,218,700
Other	<u>0</u>	<u>0</u>	<u>89,600</u>	<u>20,000</u>
Total	8,262,149	7,250,000	7,359,700	7,407,200
Appropriation by Activity				
Administration	1,872,808	1,636,000	1,658,800	1,856,700
Camps and Special Programs	1,055,812	1,023,000	1,122,700	1,103,400
Recreation	3,385,699	3,492,600	3,525,300	3,349,100
Genesee Valley & Martin Luther King Jr.				
Memorial Park	519,960	574,000	532,200	522,300
Athletics and Aquatics	701,231	524,400	520,700	575,700
Public Market	<u>726,639</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	8,262,149	7,250,000	7,359,700	7,407,200
Employee Year by Activity				
Administration	22.3	7.5	7.9	10.4
Camps and Special Programs	22.6	18.7	21.0	20.9
Recreation	98.4	98.5	99.2	96.1
Genesee Valley & Martin Luther King Jr.				
Memorial Park	10.7	15.9	15.1	15.0
Athletics and Aquatics	10.0	13.5	13.4	14.3
Public Market	<u>8.5</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total	172.5	154.1	156.6	156.7

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Camps and Special Programs	Recreation	Genesee Valley & Martin Luther King Jr. Memorial Park	Athletics & Aquatics
Br.	Title	Budget 2014-15	Approved 2015-16					
32	Deputy Commissioner	1.0	1.0	1.0				
30	Asst. Mgr. of Parks & Recreation	0.7	0.7	0.7				
26	Coordinator, Athletics & Aquatics	0.0	1.0	0.5				0.5
24	Coordinator, Athletics & Aquatics	1.0	0.0					
23	Area Coordinator	2.0	4.0		4.0			
23	Coordinator, Horticultural and Environmental Programming	1.0	1.0		1.0			
21	Assistant Program Development Specialist	1.0	1.0		1.0			
21	Recreation Center Director	6.0	9.0			9.0		
18	Senior Recreation Supervisor	3.0	1.0			1.0		
16	Administrative Assistant	1.0	1.0	1.0				
15	Recreation Supervisor	9.2	10.0			9.0		1.0
15	Recreation supervisor - Bilingual	0.0	1.0			1.0		
15	Youth Camp Supervisor	0.0	1.0		0.5	0.5		
13	Grant Support Associate	2.0	2.0	1.2	0.8			
12	Youth Camp Supervisor	1.0	0.0					
11	Secretary to the Deputy Commissioner	0.0	1.0	1.0				
9	Clerk II with Typing	1.0	1.0	1.0				
9	Recreation Leader	17.0	17.9		2.0	15.9		
9	Recreation Leader Bilingual	3.0	2.0			2.0		
EMPLOYEE YEARS								
Full Time		49.9	55.6	6.4	9.3	38.4	0.0	1.5
Overtime		1.4	0.8	0.2	0.0	0.1	0.0	0.5
Part Time, Temporary, Seasonal		107.9	109.7	4.0	11.6	66.6	15.2	12.3
Less: Vacancy Allowance		<u>2.6</u>	<u>9.4</u>	<u>0.2</u>	<u>0.0</u>	<u>9.0</u>	<u>0.2</u>	<u>0.0</u>
Total		156.6	156.7	10.4	20.9	96.1	15.0	14.3

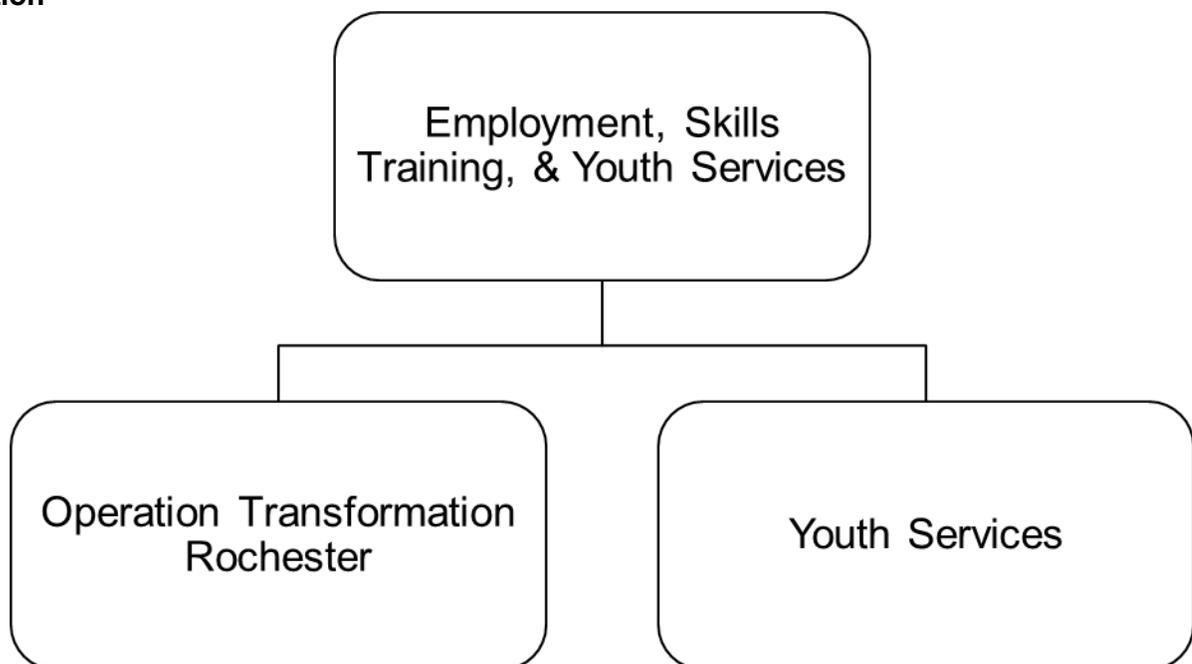
Mission Statement

To effectively impact the city, transform the face of poverty, and improve educational and employment opportunities:

- We will create a pipeline from education to employment placement for youth and adults
- We will transform Rochester into a city of thriving, productive youth and adults
- We will deliver creative services, dynamic employment training, and skill development to youth and adults

Create. Transform. Deliver.

Organization



Vital Customers

Operation Transformation Rochester: Dream BIG², Employment Readiness, Fresh Start, Youth Employment Training

- Youth
- Parents and families of youth
- Adults at risk
- Rochester City School District

Youth Services

- Youth and adults
- Parents and families of youth
- Teenage parents and their children
- Rochester City School District
- Youth-focused local agencies and collaborations

Critical Processes

Operation Transformation Rochester: Dream BIG², Employment Readiness, Fresh Start, Youth Employment Training

- Provide outreach and recruitment for employment
- Provide participants (youth and adults) with access to resources
- Provide employment readiness training for youth and adults
- Provide leadership, professional development, and life enrichment opportunities
- Post-placement monitoring and follow-up support

Youth Services

- Provide parent and family skills training
- Provide clients with access to resources
- Administer state and federal grants to address youth and family issues

2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Redevelop Fresh Start to provide pre-employment support services	More Jobs	Second Quarter
Restructure Dream BIG ² to two sessions of twenty students per year	More Jobs	Third Quarter
Develop comprehensive database to provide program participant tracking and follow-up services	More Jobs	Fourth Quarter
Identify and submit applications for relevant grant funding	Safer Neighborhoods	Ongoing
Establish workforce development partnerships with the private sector	More Jobs	Ongoing

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES

12-21

Key Performance Indicators

	<u>Actual</u> 2013-14	<u>Estimated</u> 2014-15	<u>Budget</u> 2014-15	<u>Budget</u> 2015-16
<u>Youth services</u>				
COMET reports (outcome data not yet available)	6	0	8	N/A
Parent/Adult workshops (PLTI)	20	20	4	20
Parent/Adult workshop participants (PLTI)	25	27	60	20
City Youth Art Squad Participants: youth artists	10	0	0	N/A
City Youth Art Squad – Public art developed	17	0	0	N/A
Comprehensive Adolescent Pregnancy Prevention (CAPP) Participants (SOAR program)	855	1260	790	790
Teenage Pregnancy Prevention Participants (THRIVE program)	348	382	420	N/A
Parent/Adult workshop participants in CAPP Family Talk series	11	19	100	6
<u>Summer of Opportunity Program (SOOP)</u>				
Applicants	3090	3124	3,000	3,300
Applicants employed	390	412	400	415
Parent orientation attendees	865	728	800	800
Number of employers participating	13	18	20	20
<u>OTR: Employment Readiness</u> [formerly PRIME]				
Applicants	883	750	850	850
Participants enrolled	260	305	350	350
Participants trained in job readiness	235	246	280	280
Resumes developed	233	246	280	280
Participants receiving vocational training	25	10	30	N/A
Participants placed	166	120	120	150
New employment partnerships developed	10	25	50	25
Recurring employment partnerships developed	N/A	N/A	N/A	30
<u>OTR: Dream BIG²</u> [formerly YTA]				
Applicants	N/A	160	60	160
Participants	N/A	60	40	80
Program orientation attendees	N/A	120	80	120
Number completing Dream BIG ²	N/A	50	36	72
<u>OTR: Fresh Start (GED Component)</u>				
Applicants	N/A	150	150	N/A
Participants	N/A	100	100	N/A
Number taking test to assess secondary completion	N/A	25	45	N/A
% passing the test to assess secondary completion	N/A	35	35	N/A
Enrolled in OTR employment readiness	N/A	15	30	N/A
Applicants assessed	N/A	N/A	N/A	150
Applicants receiving mentorship	N/A	N/A	N/A	100
Applicants referred	N/A	N/A	N/A	120

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT, SKILLS TRAINING, & YOUTH SERVICES

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Applicants placed	N/A	N/A	N/A	100
Mentor partnership agreements	N/A	N/A	N/A	50
Mentor development training	N/A	N/A	N/A	6
OTR talks attendees (participants and mentors)	N/A	N/A	N/A	300
OTR: Youth Employment Training (YET)				
Applicants	N/A	250	250	N/A
Participants graduated	N/A	120	180	120
Graduates employed	N/A	75	126	75
Participants who received a portfolio	N/A	120	180	120
Employers participating	N/A	10	10	10
New employment partnerships developed	N/A	10	10	10

N/A – Not Applicable

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,942,900	1,810,800	-132,100
Employee Years	20.4	22.7	2.3

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
54,800	8,700	-12,200	0	0	-183,400	-132,100

Major Change

CDBG funding for ten year-round youth workers and Citizen U does not recur	-85,600
Biz Kid\$ and Jr. Rec operations transfer in from Recreation	50,900
Rochester After School Academy transfers to Recreation	-46,200
Increase in funding for RASA does not recur	-43,100
Two part-time Teenage Pregnancy Prevention grant positions eliminated due to partial year funding	-40,700
Senior Recreation Supervisor transfers from TPP grant to Recreation	-38,800
Part-time grant support position for CAPP is eliminated	-21,700
Two seasonal administrative positions added	16,900
Transfer one part-time Senior Recreation Assistant in from Recreation	16,700
Adjustments in SOOP part-time staffing (3,100), materials (-8,000), and services (-10,900)	-15,800
Increase BEST Administration materials and services	10,800
Convert part-time SRA to Clerk III part-time and Summer Program Coordinator seasonal	8,900
Partial year funding for Recreation Leader position for the TPP grant	4,300

Program Change

Biz Kid\$ and Jr. Rec programming will transfer in to BEST&YS to centralize all youth employment operations.

RASA will transfer to Recreation to centralize all after school and academic programming at R-Centers.

Some BEST Admin and SOOP part-time staff positions are restructured to provide year-round coverage and support.

One temporary Professional Development Specialist (PDS) position converts to permanent.

The TPP grant is partially funded and will end in February. The department will identify and apply for relevant grants that may expand on the research and findings of the TPP grant.

Year five of five of the CAPP grant will end in December 2015. The budget reflects the anticipated renewal of the grant for another five year funding cycle at that time.

Operation Transformation Rochester (OTR) programming will continue to expand, with an emphasis on private sector participation and job placement opportunities. Fresh Start will transition to provide support services to and address the employment barriers of adults seeking employment. Dream BIG² will restructure to expand services from forty to eighty participants. BEST&YS will maintain and develop streamlined database to provide evaluation, tracking, and participant follow-up services.

As a result of the OTR programming changes above, the KPIs below will also change.

2014-15 KPI – OTR: Employment Readiness Participants receiving vocational training	2015-16 KPI – Fresh Start Participants receiving vocational training
2014-15 KPI Number completing OTR YSD (Youth Skills Development)	2015-16 KPI Number completing Dream BIG ²

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	1,200,700	1,335,000	1,247,100
Materials & Supplies	0	11,600	17,500	30,900
Services	0	497,600	575,600	528,000
Other	<u>0</u>	<u>0</u>	<u>14,800</u>	<u>4,800</u>
Total	0	1,709,900	1,942,900	1,810,800
Appropriation by Activity				
Administration	0	687,600	678,500	780,300
OTR	0	644,500	761,700	710,600
Youth Services	<u>0</u>	<u>377,800</u>	<u>502,700</u>	<u>319,900</u>
	0	1,709,900	1,942,900	1,810,800
Employee Years by Activity				
Administration	0	5.1	5.0	6.3
OTR	0	8.5	10.4	10.1
Youth Services	<u>0</u>	<u>6.8</u>	<u>8.0</u>	<u>6.3</u>
	0	20.4	23.4	22.7

DEPARTMENT OF RECREATION & YOUTH SERVICES
 BUREAU OF YOUTH SERVICES
 EXPENDITURE SUMMARY

FULL TIME POSITIONS				Administration	Operation Transformation Rochester	Youth Services
Br.	Title	Budget 2014-15	Approved 2015-16			
30	Director of Employment, Skills Training, & Youth Svs	1.0	1.0	1.0		
26	Manager of Employment Services	1.0	1.0	1.0		
26	Supervisor of Administrative Services	1.0	1.0			1.0
23	Sr. Professional Development Specialist	3.0	3.0		3.0	
18	Professional Development Specialist	2.0	3.0		3.0	
16	Program Coordinator	1.0	1.0			1.0
15	Recreation Supervisor	0.8	0.0			
13	Grant Support Associate	2.0	2.0			2.0
12	Project Assistant/Bilingual	0.0	1.0	1.0		
11	Secretary Bilingual	1.0	0.0			
9	Recreation Leader	2.0	2.1			2.1
EMPLOYEE YEARS						
	Full Time	14.8	15.1	3.0	6.0	6.1
	Overtime	0.0	0.0	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	8.6	7.6	3.3	4.1	0.2
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	23.4	22.7	6.3	10.1	6.3

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	876,283	0	0	0
Materials & Supplies	7,139	0	0	0
Services	376,006	0	0	0
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,259,428	0	0	0
Appropriation by Activity				
Administration	214,133	0	0	0
PRIME	65,434	0	0	0
Summer of Opportunity Program	613,209	0	0	0
Pathways to Peace	<u>366,652</u>	<u>0</u>	<u>0</u>	<u>0</u>
	1,259,428	0	0	0
Employee Years by Activity				
Administration	2.9	0	0	0
PRIME	0.8	0	0	0
Summer of Opportunity Program	4.1	0	0	0
Pathways to Peace	<u>5.0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	12.8	0	0	0

DEPARTMENT OF RECREATION & YOUTH SERVICES
 BUREAU OF YOUTH SERVICES
 EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	694,886	0	0	0
Materials & Supplies	20,972	0	0	0
Services	352,719	0	0	0
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,068,577	0	0	0
Appropriation by Activity				
Administration	282,679	0	0	0
Contract Services	507,505	0	0	0
Summer Food Service	<u>278,393</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,068,577	0	0	0
Employee Years by Activity				
Administration	3.4	0	0	0
Contract Services	8.9	0	0	0
Summer Food Service	<u>0.6</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12.9	0	0	0

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

	Budget <u>2014-15</u>	Budget <u>2015-16</u>	<u>Change</u>	Percent <u>Change</u>
<u>Main Functions</u>				
Employee Benefits - Current	105,692,100	106,915,800	1,223,700	1.2%
Employee Benefits - Non-Current	24,529,000	26,286,100	1,757,100	7.2%
General Risk Management	988,100	1,021,600	33,500	3.4%
Other	<u>2,045,400</u>	<u>1,743,400</u>	<u>-302,000</u>	-14.8%
	133,254,600	135,966,900	2,712,300	2.0%
Interfund Credit*	-244,000	-249,000	-5,000	2.0%
Intrafund Credit*	<u>-127,900</u>	<u>-161,900</u>	<u>-34,000</u>	26.6%
Total	132,882,700	135,556,000	2,673,300	2.0%

*Reflects chargeback for Worker's Compensation costs.

Major Change Highlights

Employee Benefits - Current:

Social Security costs increase with wages and salaries	501,500
Hospital and medical costs assume inflationary increase in January 2016	438,000

Employee Benefits – Non-Current:

Hospital and medical costs for retirees assume inflationary increase in January 2016, plus adjustment for actual experience	1,666,400
---	-----------

Other:

Adjustment to Motor Equipment benefits credit	-394,400
---	----------

**UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY**

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	90,467,016	103,941,600	105,692,100	106,915,800
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>28,608,635</u>	<u>26,476,700</u>	<u>27,562,500</u>	<u>29,051,100</u>
	119,075,651	130,418,300	133,254,600	135,966,900
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	<u>-220,598</u>	<u>-154,400</u>	<u>-127,900</u>	<u>-161,900</u>
Total	118,484,469	130,049,800	132,882,700	135,556,000
Appropriation by Activity				
Employee Benefits - Current	90,467,016	103,941,600	105,692,100	106,915,800
Employee Benefits - Non-Current	22,501,082	24,096,700	24,529,000	26,286,100
General Risk Management	1,983,018	963,100	988,100	1,021,600
Other	<u>4,124,535</u>	<u>1,416,900</u>	<u>2,045,400</u>	<u>1,743,400</u>
	119,075,651	130,418,300	133,254,600	135,966,900
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	<u>-220,598</u>	<u>-154,400</u>	<u>-127,900</u>	<u>-161,900</u>
Total	118,484,469	130,049,800	132,882,700	135,556,000

*Reflects chargeback for Worker's Compensation costs.

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT**

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in 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:

<u>Tier</u>	<u>Hire Date (by any qualified public employer)</u>	
	<u>Non-Uniformed Employees</u>	<u>Uniformed Employees</u>
1	Before July 1973	Before July 1973
2	July 1973 to July 1976	After July 1973 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 is the product of the projected 2015-16 wage base times the contribution rate for each tier. The 2015-16 wage base is projected by the Comptroller based upon wages and salaries earned during the period April 1, 2014 to March 31, 2015. The Comptroller sets the contribution rates which vary from year to year. The City's pension bill includes a reconciliation of under or over payment based on the prior year's actual wages. The bill also includes the annual repayment amount of prior amortizations. Amortization of pension is not assumed for 2015-16. The repayment amount from the 2013-14 amortization is \$1,359,100.

A Voluntary Defined Contribution (VDC) option instead of joining the New York State Retirement System is available 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). The current employer contribution rate is 8% of gross salary.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	43,933,700	43,995,500	61,800

Major Change

Higher contribution based on increased wages due to Police contract settlement prior to March 31, 2015 is offset by lower overall contribution rates, resulting in only a slight increase in the budgeted amount. IAFF contract settlement occurred after the close of the State's fiscal year, so the impact to the retirement contributions will not be realized until the 2016-17 Budget 61,800

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

SOCIAL SECURITY: under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first \$118,500, then 1.45 percent after that for salaries and wages earned by each eligible employee. Certain earnings and deductions are not subject to these rates, such as flexible spending and payments to disabled employees.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	16,269,400	16,770,900	501,500

Major Change

Increase due to wage base growth, including police and fire contract settlements 501,500

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 create a joint Labor/Management Health Care Committee to address future cost increases.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	38,533,700	38,971,700	438,000

Major Change

An inflationary adjustment in January 2016 is assumed; also adjusted for current claims experience trended forward. 438,000

WORKER'S COMPENSATION: under a self-insurance program, the City directly finances the costs of medical and compensation payments to employees injured on the job. A private insurance firm that is responsible for investigating claims, making payments, and estimating future reserve requirements administers the program.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	4,915,200	5,043,200	128,000
Interfund Credit*	-244,000	-249,000	-5,000
Intrafund Credit*	-127,900	-161,900	-34,000
	4,543,300	4,632,300	89,000

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT

13–5

Major Change

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Current Year Claims	371,900	410,900	39,000
Administrative Charge	58,800	58,800	0
State Assessments	240,000	260,000	20,000
Prior Years' Claims	<u>4,244,500</u>	<u>4,313,500</u>	<u>69,000</u>
Total	4,915,200	5,043,200	128,000
Interfund Credit	-244,000	-249,000	-5,000
Intrafund Credit	<u>-127,900</u>	<u>-161,900</u>	<u>-34,000</u>
	4,543,300	4,632,300	89,000

Chargebacks for Current Year Claims

<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Department/Bureau</u>	<u>2014-15</u>	<u>2015-16</u>
NEIGHBORHOOD & BUSINESS DEVELOPMENT	10,000	10,000	RECREATION & YOUTH SERVICES	10,000	20,000
ENVIRONMENTAL SERVICES	318,500	322,000	FINANCE	2,000	2,000
EMERGENCY COMMUNICATIONS	3,400	3,400	LIBRARY	4,000	6,500
POLICE	20,000	33,000	UNDISTRIBUTED	2,000	12,000
FIRE	2,000	2,000	Total Interfund	244,000	249,000
			Total Intrafund	<u>127,900</u>	<u>161,900</u>
			CITY TOTAL	371,900	410,900

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts or otherwise provided.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,887,400	1,981,800	94,400

Major Change

A 5% increase is assumed

94,400

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

LIFE INSURANCE: the City provides term life insurance for all active full time employees.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	84,000	84,000	0

Major Change

No change made in allocation

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	68,700	68,700	0

Major Change

No change made in allocation

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

13–7

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	90,467,016	103,941,600	105,692,100	106,915,800
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	<u>90,467,016</u>	<u>103,941,600</u>	<u>105,692,100</u>	<u>106,915,800</u>
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	<u>-220,598</u>	<u>-154,400</u>	<u>-127,900</u>	<u>-161,900</u>
Total	89,875,834	103,573,100	105,320,200	106,504,900
Appropriation by Activity				
New York State Retirement	32,716,065	44,154,900	43,933,700	43,995,500
Social Security	15,277,154	15,468,200	16,269,400	16,770,900
Hospital and Medical	36,828,280	37,430,600	38,533,700	38,971,700
Worker's Compensation	3,655,482	4,960,800	4,915,200	5,043,200
Dental Insurance	1,831,448	1,787,400	1,887,400	1,981,800
Life Insurance	101,168	76,000	84,000	84,000
Disability Insurance	57,419	63,700	68,700	68,700
	<u>90,467,016</u>	<u>103,941,600</u>	<u>105,692,100</u>	<u>106,915,800</u>
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	<u>-220,598</u>	<u>-154,400</u>	<u>-127,900</u>	<u>-161,900</u>
Total	89,875,834	103,573,100	105,320,200	106,504,900

*Reflects chargeback for Worker's Compensation costs.

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT**

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 surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,741,800	2,824,300	82,500

Major Change

Current sixty-four disabled firefighters are assumed unchanged, salary increase per contract 82,500

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	20,575,700	22,242,100	1,666,400

Major Change

An inflationary adjustment in January 2016 is assumed; also adjusted for current claims experience trended forward. 1,666,400

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	140,400	147,400	7,000

Major Change

Allocation increased based on projected need 7,000

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	72,000	73,200	1,200

Major Change

Allocation increased based on projected need 1,200

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT

UNEMPLOYMENT COMPENSATION: individuals terminated from City employment under qualifying circumstances are eligible for unemployment benefits according to Federal guidelines. Quarterly payments are made to New York State based on actual claim experience.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	999,100	999,100	0

Major Change

No change made in allocation

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>22,501,082</u>	<u>24,096,700</u>	<u>24,529,000</u>	<u>26,286,100</u>
Total	22,501,082	24,096,700	24,529,000	26,286,100
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,543,761	2,600,800	2,741,800	2,824,300
Hospital and Medical - Retirees	19,318,112	20,682,200	20,575,700	22,242,100
Dental Insurance - Retirees	128,861	133,400	140,400	147,400
Life Insurance - Retirees	65,098	72,300	72,000	73,200
Unemployment Compensation	<u>445,250</u>	<u>608,000</u>	<u>999,100</u>	<u>999,100</u>
Total	22,501,082	24,096,700	24,529,000	26,286,100

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT

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 Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	888,100	921,600	33,500

Major Change

Cost Components	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Administrative Charge	96,000	110,000	14,000
Insurance Premium - Major Claims	714,000	714,000	0
Contribution to the Insurance Reserve	<u>78,100</u>	<u>97,600</u>	<u>19,500</u>
	888,100	921,600	33,500

JUDGMENTS AND CLAIMS: this account is used to pay the City's liability for minor judgment-based obligations that may occur outside of the normal tort litigation covered by the City's general insurance.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>1,983,018</u>	<u>963,100</u>	<u>988,100</u>	<u>1,021,600</u>
Total	1,983,018	963,100	988,100	1,021,600
Appropriation by Activity				
General Insurance	1,983,018	888,100	888,100	921,600
Judgments and Claims	<u>0</u>	<u>75,000</u>	<u>100,000</u>	<u>100,000</u>
Total	1,983,018	963,100	988,100	1,021,600

UNDISTRIBUTED EXPENSES
OTHER

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the City 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

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	978,100	988,100	10,000

Major Change

A small increase in required payments is projected 10,000

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	383,100	383,100	0

Major Change

No change made to allocation

CITY CHANNEL 12 OPERATION: this activity includes an agreement with WXXI-TV to operate City 12 as the government access channel providing programming to inform and entertain City residents.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	206,700	213,900	7,200

Major Change

An inflationary adjustment is made 7,200

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	250,000	250,000	0

Major Change

No change made to allocation

**UNDISTRIBUTED EXPENSES
OTHER**

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	425,000	425,000	0

Major Change

No change made to allocation

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 costs are allocated to this Bureau so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	-1,855,600	-2,250,000	-394,400

Major Change

An adjustment is made to reflect projected benefit costs -394,400

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, safe driver awards, employee assistance program, medical services, the Employer Assistance Housing Incentive (EAHI) to qualified City employees purchasing a City home, and International Sister Cities.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,658,100	1,733,300	75,200

Major Change

Funding added for Jobs Development Fund	100,000
Funding transferred to Bureau of Communications for special events	-100,000
Funding added for developmental screening for three-year-olds	50,000
Credit card fees projected to increase	16,000
Increase in City Clerk advertising notices	4,500
Increases in contracts for Employee Assistance Program and drug testing	3,000
Increase in legislative parking fees	1,700

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>4,124,535</u>	<u>1,416,900</u>	<u>2,045,400</u>	<u>1,743,400</u>
Total	4,124,535	1,416,900	2,045,400	1,743,400
Appropriation by Activity				
Payments to Other Governments	820,042	904,300	978,100	988,100
Employee Development	240,195	225,000	383,100	383,100
City Channel 12 Operation	197,932	206,700	206,700	213,900
Time Bank Accrual	47,880	0	0	0
Title Reports	118,859	250,000	250,000	250,000
Efficiency & Effectiveness Initiatives	99,204	375,000	425,000	425,000
Motor Equipment Benefits Credit	-1,983,200	-1,855,600	-1,855,600	-2,250,000
Citizen Budgeting for Public Safety	171,563	0	0	0
Miscellaneous	<u>4,412,060</u>	<u>1,311,500</u>	<u>1,658,100</u>	<u>1,733,300</u>
Total	4,124,535	1,416,900	2,045,400	1,743,400

Contingency provides funds for difficult to project or otherwise unforeseen expenditures. The City Council specifically authorizes each expenditure through a budget transfer to the department incurring the expense.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	<u>Percent Change</u>
Budget	3,670,700	1,706,300	-1,964,400	-53.5%

Major Change

Allocation is made for difficult to project or unforeseen expenditures. -1,964,400

CONTINGENCY
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>0</u>	<u>3,670,700</u>	<u>3,670,700</u>	<u>1,706,300</u>
Total	0	3,670,700	3,670,700	1,706,300
Appropriation by Activity				
General Contingency*	0	3,670,700	3,670,700	1,706,300

*Reflects remaining contingency after amendments. The original 2014-15 Contingency was \$10,182,100; the original 2013-14 Contingency was \$4,509,800. Both years included allowances for Locust Club and IAFF contract settlements.

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. Major changes reflect the difference between the amended 14-15 budget and the proposed 15-16 budget.

Year-To-Year Comparison

<u>Category</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Cash Capital	30,034,900	21,226,000	-8,808,900	-29.3%
Debt Service	<u>36,081,000</u>	<u>36,631,500</u>	<u>550,500</u>	1.5%
Total	66,115,900	57,857,500	-8,258,400	-12.5%

Major Change Highlights

CASH CAPITAL

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Police Vehicles	-1,410,000
Hazardous Sidewalks	500,000
Residential Street Rehabilitation	-498,000
Asphalt Milling, Resurfacing and Curb Replacement	-484,000
Video Surveillance Camera Network	-375,000
Fire Fighter Turnout Gear	-354,000
Client Services and Revitalization	-300,000
Network Revitalization	-150,000
Printer Consolidation	150,000
Public Safety Building UPS	-126,000
Telephony Expansion	-75,000
Network Security Remediation	-50,000
Charlotte Street/Haags Alley	37,000

CAPITAL EXPENSE

Projects not shown in 2015-16 CIP but Funded with Prior Years Cash Capital:

Downtown Development	600,000
Land Acquisition	500,000
Investigation & Remediation	100,000

Projects impacted by use of Prior Years Cash Capital:

Investigation & Remediation - shown above, but funded at increased level	442,000
--	---------

New Projects:

Roofing Program	700,000
Bridge and River Crossing	585,000
Animal Services HVAC Improvements	350,000
Home Rochester	285,000
MS Office 2013	190,000
CVMF Building 200	188,000
Neighborhood Builders	180,000
CVMF Building 101 Roof	98,000
Terminal Dock Wall	75,000
Goodman Street	58,000
Distribution System Water Main Renewal	57,000
Bausch and Lomb Library HVAC Upgrades	50,000
Heat Pump Replacement	39,000
Charlotte Street/Haags Alley	37,000
Felix Street Training Room	25,000

Changes in Existing Projects from 2014-15:

Funding decreases for Motor Equipment in the Department of Environmental Services, as planned	-3,803,000
Funding increases for Motor Equipment in the Solid Waste Collections Division, as planned	2,538,000
Funding decreases for Demolition as Cash Capital is reassigned to CDBG	-1,000,000
Funding increases for Market Rate Housing	500,000
Funding decreases for Garage Program as Cash Capital is reduced and reassigned to Debt	-500,000
Funding increases for Homeownership Program	420,000
Funding decreases for Hockey Rink Dasher Boards Replacement at Blue Cross Arena at Rochester War Memorial	-365,000
Funding increases for Motor Equipment in Water Bureau	357,000
Funding increases for Upland Bridge Rehabilitation	332,000

CAPITAL EXPENSE

15-3

Funding decreases for Bridge Maintenance	-319,000
Funding increases for Cars, Vans and Utility Vehicles in the Fire Department	256,000
Funding decreases for Mortimer Garage Surface Lot as Cash Capital is reassigned to Debt	-250,000
Funding decreases for Cemetery Development	-250,000
Funding decreases for Fire Facilities as Cash Capital is reassigned to Debt	-225,000
Funding decreases for Street Treatment and Traffic Control	-221,000
Funding decreases for Distribution System Vault Rehabilitation	-200,000
Funding decreases for Emergency Communications Facility as Cash Capital is reassigned to Debt	-196,000
Funding decreases for Water Main Pipe Maintenance	-156,300
Funding increases for Cemeteries Facilities	155,000
Funding decreases for Crossroad Garage Rehabilitation	150,000
Funding increases for Disaster Recovery Assessment	150,000
 <i>Projects or Project Elements that will not recur:</i>	
Funding for Water Operations Center Garage Floors are complete	-400,000
One time allocation for Land Bank	-395,000
One time FEMA Firefighter Assistance Grant	-365,000
One time allocation for Street Rehabilitation related to RG&E Reimbursement	-361,900
One time allocation for Asset Forfeiture	-316,600
Funding for Department of Environmental Services Toter Replacement is complete	-300,000
Funding for CVMF Fuel Station Emergency Generator is complete	-278,000
Funding for CVMF Building 100 Natural Gas Detection System is complete	-250,000
Funding for Parking Meters/Pay Station complete	-250,000
Funding for Exchange 2013 Upgrade	-240,000
 <i>Purchasing Power Parity Increments:</i>	
Cemeteries Site Improvements	51,000
Department of Environmental Services Small Equipment	9,000
 DEBT SERVICE	
Expenditures increase in accordance with debt repayment schedules	550,500

CAPITAL EXPENSE
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	<u>66,808,241</u>	<u>66,076,500</u>	<u>66,076,500</u>	<u>57,818,100</u>
Total	66,847,641	66,115,900	66,115,900	57,857,500
Appropriation by Activity				
Cash Capital	32,187,500	30,034,900	30,034,900	21,226,000
Debt Service	<u>34,660,141</u>	<u>36,081,000</u>	<u>36,081,000</u>	<u>36,631,500</u>
Total	66,847,641	66,115,900	66,115,900	57,857,500

TRANSPORTATION & INFRASTRUCTURE

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	4,316,400	2,550,000	-1,766,400

Major Change

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Hazardous Sidewalks	500,000
Residential Street Rehabilitation	-498,000
Asphalt Milling, Resurfacing and Curb Replacement	-484,000
Charlotte Street/Haags Alley	37,000

New Projects:

Goodman Street	58,000
Scottsville Road & Elmwood Avenue	5,000

Changes in Existing Projects from 2014-15:

Funding decreases for Bridge Maintenance	-319,000
Funding decreases for Street Treatment and Traffic Control	-221,000
Funding decreases for Ridgeway Avenue, as planned	-150,000
Funding decreases for City wide Pavement Preventive Program as Cash Capital is reassigned to Debt	-75,000
Funding increases for South Avenue, as planned	87,000
Funding decreases for Street Planning & Design	-67,000
Funding decreases for Winton Road North	-46,000

Projects or Project Elements that will not recur:

One time allocation for Street Rehabilitation related to RG&E Reimbursement	-361,900
One time allocation for Pavement Program at Crittenden Blvd	-216,000
One time allocation for Street Rehabilitation related to Joseph Avenue	-15,500

**CAPITAL EXPENSE
CASH CAPITAL**

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	25,000	55,000	30,000

New Projects:

Port Overlook			30,000
---------------	--	--	--------

WATER SYSTEM

The Water System category encompasses both the supply and distribution systems, which provide safe and reliable sources of water to the City. Improvements funded in this category include the cleaning and lining of water mains; replacement of hydrants, valves and meters; and conduit and watershed improvements.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	3,303,300	4,191,000	887,700

Major Change

New Projects:

Bridge and River Crossing			585,000
Distribution System Water Main Renewal			57,000

Changes in Existing Projects from 2014-15:

Funding increases for Upland Bridge Rehabilitation			332,000
Funding decreases for Distribution System Vault Rehabilitation			-200,000
Funding decreases for Water Main Pipe Maintenance			-156,300
Funding increases for Filtration Plant Filter Underdrain Joint Rehabilitation			144,000
Funding decreases for Filtration Plant and Related Renovations			-72,000
Funding increases for Filtration Plant Small Equipment Replacement			50,000
Funding increases for Holly Station related renovations			50,000
Funding increases for Laboratory and SCADA Equipment			50,000
Funding increases for Hydrant and Valve Replacement Program			23,000
Funding increases for Water Meter Replacement Program			17,000
Funding increases for Water Security			5,000
Funding increases for Conduit Valve & Vault Rehabilitation			3,000

CAPITAL EXPENSE
CASH CAPITAL

15-7

PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	3,035,700	1,004,000	-2,031,700

Major Change

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Police Vehicles	-1,410,000
Fire Fighter Turnout Gear	-354,000

Changes in Existing Projects from 2014-15:

Funding increases for Cars, Vans and Utility Vehicles in the Fire Department	256,000
Funding increases for Police Equipment	106,900
Funding increases for Fire Communications Equipment	40,000
Funding increases for Small Equipment in the Fire Department	11,000

Projects or Project Elements that will not recur:

One time FEMA Firefighter Assistance Grant	-365,000
One time allocation for Asset Forfeiture	-316,600

PARKS & OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,965,500	1,576,000	-389,500

Major Change

New Projects:

Brewery Line Trail	45,000
Statue & Monument Repair	10,000

Changes in Existing Projects from 2014-15:

Funding decreases for Cemetery Development	-250,000
Funding increases for Cemeteries Facilities	155,000
Funding increases for Ash Tree Maintenance Program	111,000
Funding decreases for Forestry Tree Program	-100,000

**CAPITAL EXPENSE
CASH CAPITAL**

Major Change

Funding decreases for Genesee Riverway Rehabilitation	-60,000
Funding increases for General Rehabilitation in the Department of Recreation and Youth Services	25,000
Funding decreases for Public Market	-28,000
Funding increases for Cemeteries Memorialization	10,000
<i>Projects or Project Elements that will not recur:</i>	
One time allocation for Clinton/Baden Playground	-250,000
One time allocation for Mt. Hope Gatehouse	-96,000
One time allocation for Cemeteries	-12,500
 <i>Purchasing Power Parity Increments:</i>	
Cemeteries Site Improvements	51,000

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,334,000	2,602,000	268,000

Major Change

Projects not shown in 2015-16 CIP but Funded with Prior Years Cash Capital:

Downtown Development	600,000
Land Acquisition	500,000
Investigation & Remediation	100,000

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Midtown Redevelopment	-500,000
Bulls Head	-200,000

Projects impacted by use of Prior Years Cash Capital:

Investigation & Remediation - shown above, but funded at increased level	442,000
--	---------

New Projects:

Roofing Program	700,000
-----------------	---------

**CAPITAL EXPENSE
CASH CAPITAL**

15-9

Major Change

Home Rochester	285,000
Neighborhood Builders	180,000

Changes in Existing Projects from 2014-15:

Funding decreases for Demolition as Cash Capital is reduced and reassigned to CDBG	-1,000,000
Funding increases for Market Rate Housing	500,000
Funding increases for Homeownership Program	420,000
Funding decreases for Neighborhood Development	-100,000
Funding decreases for Goodman/Main Street Intersection	-72,000
Funding decreases for Downtown Streetscape	-52,000
Funding increases for Investigation & Remediation at Jefferson Avenue	50,000
Funding increases for Investigation & Remediation at Genesee Street	25,000
Funding decreases for East Main Arts & Market District	-15,000

Projects or Project Elements that will not recur:

One time allocation for Land Bank	-395,000
-----------------------------------	----------

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	520,000	527,000	7,000

Major Change

Changes in Existing Projects from 2014-15:

Funding increases for Traditional Materials at Branch Libraries	7,000
---	-------

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	820,000	333,000	-487,000

Major Change

New Projects:

Terminal Dock Wall	75,000
--------------------	--------

CAPITAL EXPENSE
CASH CAPITAL

Major Change*Changes in Existing Projects from 2014-15:*

Funding decreases for Hockey Rink Dasher Boards Replacement at Blue Cross Arena at Rochester War Memorial	-365,000
Funding decreases for Blue Cross Arena at War Memorial Tunnel repairs	-75,000
Funding decreases for High Falls District	-50,000
Funding decreases for Joseph A. Floreano Riverside Convention Center Facilities Improvements	-30,000
Funding decreases for Blue Cross Arena at War Memorial Facility Improvements	-25,000
Funding decreases for Soccer Stadium	-17,000
Funding increases for River Street Marina Facility	15,000
Funding decreases for Port of Rochester	-15,000

MUNICIPAL FACILITIES

The Municipal Facilities category provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	4,541,000	1,882,000	-2,659,000

Major Change

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Public Safety Building UPS	-126,000
----------------------------	----------

New Projects:

Animal Services HVAC Improvements	350,000
CVMF Building 200	188,000
CVMF Building 101 Roof	98,000
Bausch and Lomb HVAC Upgrades	50,000
Heat Pump Replacement	39,000
Felix Street Training Room	25,000

Changes in Existing Projects from 2014-15:

Funding decreases for Garage Program as Cash Capital is reassigned to Debt	-500,000
Funding decreases for Mortimer Garage Surface Lot as Cash Capital is reassigned to Debt	-250,000
Funding decreases for Fire Facilities as Cash Capital is reassigned to Debt	-225,000
Funding decreases for Emergency Communications Facility as Cash Capital is reassigned to Debt	-196,000
Funding decreases for Crossroad Garage Rehabilitation	-150,000
Funding decreases for General Rehabilitation of non-public safety facilities	-100,000
Funding decreases for Library Renovations as Cash Capital is reassigned to Debt	-100,000
Funding decreases for DRYS Kitchen Exhaust Hoods	-87,000
Funding decreases for Public Safety Building	-86,000
Funding decreases for Asbestos Management	-80,000
Funding decreases for Clinton Baden Recreation Center Improvements as Cash Capital is reassigned to Debt	-74,000
Funding decreases for Roof Improvements	-70,000
Funding decreases for City Hall	-66,000
Funding increases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	49,000

**CAPITAL EXPENSE
CASH CAPITAL**

Major Change

Funding decreases for Branch Facilities	-42,000
Funding decreases for Central Library	-40,000
Funding increases for Mt. Read Facilities Electrical Site Improvements	28,000
<i>Projects or Project Elements that will not recur:</i>	
Funding for Water Operations Center Garage Floors are complete	-400,000
Funding for CVMF Fuel Station Emergency Generator is complete	-278,000
Funding for CVMF Building 100 Natural Gas Detection System is complete	-250,000
Funding for West Side Garage Structural Floor Repairs is complete	-206,000
Funding for New York State Power Authority is complete	-160,000

BUSINESS EQUIPMENT

The Business Equipment category consists of the ongoing replacement programs for general office equipment, non-motorized field equipment, and information processing systems.

Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,657,000	1,021,000	-1,636,000

Major Change

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Video Surveillance Camera Network	-375,000
Client Services and Revitalization	-300,000
Network Revitalization	-150,000
Printer Consolidation	150,000
Telephony Expansion	-75,000
Network Security Remediation	-50,000

New Projects:

MS Office 2013	190,000
Police Technology Sytech Upgrade	42,000
Future Technology Initiatives and Planning	30,000
Upland Pc's	10,000

Changes in Existing Projects from 2014-15:

Funding increases for Disaster Recovery Assessment	150,000
Funding decreases for Police Records Management System	-100,000
Funding decreases for Library Computer Replacements	-70,000
Funding decreases for Blue Cross Arena at War Memorial Small Equipment	-68,000

CAPITAL EXPENSE
CASH CAPITAL

15-13

Major Change

Funding decreases for Neighborhood and Business Development Office Furnishings	-50,000
Funding decreases for Fire Department Office Furnishings	-50,000
Funding decreases for Small Equipment in Emergency Communications	-35,000
Funding decreases for Emergency Communications Office Furnishings	-25,000
Funding decreases for Environmental Services Water Bureau Office Equipment	-14,000
Funding decreases for Database Management and GIS	-13,000
Funding decreases for Recreation and Youth Services Office Furnishings	-12,000
Funding decreases for Small Equipment in Department of Recreation & Youth Services	-10,000
Funding decreases for Cemeteries Small Equipment	-10,000
Funding decreases for Environmental Services Commissioner's Office Furnishings	-10,000
Funding decreases for Branch Libraries Equipment	-10,000

Purchasing Power Parity Increments:

Department of Environmental Services Small Equipment	9,000
--	-------

Projects or Project Elements that will not recur:

Funding for Department of Environmental Services Toter Replacement is complete	-300,000
Funding for Parking Meters/Pay Station complete	-250,000
Funding for Exchange 2013 Upgrade	-240,000

**CAPITAL EXPENSE
CASH CAPITAL**

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

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	6,517,000	5,485,000	-1,032,000

Major Change

New Projects:

Public Market	7,000
---------------	-------

Changes in Existing Projects from 2014-15:

Funding decreases for Motor Equipment in the Department of Environmental Services, as planned	-3,803,000
Funding increases for Motor Equipment in the Solid Waste Collections Division, as planned	2,538,000
Funding increases for Motor Equipment in Water Bureau	357,000
Funding decreases for Motor Equipment in Department of Recreation & Youth Services	-79,000
Funding decreases for Motor Equipment at Cemeteries	-42,000
Funding increases for Motor Equipment in Architecture and Engineering	23,000
Funding decreases for Motor Equipment in Human Resource Management	-21,000
Funding decreases for Motor Equipment at Neighborhood and Business Development	-20,000
Funding increases for Motor Equipment at Parking	6,000
Funding increases for Motor Equipment in Information Technology	2,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

15-15

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>32,187,500</u>	<u>30,034,900</u>	<u>30,034,900</u>	<u>21,226,000</u>
Total	32,187,500	30,034,900	30,034,900	21,226,000
Appropriation by Activity				
Transportation & Infrastructure	5,570,500	4,316,400	4,316,400	2,550,000
Public Waterfront	25,000	25,000	25,000	55,000
Water System	3,277,000	3,303,300	3,303,300	4,191,000
Public Safety	843,000	3,035,700	3,035,700	1,004,000
Parks & Open Space	1,207,000	1,965,500	1,965,500	1,576,000
Economic Development	1,596,000	2,334,000	2,334,000	2,602,000
Arts & Culture	527,000	520,000	520,000	527,000
Public Facilities	1,061,000	820,000	820,000	333,000
Municipal Facilities	7,029,000	4,541,000	4,541,000	1,882,000
Business Equipment	6,117,000	2,657,000	2,657,000	1,021,000
Non-Public Safety Fleet	<u>4,935,000</u>	<u>6,517,000</u>	<u>6,517,000</u>	<u>5,485,000</u>
Total	32,187,500	30,034,900	30,034,900	21,226,000

**CAPITAL EXPENSE
DEBT SERVICE**

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 <u>2014-15</u>	Budget <u>2015-16</u>	<u>Change</u>
Serial Bonds	27,025,000	23,580,000	-3,445,000
Bond Anticipation Notes	<u>1,207,000</u>	<u>4,935,000</u>	<u>3,728,000</u>
Total	28,232,000	28,515,000	283,000

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 <u>2014-15</u>	Budget <u>2015-16</u>	<u>Change</u>
Serial Bonds	7,361,700	7,101,900	-259,800
Bond Anticipation Notes	<u>487,300</u>	<u>1,014,600</u>	<u>527,300</u>
Total	7,849,000	8,116,500	267,500

The following table illustrates the actual rates on borrowing contracted by the City during 2015-16. Rates vary with the type of borrowing, size of the issue, and general market conditions.

<u>Date</u>	<u>Type of Issue</u>	<u>Interest Rate</u>
Aug. 2014	BAN	1.85
Mar 2015	BAN	1.00

Statement of Indebtedness - June 30, 2015

<u>Category</u>	<u>Bonds</u>	<u>Notes</u>	<u>Total</u>
General	111,650,000	43,112,000	154,762,000
Sewer*	975,000	0	975,000
Water	39,590,000	20,383,000	59,973,000
School	<u>137,920,000</u>	<u>20,000,000</u>	<u>157,920,000</u>
	290,135,000	83,495,000	373,630,000

Less:

Items not subject to Constitutional Limit:

-Sewer (partial)	0
-Water	59,973,000
Constitutional Debt	<u>313,657,000</u>
Constitutional Debt Limit (equal to 9% of the most recent five year average full assessed value)	544,107,135
Estimated Debt Contracting Margin	230,450,135

CAPITAL EXPENSE
DEBT SERVICE

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2015

<u>Fiscal Year</u>	<u>City</u>	<u>School</u>	<u>Total</u>
2015-16	23,580,000	17,530,000	41,110,000
2016-17	20,610,000	17,855,000	38,465,000
2017-18	18,595,000	17,965,000	36,560,000
2018-19	17,355,000	16,755,000	34,110,000
2019-20	14,100,000	15,865,000	29,965,000
2020-21	12,290,000	14,440,000	26,730,000
2021-22	9,935,000	11,025,000	20,960,000
2022-23	9,270,000	9,010,000	18,280,000
2023-24	8,715,000	6,280,000	14,995,000
2024-25	7,860,000	4,435,000	12,295,000
2025-26	3,855,000	2,585,000	6,440,000
2026-27	2,990,000	1,745,000	4,735,000
2027-28	1,230,000	1,630,000	2,860,000
2028-29	540,000	800,000	1,340,000
2029-30	580,000		580,000
2030-31	575,000		575,000
2031-32	135,000		135,000
Total	152,215,000	137,920,000	290,135,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Amended <u>2014-15</u>	Approved <u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	<u>34,620,741</u>	<u>36,041,600</u>	<u>36,041,600</u>	<u>36,592,100</u>
Total	34,660,141	36,081,000	36,081,000	36,631,500
Appropriation by Activity				
Principal Payment	25,943,000	28,232,000	28,232,000	28,515,000
Interest Payment	<u>8,717,141</u>	<u>7,849,000</u>	<u>7,849,000</u>	<u>8,116,500</u>
Total	34,660,141	36,081,000	36,081,000	36,631,500

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 27, 2015. 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 2015-16 levels throughout the five-year period. The April 27, 2015 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 April 27, 2015 version of the CIP: all amounts (000s):

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
<u>Library Materials</u>						
Library Cash	\$124,000	\$0	\$0	\$0	\$0	\$124,000
<u>Charles Carroll Plaza</u>						
New York State	\$0	-\$5,800,000	\$0	\$0	\$0	- \$5,800,000
<u>Soccer Stadium</u>						
General Cash	\$8,000	\$0	\$0	\$0	\$0	\$8,000
<u>Soccer Stadium Elevator Repairs</u>						
General Cash	-\$8,000	\$0	\$0	\$0	\$0	-\$8,000
<u>Mortimer Garage Lighting Upgrades</u>						
Federal	-\$117,000	\$0	\$0	\$0	\$0	-\$117,000
<u>Genesee Park Boulevard</u>						
General Cash	\$0	\$0	\$0	\$0	-\$3,732,000	-\$3,732,000
<u>Genesee Park Boulevard</u>						
General Cash	\$0	\$0	\$386,000	\$0	\$0	\$386,000

CAPITAL EXPENSE TAX RATES

TAX RATES FOR DEBT SERVICE

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Expense (\$000)						
Existing Debt	36,631.5	36,096.6	36,937.6	39,219.4	39,914.8	188,799.9
New Program		<u>906.3</u>	<u>5,007.3</u>	<u>10,040.9</u>	<u>14,407.8</u>	<u>30,362.3</u>
	36,631.5	37,002.9	41,944.9	49,260.3	54,322.6	219,162.2
Revenue (\$000)						
Premium and Interest Fund	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	12,500.0
Federal Interest Subsidy	82.7					
Fed. Transportation Reimb.	110.0	91.8	93.6	95.5	97.4	488.3
Enterprise Funds	<u>14,184.9</u>	<u>14,118.8</u>	<u>14,286.9</u>	<u>15,488.2</u>	<u>15,633.7</u>	<u>73,712.5</u>
	16,877.6	16,710.6	16,880.5	18,083.7	18,231.1	86,700.8
Tax Revenue Required (\$000)	19,753.9	20,292.3	25,064.4	31,176.6	36,091.5	132,461.4
Tax Reserve	<u>1,039.7</u>	<u>1,068.0</u>	<u>1,319.2</u>	<u>1,640.9</u>	<u>1,899.6</u>	<u>-47,827.2</u>
Tax Levy Required (\$000)	20,793.6	21,360.3	26,383.6	32,817.5	37,991.1	84,634.2
Tax Rate per \$1,000 Assessed Value						
Homestead	2.44	2.52	3.09	3.87	4.29	
Non-Homestead	5.07	5.23	6.41	8.04	8.9	

TAX RATES FOR CASH CAPITAL

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Expense (\$000)						
General Cash Capital	7,668.0	25,397.0	26,435.0	25,051.0	24,778.0	109,329.0
Animal Cash Capital	350.0	251.0	243.0	-	-	844.0
Library Cash Capital	617.0	757.0	907.0	797.0	813.0	3,891.0
Local Works Cash Capital	3,309.0	7,264.0	5,654.0	5,131.0	4,949.0	26,307.0
Water Cash Capital	5,088.0	5,427.0	5,139.0	5,682.0	6,148.0	27,484.0
War Memorial Cash Capital	155.0	2,418.0	268.0	268.0	268.0	3,377.0
Parking Cash Capital	59.0	1,114.0	889.0	558.0	596.0	3,216.0
Public Market Cash Capital	27.0	48.0	50.0	52.0	54.0	231.0
Cemetery Cash Capital	665.0	1,458.0	1,149.0	1,093.0	1,271.0	5,636.0
Refuse Cash Capital	<u>3,288.0</u>	<u>3,996.0</u>	<u>1,302.0</u>	<u>2,201.0</u>	<u>2,193.0</u>	<u>12,980.0</u>
	21,226.0	48,130.0	42,036.0	40,833.0	41,070.0	193,295.0
Revenue (\$000)						
CHIPS	4,066.7	4,066.7	4,066.7	4,066.7	4,066.7	20,333.5
New York State Grant	-	-	-	-	-	-
Enterprise Funds	<u>12,271.0</u>	<u>24,171.0</u>	<u>17,630.0</u>	<u>11,669.0</u>	<u>12,226.0</u>	<u>77,967.0</u>
	16,337.7	28,237.7	21,696.7	15,735.7	16,292.7	98,300.5
Tax Revenue Required (\$000)	4,888.3	19,892.3	20,339.3	25,097.3	24,777.3	94,994.5
Tax Reserve	<u>257.3</u>	<u>1,047.0</u>	<u>1,070.5</u>	<u>1,320.9</u>	<u>1,304.1</u>	<u>4,999.7</u>
Tax Levy Required (\$000)	5,145.6	20,939.3	21,409.8	26,418.2	26,081.4	99,994.2
Tax Rate per \$1,000 Assessed Value						
Homestead	0.61	3.25	3.09	2.87	2.86	
Non-Homestead	1.25	6.74	6.41	5.95	5.93	



Capital Improvement Program

2015-16

City of Rochester, New York

July 1, 2015

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President

Carolee A. Conklin (At-Large)
Matt Haag (At-Large)
Adam C. McFadden (South District)
Dana Miller (At-Large)
Jacklyn Ortiz (At-Large)
Carla M. Palumbo (Northwest District)
Michael A. Patterson (Northeast District)
Elaine M. Spaul (East District)

Mayor

Lovely A. Warren

Deputy Mayor

Leonard E. Redon

Office of Management & Budget

Christopher M. Wagner, Director of Management & Budget

Staff

Kabutey Ocansey, Operations Analyst

TABLE OF CONTENTS

Financial Summary	Section
Introduction	i
Summary by Funding Source	A
Summary by Category	B
Summary by Department	C
Tax Rates Capital and Debt	D
Program by Category	
Transportation	1
Public Waterfront	2
Water System	3
Public Safety	4
Parks and Open Space	5
Economic Development	6
Arts and Culture	7
Public Facilities	8
Municipal Facilities	9
Business Equipment	10
Non Public Safety Fleet	11

2015-16 TO 2019-20 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 2016-20

SUMMARY BY FUNDING SOURCE (000s)

CAPITAL IMPROVEMENT PROGRAM	2015-16	2016-17	2017-18	2018-19	2019-20	Total
Animal Control Cash Capital	350	251	243	0	0	844
CDBG	2,386	4,236	4,236	4,236	4,236	19,330
Monroe County Traffic	178	202	158	255	355	1,148
Federal	10,624	5,346	666	4,176	4,734	25,546
General Debt	16,146	25,340	21,580	20,160	17,595	100,821
Refuse Debt	0	2,846	0	0	0	2,846
Local Works Debt	1,168	0	0	0	0	1,168
Monroe County	1,100	1,100	1,100	1,100	1,100	5,500
New York State	20,945	6,030	1,880	3,300	0	32,155
Parking Debt	2,899	5,909	2,485	1,238	1,275	13,806
Private	1,286	296	0	0	0	1,582
Water Debt	4,452	4,116	14,232	4,318	5,032	32,150
General Cash Capital	7,490	25,195	26,277	24,796	24,423	108,181
Cemetery Cash Capital	665	1,458	1,149	1,093	1,271	5,636
Library Cash Capital	617	757	907	797	813	3,891
Local Works Cash Capital	3,309	7,264	5,654	5,131	4,949	26,307
Parking Cash Capital	59	714	889	558	596	2,816
Public Market Cash Capital	27	48	50	52	54	231
Refuse Cash Capital	3,288	3,996	1,302	2,201	2,193	12,980
Water Cash Capital	5,088	5,427	5,139	5,682	6,148	27,484
War Memorial Cash Capital	155	2,418	268	268	268	3,377
<i>Grand Total</i>	<i>82,232</i>	<i>102,949</i>	<i>88,215</i>	<i>79,361</i>	<i>75,042</i>	<i>427,799</i>

FY 2016-20 CAPITAL IMPROVEMENT PROGRAM		Category Summary					
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Arts & Culture							
General Cash Capital		0	150	150	150	150	600
Library Cash Capital		527	540	554	568	582	2,771
Arts & Culture	Total	527	690	704	718	732	3,371
Business Equipment							
Cemetery Cash Capital		0	35	40	40	45	160
General Cash Capital		717	2,952	2,056	1,861	1,675	9,261
Library Cash Capital		0	35	165	35	35	270
Local Works Cash Capital		19	24	25	25	26	119
New York State		5,617	0	0	0	0	5,617
Parking Cash Capital		0	150	0	0	0	150
Refuse Cash Capital		223	234	240	246	252	1,195
War Memorial Cash Capital		0	68	68	68	68	272
Water Cash Capital		62	76	92	95	98	423
Business Equipment	Total	6,638	3,574	2,686	2,370	2,199	17,467
Economic Development							
CDBG		2,386	4,186	4,186	4,186	4,186	19,130
Federal		2,620	1,402	0	0	0	4,022
General Cash Capital		2,602	6,040	6,189	6,001	6,458	27,290
General Debt		2,136	8,410	10,015	5,660	3,821	30,042
New York State		1,214	0	0	0	0	1,214
Private		886	96	0	0	0	982
Economic Development	Total	11,844	20,134	20,390	15,847	14,465	82,680

Category Summary 2016-20 CIP	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
-------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	---------------------

Municipal Facilities

Animal Control Cash Capital	350	251	243	0	0	844	
General Cash Capital	357	1,663	1,856	3,902	4,360	12,138	
General Debt	5,047	4,275	662	2,500	0	12,484	
Library Cash Capital	90	182	188	194	196	850	
Local Works Cash Capital	528	784	399	83	270	2,064	
New York State	4,258	500	0	0	0	4,758	
Parking Cash Capital	0	500	889	500	500	2,389	
Parking Debt	2,899	5,909	2,485	1,238	1,275	13,806	
Private	400	200	0	0	0	600	
Refuse Cash Capital	527	392	400	83	270	1,672	
Water Cash Capital	30	537	5	5	105	682	
Municipal Facilities	Total	14,486	15,193	7,127	8,505	6,976	52,287

Non-Public Safety Fleet

Cemetery Cash Capital	99	240	139	48	154	680	
Federal	0	0	0	0	22	22	
General Cash Capital	920	3,505	1,127	740	581	6,873	
Local Works Cash Capital	1,252	2,125	1,367	1,045	555	6,344	
Parking Cash Capital	59	64	0	58	96	277	
Public Market Cash Capital	7	0	0	0	0	7	
Refuse Cash Capital	2,538	3,370	662	1,872	1,671	10,113	
Refuse Debt	0	2,846	0	0	0	2,846	
Water Cash Capital	610	978	939	637	854	4,018	
Non-Public Safety Fleet	Total	5,485	13,128	4,234	4,400	3,933	31,180

Parks and Open Space

Cemetery Cash Capital	566	1,183	970	1,005	1,072	4,796	
General Cash Capital	990	2,379	2,198	2,070	2,268	9,905	
General Debt	0	1,900	1,750	0	0	3,650	
New York State	510	4,630	0	0	0	5,140	
Public Market Cash Capital	20	48	50	52	54	224	
Parks and Open Space	Total	2,086	10,140	4,968	3,127	3,394	23,715

Category Summary 2016-20 CIP		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Public Facilities							
General Cash Capital		178	254	1,651	258	510	2,851
General Debt		0	150	0	743	323	1,216
War Memorial Cash Capital		155	2,350	200	200	200	3,105
Public Facilities	Total	333	2,754	1,851	1,201	1,033	7,172
Public Safety							
CDBG		0	50	50	50	50	200
General Cash Capital		1,004	5,047	7,128	5,723	4,307	23,209
General Debt		888	0	0	0	0	888
New York State		2,411	0	0	0	0	2,411
Public Safety	Total	4,303	5,097	7,178	5,773	4,357	26,708
Public Waterfront							
General Cash Capital		55	195	25	50	497	822
General Debt		0	870	0	0	2,750	3,620
New York State		200	900	1,880	3,300	0	6,280
Public Waterfront	Total	255	1,965	1,905	3,350	3,247	10,722
Transportation & Infrastructure							
Federal		8,004	3,944	666	4,176	4,712	21,502
General Cash Capital		667	3,010	3,897	4,041	3,617	15,232
General Debt		8,075	9,735	9,153	11,257	10,701	48,921
Local Works Cash Capital		1,510	4,331	3,863	3,978	4,098	17,780
Local Works Debt		1,168	0	0	0	0	1,168
Monroe County		1,100	1,100	1,100	1,100	1,100	5,500
Monroe County Traffic		178	202	158	255	355	1,148
New York State		6,735	0	0	0	0	6,735
Water Cash Capital		195	91	105	267	148	806
Water Debt		1,562	684	2,958	1,723	2,353	9,280
Transportation &	Total	29,194	23,097	21,900	26,797	27,084	128,072

Category Summary 2016-20 CIP		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water System							
Water Cash Capital		4,191	3,745	3,998	4,678	4,943	21,555
Water Debt		2,890	3,432	11,274	2,595	2,679	22,870
Water System	Total	7,081	7,177	15,272	7,273	7,622	44,425
	Grand Total	82,232	102,949	88,215	79,361	75,042	427,799

FY 2016-20

CAPITAL IMPROVEMENT
PROGRAM

Department Summary

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Administration						
General Cash Capital	5	5	5	5	5	25
New York State	700	0	0	0	0	700
Parking Cash Capital	0	500	889	500	500	2,389
Parking Debt	2,599	5,909	2,485	1,238	1,275	13,506
Administration Total	3,304	6,414	3,379	1,743	1,780	16,620
Emergency Communications Department						
General Cash Capital	0	70	35	88	35	228
Emergency Communications Total	0	70	35	88	35	228

Department Summary 2016-20 CIP		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Environmental Services							
Animal Control Cash Capital		350	251	243	0	0	844
Cemetery Cash Capital		665	1,458	1,149	1,093	1,271	5,636
Federal		10,624	5,346	666	4,176	4,734	25,546
General Cash Capital		3,201	10,721	10,594	10,830	11,325	46,671
General Debt		12,267	21,175	13,015	14,660	14,674	75,791
Local Works Cash Capital		3,309	7,264	5,654	5,131	4,949	26,307
Local Works Debt		1,168	0	0	0	0	1,168
Monroe County		1,100	1,100	1,100	1,100	1,100	5,500
Monroe County Traffic		178	202	158	255	355	1,148
New York State		11,588	3,530	1,880	3,300	0	20,298
Parking Cash Capital		59	64	0	58	96	277
Parking Debt		300	0	0	0	0	300
Private		886	96	0	0	0	982
Public Market Cash Capital		7	0	0	0	0	7
Refuse Cash Capital		3,288	3,996	1,302	2,201	2,193	12,980
Refuse Debt		0	2,846	0	0	0	2,846
War Memorial Cash Capital		0	1,568	68	68	68	1,772
Water Cash Capital		5,088	5,427	5,139	5,682	6,148	27,484
Water Debt		4,452	4,116	14,232	4,318	5,032	32,150
Environmental Services	Total	58,530	69,160	55,200	52,872	51,945	287,707
Fire							
CDBG		0	50	50	50	50	200
General Cash Capital		744	2,610	5,250	3,460	1,814	13,878
General Debt		1,779	0	0	0	0	1,779
New York State		608	0	0	0	0	608
Fire	Total	3,131	2,660	5,300	3,510	1,864	16,465

Department Summary 2016-20 CIP		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Information Technology							
General Cash Capital		670	2,365	1,765	1,565	1,375	7,740
New York State		2,720	0	0	0	0	2,720
Parking Cash Capital		0	150	0	0	0	150
Information Technology	Total	3,390	2,515	1,765	1,565	1,375	10,610
Library							
Library Cash Capital		617	757	907	797	813	3,891
New York State		389	500	0	0	0	889
Private		400	200	0	0	0	600
Library	Total	1,406	1,457	907	797	813	5,380
Neighborhood Business Development							
CDBG		2,386	4,186	4,186	4,186	4,186	19,130
General Cash Capital		2,173	5,610	5,560	5,560	6,010	24,913
General Debt		1,300	4,165	8,315	3,000	2,921	19,701
New York State		297	0	0	0	0	297
War Memorial Cash Capital		155	850	200	200	200	1,605
Neighborhood Business	Total	6,311	14,811	18,261	12,946	13,317	65,646
Police							
General Cash Capital		337	2,838	2,085	2,348	2,913	10,521
General Debt		600	0	0	0	0	600
New York State		4,178	0	0	0	0	4,178
Police	Total	5,115	2,838	2,085	2,348	2,913	15,299
Recreation & Youth Services							
General Cash Capital		360	976	983	940	946	4,205
General Debt		200	0	250	2,500	0	2,950
New York State		465	2,000	0	0	0	2,465
Public Market Cash Capital		20	48	50	52	54	224
Recreation & Youth Services	Total	1,045	3,024	1,283	3,492	1,000	9,844
Grand Total		82,232	102,949	88,215	79,361	75,042	427,799

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-1 Arterial Improvements

- Charlotte Street/Haags Alley added.

Project Changes

T-1 Arterial Improvements

- Bausch Street/Upper Falls design shifts to 2016-17.
- Seneca Avenue (Norton Street to E. Ridge Road) added in 2018-19.
- Waring Road (Culver Road to Norton Street) delayed to 2019-20 in conjunction with Federal request.

T-6 Street Lighting

- Street Lighting Improvements in conjunction with RG&E System Separation is added.

T-1

Arterial Improvements

131K Broadway (South Union to Goodman St South)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	162	0	162
General Debt	0	0	0	0	974	974
Monroe County	0	0	0	1,100	1,100	2,200
Water Cash Capital	0	0	0	50	0	50
Water Debt	0	0	0	0	504	504
	0	0	0	1,312	2,578	3,890

131K Genesee St (Genesee Park Blvd to Brooks Ave)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. Monroe County 131K Street.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	112	0	112
Water Cash Capital	0	0	0	65	0	65
	0	0	0	177	0	177

131K South Avenue (Elmwood Avenue to Bellvue Drive)

Elmwood Avenue (Mt. Hope Ave. to South Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	0	1,312	0	0	1,312
Monroe County	1,100	1,100	1,100	0	0	3,300
Water Cash Capital	87	0	0	0	0	87
Water Debt	0	0	2,242	0	0	2,242
	<u>1,187</u>	<u>1,100</u>	<u>4,654</u>	<u>0</u>	<u>0</u>	<u>6,941</u>

131K Winton Road North

Blossom Road to Corwin Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Debt	610	0	0	0	0	610
	<u>610</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>610</u>

Bausch Street/Upper Falls

Genesee River to Hudson Avenue

Street milling and resurfacing, curb and sidewalk repair, receiving basins and in fill landscaping.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	169	0	0	0	169
Monroe County Traffic	0	4	34	0	0	38
Water Debt	0	0	11	0	0	11
	<u>0</u>	<u>173</u>	<u>45</u>	<u>0</u>	<u>0</u>	<u>218</u>

Bausch Street/Upper Falls Boulevard (Genesee River to Hudson Ave)

Street milling and resurfacing, curb and sidewalk repair, receiving basins and in fill landscaping.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	0	1,722	0	0	1,722
	<u>0</u>	<u>0</u>	<u>1,722</u>	<u>0</u>	<u>0</u>	<u>1,722</u>

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	386	0	0	386
General Debt	0	0	0	3,732	0	3,732
Monroe County Traffic	0	0	2	21	0	23
Water Cash Capital	0	0	38	0	0	38
Water Debt	0	0	0	371	0	371
	<u>0</u>	<u>0</u>	<u>426</u>	<u>4,124</u>	<u>0</u>	<u>4,550</u>

Goodman Street

Bay Street to Clifford Ave.

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. 131K Street

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	48	0	0	0	0	48
General Debt	472	0	0	0	0	472
Monroe County Traffic	8	0	0	0	0	8
Water Cash Capital	2	0	0	0	0	2
	<u>530</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>530</u>

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Federal	0	0	666	4,176	0	4,842
General Cash Capital	0	0	61	0	0	61
General Debt	0	0	0	1,232	0	1,232
Monroe County Traffic	0	0	0	89	0	89
Water Debt	0	0	0	626	0	626
	<u>0</u>	<u>0</u>	<u>727</u>	<u>6,123</u>	<u>0</u>	<u>6,850</u>

Scottsville Road & Elmwood Avenue

West City Line to Mt. Hope Avenue

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lights.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	2,147	0	0	0	2,147
Monroe County Traffic	5	44	0	0	0	49
New York State	210	0	0	0	0	210
Water Cash Capital	0	14	0	0	0	14
	<u>215</u>	<u>2,205</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,420</u>

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	235	0	235
General Debt	0	0	0	0	2,338	2,338
Monroe County Traffic	0	0	0	19	169	188
Water Cash Capital	0	0	0	13	0	13
Water Debt	0	0	0	0	126	126
	<u>0</u>	<u>0</u>	<u>0</u>	<u>267</u>	<u>2,633</u>	<u>2,900</u>

Street Planning & Design

Staff time for design and construction of street improvement program.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	0	0	0	70	77	147
	<u>200</u>	<u>200</u>	<u>200</u>	<u>270</u>	<u>277</u>	<u>1,147</u>

Waring Road

Culver Road to Norton Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. Design completed in earlier years and Federal funding delayed construction

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Federal	0	0	0	0	4,712	4,712
General Debt	0	0	0	0	907	907
Monroe County Traffic	0	0	0	0	56	56
Water Debt	0	0	0	0	975	975
	0	0	0	0	6,650	6,650

Charlotte Street/Haags Alley

Scio to Pitkins

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Monroe County Traffic	8	0	0	0	0	8
New York State	1,000	0	0	0	0	1,000
Water Cash Capital	29	0	0	0	0	29
Water Debt	214	0	0	0	0	214
	1,251	0	0	0	0	1,251

T-2

Street Rehabilitation

Milling & Resurfacing Program

Milling and Resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	69	1,165	1,705	1,756	1,809	6,504
General Debt	1,823	2,994	2,578	2,655	2,735	12,785
Monroe County Traffic	65	66	68	70	72	341
New York State	1,890	0	0	0	0	1,890
Water Cash Capital	63	65	67	69	71	335
	3,910	4,290	4,418	4,550	4,687	21,855

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Federal	8,004	3,944	0	0	0	11,948
General Debt	1,909	1,147	0	0	0	3,056
Monroe County Traffic	42	36	0	0	0	78
Water Cash Capital	14	12	0	0	0	26
	<u>9,969</u>	<u>5,139</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15,108</u>

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	500	500	500	500	2,000
General Debt	322	2,735	2,817	2,902	2,989	11,765
Monroe County Traffic	50	52	54	56	58	270
New York State	2,905	0	0	0	0	2,905
Water Debt	738	684	705	726	748	3,601
	<u>4,015</u>	<u>3,971</u>	<u>4,076</u>	<u>4,184</u>	<u>4,295</u>	<u>20,541</u>

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	50	105	99	102	105	461
Local Works Cash Capital	1,010	1,040	1,072	1,104	1,137	5,363
	<u>1,060</u>	<u>1,145</u>	<u>1,171</u>	<u>1,206</u>	<u>1,242</u>	<u>5,824</u>

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	190	201	207	213	811
	0	190	201	207	213	811

T-5

Sidewalk Maintenance

Hazardous Sidewalk Remediation **Standard Allocation**

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Local Works Cash Capital	500	2,406	2,478	2,552	2,629	10,565
Local Works Debt	1,168	0	0	0	0	1,168
New York State	730	0	0	0	0	730
	2,398	2,406	2,478	2,552	2,629	12,463

Sidewalk Ramp Installation **Standard Allocation**

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Local Works Cash Capital	0	885	313	322	332	1,852
	0	885	313	322	332	1,852

T-6

Street Lighting System

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	78	80	82	84	324
	0	78	80	82	84	324

Street Lighting

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	3,549	256	264	272	280	4,621
	<u>3,549</u>	<u>256</u>	<u>264</u>	<u>272</u>	<u>280</u>	<u>4,621</u>

Street Lighting - Standard Allocation

Replacement, upgrade and improvement to poles and luminaries.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	131	135	139	143	548
	<u>0</u>	<u>131</u>	<u>135</u>	<u>139</u>	<u>143</u>	<u>548</u>

Street Lighting Improvements - RGE System Separation

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	325	325	325	335	1,310
	<u>0</u>	<u>325</u>	<u>325</u>	<u>325</u>	<u>335</u>	<u>1,310</u>

T-7	Bridges and Structures
------------	-------------------------------

Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	300	603	665	685	706	2,959
	<u>300</u>	<u>603</u>	<u>665</u>	<u>685</u>	<u>706</u>	<u>2,959</u>

Summary of Funding by Program: Transportation

		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
T-1	Arterial Improvements						
	Federal	0	0	666	4,176	4,712	9,554
	General Cash Capital	248	369	647	709	200	2,173
	General Debt	472	2,147	3,034	4,964	4,219	14,836
	Monroe County	1,100	1,100	1,100	1,100	1,100	5,500
	Monroe County Traffic	21	48	36	129	225	459
	New York State	1,210	0	0	0	0	1,210
	Water Cash Capital	118	14	38	198	77	445
	Water Debt	824	0	2,253	997	1,605	5,679
		3,993	3,678	7,774	12,273	12,138	39,856
T-2	Street Rehabilitation						
	Federal	8,004	3,944	0	0	0	11,948
	General Cash Capital	69	1,665	2,205	2,256	2,309	8,504
	General Debt	4,054	6,876	5,395	5,557	5,724	27,606
	Monroe County Traffic	157	154	122	126	130	689
	New York State	4,795	0	0	0	0	4,795
	Water Cash Capital	77	77	67	69	71	361
	Water Debt	738	684	705	726	748	3,601
		17,894	13,400	8,494	8,734	8,982	57,504
T-3	Street Surface Treatment						
	General Cash Capital	50	105	99	102	105	461
	Local Works Cash Cap	1,010	1,040	1,072	1,104	1,137	5,363
		1,060	1,145	1,171	1,206	1,242	5,824
T-4	Traffic						
	General Cash Capital	0	190	201	207	213	811
		0	190	201	207	213	811

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
T-5 Sidewalk Maintenance						
Local Works Cash Cap	500	3,291	2,791	2,874	2,961	12,417
Local Works Debt	1,168	0	0	0	0	1,168
New York State	730	0	0	0	0	730
	<u>2,398</u>	<u>3,291</u>	<u>2,791</u>	<u>2,874</u>	<u>2,961</u>	<u>14,315</u>
T-6 Street Lighting System						
General Cash Capital	0	78	80	82	84	324
General Debt	3,549	712	724	736	758	6,479
	<u>3,549</u>	<u>790</u>	<u>804</u>	<u>818</u>	<u>842</u>	<u>6,803</u>
T-7 Bridges and Structures						
General Cash Capital	300	603	665	685	706	2,959
	<u>300</u>	<u>603</u>	<u>665</u>	<u>685</u>	<u>706</u>	<u>2,959</u>

TRANSPORTATION TOTALS

	<u>2015-16</u>	<u>2016-2017</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Federal	8,004	3,944	666	4,176	4,712	21,502
General Cash Capital	667	3,010	3,897	4,041	3,617	15,232
General Debt	8,075	9,735	9,153	11,257	10,701	48,921
Local Works Cash Capital	1,510	4,331	3,863	3,978	4,098	17,780
Local Works Debt	1,168	0	0	0	0	1,168
Monroe County	1,100	1,100	1,100	1,100	1,100	5,500
Monroe County Traffic	178	202	158	255	355	1,148
New York State	6,735	0	0	0	0	6,735
Water Cash Capital	195	91	105	267	148	806
Water Debt	1,562	684	2,958	1,723	2,353	9,280
	<u>29,194</u>	<u>23,097</u>	<u>21,900</u>	<u>26,797</u>	<u>27,084</u>	<u>128,072</u>

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

New Projects

O-1 Port of Rochester

- Harbor Management added.
- Port Overlook added.

Project Changes

O-1 Port of Rochester

- Port Infrastructure Roads deferred one year to 2016-17.

O-3 Genesee River

- Erie Harbor Enhancements Phase II construction is delayed to 2016-17.
- East River Wall construction is delayed.

O-5 Boat Launch Relocation

- Riverfront Development III construction is delayed to 2019-20.

O-6 Transient Marina Development

- Transient Marina Facilities Phase II is delayed to 2019-20.

O-1**Port of Rochester****Harbor Management Plan**

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	25	0	0	0	0	25
	<u>25</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>25</u>

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	25	25	50	25	125
	<u>0</u>	<u>25</u>	<u>25</u>	<u>50</u>	<u>25</u>	<u>125</u>

Port Overlook

Design and construction trail and public scenic overlook upon the remaining abutment of demolished CSX swing bridge over the Genesee River.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	30	0	0	0	0	30
General Debt	0	170	0	0	0	170
New York State	200	0	0	0	0	200
	<u>230</u>	<u>170</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>400</u>

O-2**Lake Ontario****Durand Eastman Beach Improvements**

Construction of bathhouse and shelter.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	0	0	1,880	3,300	0	5,180
	<u>0</u>	<u>0</u>	<u>1,880</u>	<u>3,300</u>	<u>0</u>	<u>5,180</u>

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	170	0	0	0	170
General Debt	0	700	0	0	0	700
New York State	0	900	0	0	0	900
	0	1,770	0	0	0	1,770

O-5

Boat Launch Relocation

Riverfront Development III

East side boat launch parking lot south of Petten street, removal of County boat launch, and boat launch north of Petten Street.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	0	0	0	2,750	2,750
	0	0	0	0	2,750	2,750

O-6

Transient Marina Development

Transient Marina Facilities Phase II

Design and construction.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	472	472
	0	0	0	0	472	472

Summary of Funding by Program: Public Waterfront

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
O-1 Port of Rochester						
General Cash Capital	55	25	25	50	25	180
General Debt	0	170	0	0	0	170
New York State	200	0	0	0	0	200
	<u>255</u>	<u>195</u>	<u>25</u>	<u>50</u>	<u>25</u>	<u>550</u>
O-2 Lake Ontario						
New York State	0	0	1,880	3,300	0	5,180
	<u>0</u>	<u>0</u>	<u>1,880</u>	<u>3,300</u>	<u>0</u>	<u>5,180</u>
O-3 Genesee River						
General Cash Capital	0	170	0	0	0	170
General Debt	0	700	0	0	0	700
New York State	0	900	0	0	0	900
	<u>0</u>	<u>1,770</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,770</u>
O-5 Boat Launch Relocation						
General Debt	0	0	0	0	2,750	2,750
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,750</u>	<u>2,750</u>
O-6 Transient Marina Development						
General Cash Capital	0	0	0	0	472	472
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>472</u>	<u>472</u>

Summary of Funding by Program: Public Waterfront

PUBLIC WATERFRONT TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
General Cash Capital	55	195	25	50	497	822
General Debt	0	870	0	0	2,750	3,620
New York State	200	900	1,880	3,300	0	6,280
	<u>255</u>	<u>1,965</u>	<u>1,905</u>	<u>3,350</u>	<u>3,247</u>	<u>10,722</u>

WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

Project Changes

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- The programs for infrastructure support continue at planned levels.
- Water Main Cleaning & Lining & Water Main Extensions Programs combine into Distribution System Water Main Renewal Program
- Distribution System Vault Rehabilitation delayed to 2018-19.
- Laboratory and SCADA Equipment added.
- Hemlock Treatment Plant Boiler & Water Storage repairs delayed.

W-1

Distribution System

Bridge and River Crossings

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	585	0	0	0	600	1,185
	585	0	0	0	600	1,185

Distribution System Vault Rehabilitation

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	450	0	450
	0	0	0	450	0	450

Distribution System Water Main Renewal

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	1,057	1,500	1,586	1,602	1,654	7,399
Water Debt	2,390	2,432	2,510	2,595	2,679	12,606
	3,447	3,932	4,096	4,197	4,333	20,005

Holly System

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	125	125	125	129	133	637
Water Debt	500	0	0	0	0	500
	625	125	125	129	133	1,137

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	489	510	526	543	560	2,628
	489	510	526	543	560	2,628

Water Meter Replacement Program

Replacement and modernization of water meters.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	702	720	743	767	791	3,723
	702	720	743	767	791	3,723

Water Security

Securing Water facilities by facility upgrade and access control.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	80	80	83	85	88	416
	80	80	83	85	88	416

W-2 Water Supply Structures

Conduit Modernization

Modernization of City's water supply system.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Debt	0	1,000	8,764	0	0	9,764
	0	1,000	8,764	0	0	9,764

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	86	90	100	50	103	429
	86	90	100	50	103	429

Filtration Plant and Related Renovations

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	171	400	420	655	550	2,196
	171	400	420	655	550	2,196

☐ Filtration Plant Filter Underdrain Joint Rehabilitation

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	144	0	0	0	0	144
	<u>144</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>144</u>

☐ Filtration Plant Small Equipment Replacement

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	120	70	75	130	100	495
	<u>120</u>	<u>70</u>	<u>75</u>	<u>130</u>	<u>100</u>	<u>495</u>

☐ Holly Station Related Renovations

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	50	0	80	0	90	220
	<u>50</u>	<u>0</u>	<u>80</u>	<u>0</u>	<u>90</u>	<u>220</u>

☐ Laboratory and SCADA Equipment

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	50	50	50	50	50	250
	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>250</u>

☐ Upland Bridge Rehabilitation

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	332	0	0	0	0	332
	<u>332</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>332</u>

☐ Upland Structures

Improvements to the sites, structures and systems.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	200	200	210	217	224	1,051
	<u>200</u>	<u>200</u>	<u>210</u>	<u>217</u>	<u>224</u>	<u>1,051</u>

Summary of Funding by Program: Water System

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
W-1 Distribution System						
Water Cash Capital	3,038	2,935	3,063	3,576	3,826	16,438
Water Debt	2,890	2,432	2,510	2,595	2,679	13,106
	5,928	5,367	5,573	6,171	6,505	29,544
W-2 Water Supply Structures						
Water Cash Capital	1,153	810	935	1,102	1,117	5,117
Water Debt	0	1,000	8,764	0	0	9,764
	1,153	1,810	9,699	1,102	1,117	14,881
WATER SYSTEM TOTALS						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Water Cash Capital	4,191	3,745	3,998	4,678	4,943	21,555
Water Debt	2,890	3,432	11,274	2,595	2,679	22,870
	7,081	7,177	15,272	7,273	7,622	44,425

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.

- The programs for equipment and facilities support continue

Project Changes

P-8 Emergency Communication Vehicles

- Emergency Communications Vehicle for Director deferred one year to 2016-17.

P-1

Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	1,300	3,750	2,052	0	7,102
General Debt	888	0	0	0	0	888
	<u>888</u>	<u>1,300</u>	<u>3,750</u>	<u>2,052</u>	<u>0</u>	<u>7,990</u>

P-3

Small Equipment

Police Equipment

Technician equipment, and small equipment.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	260	226	169	177	176	1,008
	<u>260</u>	<u>226</u>	<u>169</u>	<u>177</u>	<u>176</u>	<u>1,008</u>

SCBA Replacement

Scheduled replacement and new purchase of small equipment.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	80	360	371	382	393	1,586
	<u>80</u>	<u>360</u>	<u>371</u>	<u>382</u>	<u>393</u>	<u>1,586</u>

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
CDBG	0	50	50	50	50	200
General Cash Capital	368	379	390	402	414	1,953
	<u>368</u>	<u>429</u>	<u>440</u>	<u>452</u>	<u>464</u>	<u>2,153</u>

Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	362	373	402	414	1,551
New York State	358	0	0	0	0	358
	<u>358</u>	<u>362</u>	<u>373</u>	<u>402</u>	<u>414</u>	<u>1,909</u>

P-5 Technology

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	40	40	40	40	40	200
	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>200</u>

P-6 Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	256	69	156	82	172	735
	<u>256</u>	<u>69</u>	<u>156</u>	<u>82</u>	<u>172</u>	<u>735</u>

Fire Rescue Boat

Protect City residents, visitors, recreational boating interests, commercial assets, and industrial operations in the Port of Rochester, on the Genesee River, and on Lake Ontario.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	250	0	0	0	0	250
	<u>250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250</u>

P-7

Police Motor Equipment

Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	2,276	1,879	2,133	2,698	8,986
New York State	1,803	0	0	0	0	1,803
	<u>1,803</u>	<u>2,276</u>	<u>1,879</u>	<u>2,133</u>	<u>2,698</u>	<u>10,789</u>

P-8

Emergency Communications Motor Equipment

Emergency Communication Vehicles

Scheduled replacement of vehicles.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	35	0	53	0	88
	<u>0</u>	<u>35</u>	<u>0</u>	<u>53</u>	<u>0</u>	<u>88</u>

Summary of Funding by Program: Public Safety

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
P-1 Apparatus						
General Cash Capital	0	1,300	3,750	2,052	0	7,102
General Debt	888	0	0	0	0	888
	888	1,300	3,750	2,052	0	7,990
P-3 Small Equipment						
CDBG	0	50	50	50	50	200
General Cash Capital	708	1,327	1,303	1,363	1,397	6,098
New York State	358	0	0	0	0	358
	1,066	1,377	1,353	1,413	1,447	6,656
P-5 Technology						
General Cash Capital	40	40	40	40	40	200
	40	40	40	40	40	200
P-6 Fire Motor Equipment						
General Cash Capital	256	69	156	82	172	735
New York State	250	0	0	0	0	250
	506	69	156	82	172	985
P-7 Police Motor Equipment						
General Cash Capital	0	2,276	1,879	2,133	2,698	8,986
New York State	1,803	0	0	0	0	1,803
	1,803	2,276	1,879	2,133	2,698	10,789
P-8 Emergency Communications Motor Equipment						
General Cash Capital	0	35	0	53	0	88
	0	35	0	53	0	88

PUBLIC SAFETY TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
CDBG	0	50	50	50	50	200
General Cash Capital	1,004	5,047	7,128	5,723	4,307	23,209
General Debt	888	0	0	0	0	888
New York State	2,411	0	0	0	0	2,411
	<u>4,303</u>	<u>5,097</u>	<u>7,178</u>	<u>5,773</u>	<u>4,357</u>	<u>26,708</u>

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

- Brewery Line trail added in 2016-17.

S-4 Recreation

- Statue & Monument Repair is added.

S-6 Cemeteries

- Cemeteries Facilities is added.

Project Changes

S-4 Recreation

- Genesee Riverway Rehabilitation deferred one year to 2016-17.
- Tennis/Basketball Replacement deferred one year to 2016-17.
- Charles Carroll Plaza construction deferred one year to 2016-17.
- Lighting Courts & Fields deferred one year to 2016-17.
- Play Apparatus to be funded by NYS Grant.
- Martin Luther King Jr. Memorial Park Phase III delayed to 2016-17.
- Cemetery Development deferred one year to 2016-17.

S-1

Trail System

Brewery Line Trail

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	45	0	0	0	0	45
New York State	45	230	0	0	0	275
	<u>90</u>	<u>230</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>320</u>

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	191	196	202	208	797
	<u>0</u>	<u>191</u>	<u>196</u>	<u>202</u>	<u>208</u>	<u>797</u>

S-2

Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	185	90	223	109	270	877
	<u>185</u>	<u>90</u>	<u>223</u>	<u>109</u>	<u>270</u>	<u>877</u>

Forestry Tree Program

Planting and upkeep of City trees.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	400	788	812	836	861	3,697
	<u>400</u>	<u>788</u>	<u>812</u>	<u>836</u>	<u>861</u>	<u>3,697</u>

S-4

Recreation

Charles Carroll Plaza

Repair/replace of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	1,900	0	0	0	1,900
New York State	0	2,400	0	0	0	2,400
	<u>0</u>	<u>4,300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,300</u>

Downtown Skate Park

Construction of a skate park.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	0	2,000	0	0	0	2,000
	<u>0</u>	<u>2,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000</u>

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	350	350	350	350	350	1,750
	<u>350</u>	<u>350</u>	<u>350</u>	<u>350</u>	<u>350</u>	<u>1,750</u>

Lighting Courts & Fields

Strategic lighting of tennis and baseball facilities.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	103	107	110	113	433
	<u>0</u>	<u>103</u>	<u>107</u>	<u>110</u>	<u>113</u>	<u>433</u>

☐ Martin Luther King Jr. Memorial Park Phase III

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main entrance, the amphitheater, the lawn and the berm area.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	350	0	0	0	350
General Debt	0	0	1,750	0	0	1,750
	0	350	1,750	0	0	2,100

☐ Play Apparatus

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	200	200	250	250	900
New York State	465	0	0	0	0	465
	465	200	200	250	250	1,365

☐ Statue & Monument Repair

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	10	107	110	113	116	456
	10	107	110	113	116	456

☐ Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	200	200	100	100	600
	0	200	200	100	100	600

S-5

Public Market

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Public Market Cash Capital	20	48	50	52	54	224
	<u>20</u>	<u>48</u>	<u>50</u>	<u>52</u>	<u>54</u>	<u>224</u>

S-6

Cemeteries

Cemeteries - Facilities

Mount Hope Cemetery barn plumbing upgrades.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Cemetery Cash Capital	155	273	30	35	72	565
	<u>155</u>	<u>273</u>	<u>30</u>	<u>35</u>	<u>72</u>	<u>565</u>

Cemeteries - Memorialization

Standard allocation for purchase and resale of cemetery memorials and markers, and installation of lettering on community mausoleum and columbarium crypt and niche fronts.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Cemetery Cash Capital	110	120	130	140	150	650
	<u>110</u>	<u>120</u>	<u>130</u>	<u>140</u>	<u>150</u>	<u>650</u>

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Cemetery Cash Capital	301	290	310	330	350	1,581
	<u>301</u>	<u>290</u>	<u>310</u>	<u>330</u>	<u>350</u>	<u>1,581</u>

 Cemetery Development

Allocation for the design and construction of new interment space.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Cemetery Cash Capital	0	500	500	500	500	2,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	500	500	500	500	2,000

Summary of Funding by Program: Parks and Open Space

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
S-1 Trail System						
General Cash Capital	45	191	196	202	208	842
New York State	45	230	0	0	0	275
	90	421	196	202	208	1,117
S-2 Urban Forest						
General Cash Capital	585	878	1,035	945	1,131	4,574
	585	878	1,035	945	1,131	4,574
S-4 Recreation						
General Cash Capital	360	1,310	967	923	929	4,489
General Debt	0	1,900	1,750	0	0	3,650
New York State	465	4,400	0	0	0	4,865
	825	7,610	2,717	923	929	13,004
S-5 Public Market						
Public Market Cash Capital	20	48	50	52	54	224
	20	48	50	52	54	224
S-6 Cemeteries						
Cemetery Cash Capital	566	1,183	970	1,005	1,072	4,796
	566	1,183	970	1,005	1,072	4,796

Summary of Funding by Program: Parks and Open Space

2015-16 2016-17 2017-18 2018-19 2019-20 Total

PARKS AND OPEN SPACE TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Cemetery Cash Capital	566	1,183	970	1,005	1,072	4,796
General Cash Capital	990	2,379	2,198	2,070	2,268	9,905
General Debt	0	1,900	1,750	0	0	3,650
New York State	510	4,630	0	0	0	5,140
Public Market Cash Capital	20	48	50	52	54	224
	2,086	10,140	4,968	3,127	3,394	23,715

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

New Projects

E-1 Downtown Development

- Main Street Streetscape & Pedestrian Wayfinding added in 2015-16.

E-3 Neighborhood Development

- Funds are included for East Henrietta Road (Westfall Road to Canal Bridge)
- Funds are included for Neighborhood Builders.

E-6 Environmental Compliance & Remediation

- Funds are included for remediation of Vacuum Oil Refinery Site in 2015-16.

E-7 Housing

- Funds are included for Home Rochester in 2015-16.
- Funds are included for Roofing Program in 2015-16.

Project Changes

E-1 Downtown Development

- Center City Beautification is delayed.
- Gilmore-Merrimac connector delayed.

E-3 Neighborhood Development

- Gilmore-Merrimac connector delayed.
- Neighborhood Development deferred one year to 2016-17.

E-4 Land Acquisition

- Demolition of Main Street/Clinton Avenue Buildings delayed.

E-8 Focused Investment

- Focused Investment deferred one year to 2016-17.

E-1

Downtown Development

Downtown Development

Downtown development projects.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	1,000	950	950	900	3,800
	0	1,000	950	950	900	3,800

Main Street Streetscape & Pedestrian Wayfinding

Design and construction of a revitalized streetscape along East Main Street, between the Genesee River and Liberty Pole Plaza/Franklin Street.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Federal	149	1,402	0	0	0	1,551
General Debt	76	745	0	0	0	821
Private	10	96	0	0	0	106
	235	2,243	0	0	0	2,478

Midtown Redevelopment III

New interconnecting roads and public utilities to support the redevelopment of the Midtown site including reconstruction of the sidewalk and pedestrian facilities along E. Main St., S. Clinton Ave. & E. Broad St.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	500	0	0	0	0	500
	500	0	0	0	0	500

E-2

Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	56	58	60	62	236
	0	56	58	60	62	236

E-3 Neighborhood Development

Bull's Head

Land Acquisition and commercial development.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	2,165	6,315	1,000	921	10,401
New York State	200	0	0	0	0	200
	<u>200</u>	<u>2,165</u>	<u>6,315</u>	<u>1,000</u>	<u>921</u>	<u>10,601</u>

East Henrietta Road (Westfall Rd to Canal Bridge)

Design and construction of street improvements to support Citygate development including widening the street to accommodate turning and bike lanes and sidewalks.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Federal	571	0	0	0	0	571
Private	876	0	0	0	0	876
	<u>1,447</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,447</u>

LaAvenida Streetscape Improvements Phase III

Improvements from Norton Street to East Ridge Road including sidewalk replacement, stone curb replacement and resetting, brick pavement repair, and street tree improvements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	187	0	0	187
General Debt	0	0	0	1,760	0	1,760
	<u>0</u>	<u>0</u>	<u>187</u>	<u>1,760</u>	<u>0</u>	<u>1,947</u>

Lyell Avenue Improvements

Lyell Avenue Streetscape Improvements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	500	500
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>500</u>	<u>500</u>

Neighborhood Builders

Construction of single family homes for owner occupants on City owned vacant lots.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	180	0	0	0	0	180
	<u>180</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>180</u>

Neighborhood Development

Public improvements in neighborhood quadrants.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	100	100	100	100	400
	<u>0</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>400</u>

E-4	Land Acquisition
------------	-------------------------

Acquisition/Economic Development

This is to purchase land/or site for development or other purposes.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>4,000</u>

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
CDBG	600	2,000	2,000	2,000	2,000	8,600
General Debt	1,300	2,000	2,000	2,000	2,000	9,300
	<u>1,900</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>17,900</u>

E-6	Environmental Compliance and Remediation
------------	---

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, and city environmental staff.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	442	559	594	591	596	2,782
General Debt	60	0	0	900	900	1,860
	502	559	594	1,491	1,496	4,642

Investigation and Remediation - Genesee Street

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	25	0	0	0	0	25
General Debt	200	400	500	0	0	1,100
	225	400	500	0	0	1,125

Investigation and Remediation - Jefferson Avenue

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	0	50
General Debt	0	400	0	0	0	400
	50	400	0	0	0	450

Investigation and Remediation - Vacuum Oil Refinery Site

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	150	500	1,000	0	0	1,650
	150	500	1,000	0	0	1,650

Lyell Lake State Street BOA & Josanna Master Plan

Broad Street Streetscape Enhancements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	25	0	0	0	25
General Debt	0	0	200	0	0	200
	<u>0</u>	<u>25</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>225</u>

Vacuum Oil BOA Flint Street

Extension & Landscaping.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	250	1,400	0	0	0	1,650
	<u>250</u>	<u>1,400</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,650</u>

Vacuum Oil BOA River Trail

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	100	800	0	0	0	900
	<u>100</u>	<u>800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>900</u>

E-7

Housing

Affordable Housing Acquisition and Support

The support and development of affordable housing city wide.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	500	500	500	500	500	2,500
	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>2,500</u>

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	420	500	500	500	500	2,420
	<u>420</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>2,420</u>

Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
CDBG	186	186	186	186	186	930
General Cash Capital	285	300	300	300	300	1,485
	<u>471</u>	<u>486</u>	<u>486</u>	<u>486</u>	<u>486</u>	<u>2,415</u>

Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
CDBG	1,600	2,000	2,000	2,000	2,000	9,600
General Cash Capital	700	1,000	1,000	1,000	1,000	4,700
	<u>2,300</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>14,300</u>

E-8 Focused Investment

Dewey Avenue Intersection Realignment

Realignment of Dewey Ave./Driving Park Ave.; intersection in Northwest Rochester.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Federal	1,900	0	0	0	0	1,900
New York State	514	0	0	0	0	514
	<u>2,414</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,414</u>

Focused Investment

Neighborhood stabilization and improvement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>4,000</u>

Summary of Funding by Program: Economic Development

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
E-1 Downtown Development						
Federal	149	1,402	0	0	0	1,551
General Cash Capital	0	1,000	950	950	900	3,800
General Debt	76	745	0	0	0	821
New York State	500	0	0	0	0	500
Private	10	96	0	0	0	106
	735	3,243	950	950	900	6,778
E-2 Downtown Enhancement District						
General Cash Capital	0	56	58	60	62	236
	0	56	58	60	62	236
E-3 Neighborhood Development						
Federal	571	0	0	0	0	571
General Cash Capital	180	100	287	100	600	1,267
General Debt	0	2,165	6,315	2,760	921	12,161
New York State	200	0	0	0	0	200
Private	876	0	0	0	0	876
	1,827	2,265	6,602	2,860	1,521	15,075
E-4 Land Acquisition						
CDBG	600	2,000	2,000	2,000	2,000	8,600
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
General Debt	1,300	2,000	2,000	2,000	2,000	9,300
	1,900	5,000	5,000	5,000	5,000	21,900

Summary of Funding by Program: Economic Development

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
E-6 Environmental Compliance and Remediation						
General Cash Capital	517	584	594	591	596	2,882
General Debt	760	3,500	1,700	900	900	7,760
	<u>1,277</u>	<u>4,084</u>	<u>2,294</u>	<u>1,491</u>	<u>1,496</u>	<u>10,642</u>
E-7 Housing						
CDBG	1,786	2,186	2,186	2,186	2,186	10,530
General Cash Capital	1,905	2,300	2,300	2,300	2,300	11,105
	<u>3,691</u>	<u>4,486</u>	<u>4,486</u>	<u>4,486</u>	<u>4,486</u>	<u>21,635</u>
E-8 Focused Investment						
Federal	1,900	0	0	0	0	1,900
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
New York State	514	0	0	0	0	514
	<u>2,414</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>6,414</u>
ECONOMIC DEVELOPMENT TOTALS						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
CDBG	2,386	4,186	4,186	4,186	4,186	19,130
Federal	2,620	1,402	0	0	0	4,022
General Cash Capital	2,602	6,040	6,189	6,001	6,458	27,290
General Debt	2,136	8,410	10,015	5,660	3,821	30,042
New York State	1,214	0	0	0	0	1,214
Private	886	96	0	0	0	982
	<u>11,844</u>	<u>20,134</u>	<u>20,390</u>	<u>15,847</u>	<u>14,465</u>	<u>82,680</u>

ARTS AND CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

New Projects

A-2 Library Books & Materials

- Funding is provided for the replacement and purchase of library books and small equipment for branch libraries.

A-1

Public Art

Arts Installation and Enhancements

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	150	150	150	150	600
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	150	150	150	150	600

A-2

Library Books & Materials

Library Materials Traditional Formats

Replacement of worn and obsolete materials and purchase of new materials and small equipment for branch libraries.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Library Cash Capital	527	540	554	568	582	2,771
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	527	540	554	568	582	2,771

Summary of Funding by Program: Arts and Culture

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
A-1 Public Art						
General Cash Capital	0	150	150	150	150	600
	<hr style="width: 100%;"/>					
	0	150	150	150	150	600
A-2 Library Books & Materials						
Library Cash Capital	527	540	554	568	582	2,771
	<hr style="width: 100%;"/>					
	527	540	554	568	582	2,771
ARTS AND CULTURE TOTALS						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
General Cash Capital	0	150	150	150	150	600
Library Cash Capital	527	540	554	568	582	2,771
	<hr style="width: 100%;"/>					
	527	690	704	718	732	3,371

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

- Funds included for Floor Replacement in 2016-17.

F-4 Port of Rochester Terminal

- Funds included for Terminal Dock Wall in 2015-16.

F-5 Joseph A. Floreano Riverside Convention Center

- Funds included for Building Mechanical Upgrades in 2018-19.

Project Change

F-4 Port of Rochester Terminal

- North Dock River Wall repairs delayed to 2019-20.
- Terminal Building maintenance funds deferred one year to 2016-17.
- Terminal North entrance enhancements deferred one year to 2016-17.

F-5 Riverside Convention Center

- Envelope repairs deferred one year to 2017-18.

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.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
War Memorial Cash Capital	25	70	70	70	70	305
	<u>25</u>	<u>70</u>	<u>70</u>	<u>70</u>	<u>70</u>	<u>305</u>

HVAC/Electrical

Payments to the New York Power Authority for cooperative major improvements to selected HVAC and electrical systems.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
War Memorial Cash Capital	130	130	130	130	130	650
	<u>130</u>	<u>130</u>	<u>130</u>	<u>130</u>	<u>130</u>	<u>650</u>

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
War Memorial Cash Capital	0	650	0	0	0	650
	<u>0</u>	<u>650</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>650</u>

Roof Recoating and Restoration

Roof recoating and restoration.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
War Memorial Cash Capital	0	1,500	0	0	0	1,500
	<u>0</u>	<u>1,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,500</u>

F-2 High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	15	69	71	73	75	303
	<u>15</u>	<u>69</u>	<u>71</u>	<u>73</u>	<u>75</u>	<u>303</u>

F-3 Soccer Stadium

Soccer Stadium

Structural and building repairs.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	33	50	50	50	50	233
	<u>33</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>233</u>

F-4 Port of Rochester Terminal

North Dock River Wall

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	150	150
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>	<u>150</u>

Port of Rochester

Improvements, repairs, rehabilitation/renovation at Port Terminal Building.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
	<u>0</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>200</u>

Terminal Dock Wall

Dredging & navigation channel repairs

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	75	0	0	0	100	175
	<u>75</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100</u>	<u>175</u>

Terminal North

Entrance enhancements

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	150	0	0	0	150
	<u>0</u>	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>

F-5	Joseph A. Floreano Riverside Convention Center
------------	---

Building Envelope Repairs Phase 2

Masonry, metal panel, concrete and related envelope repairs.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	1,395	0	0	1,395
	<u>0</u>	<u>0</u>	<u>1,395</u>	<u>0</u>	<u>0</u>	<u>1,395</u>

Building Facilities Improvements

Improvements, repairs, rehabilitation and renovation of the Convention Center and its building system components. Components include structural, architectural, HVAC/Mechanical, electrical, and plumbing elements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	40	70	70	70	70	320
	<u>40</u>	<u>70</u>	<u>70</u>	<u>70</u>	<u>70</u>	<u>320</u>

Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	0	0	743	323	1,066
	<u>0</u>	<u>0</u>	<u>0</u>	<u>743</u>	<u>323</u>	<u>1,066</u>

F-7	River Street Marina
------------	----------------------------

Marina Facility

Improvements, repairs, rehabilitation/renovation at Marina Facility.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	15	15	15	15	15	75
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	15	15	15	15	15	75

Summary of Funding by Program: Public Facilities

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
F-1 Blue Cross Arena at Rochester War Memorial						
War Memorial Cash Capital	155	2,350	200	200	200	3,105
	155	2,350	200	200	200	3,105
F-2 High Falls District						
General Cash Capital	15	69	71	73	75	303
	15	69	71	73	75	303
F-3 Soccer Stadium						
General Cash Capital	33	50	50	50	50	233
	33	50	50	50	50	233
F-4 Port of Rochester Terminal						
General Cash Capital	75	50	50	50	300	525
General Debt	0	150	0	0	0	150
	75	200	50	50	300	675
F-5 Joseph A. Floreano Riverside Convention Center						
General Cash Capital	40	70	1,465	70	70	1,715
General Debt	0	0	0	743	323	1,066
	40	70	1,465	813	393	2,781
F-7 River Street Marina						
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Summary of Funding by Program: Public Facilities

PUBLIC FACILITIES TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
General Cash Capital	178	254	1,651	258	510	2,851
General Debt	0	150	0	743	323	1,216
War Memorial Cash Capital	155	2,350	200	200	200	3,105
	<u>333</u>	<u>2,754</u>	<u>1,851</u>	<u>1,201</u>	<u>1,033</u>	<u>7,172</u>

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-1 City Hall

- Funds included for Window Replacement in 2017-18.

M-2 Operations Center Complex

- Funds included for Building 103 CNG Fuel Station Roof in 2016-17.
- Funds included for Building 200 heat recovery unit in 2015-16

M-3 Central Library Facilities

- Funding is included for Central Library Master Space Renovations in 2015-16.

M-4 Recreation and Parks Facilities

- Funding is included for Campbell Street Recreation Center HVAC in 2015-16.
- Funding included for Edgerton Recreation Center Roof Restoration in 2015-16.

M-6 General Rehabilitation

- A number of building improvements are funded in 2015-16, including Animal Services HVAC, and Municipal Code Violations Bureau.

M-8 Public Safety Facilities

- Funding is provided for facilities improvements at Police Facilities, Fire stations, and Emergency Communications Building.

Project Changes

M-2 Operations Center Complex

- Building 100 lower roof replacement deferred one year to 2016-17.

M-7 Garages

- Crossroad Garage Rehabilitation deferred one year to 2016-17.

M-1

City Hall

City Hall Annual Allocation

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	25	93	95	97	100	410
	25	93	95	97	100	410

City Hall Building A Historic Window Replacement

Historic window replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	583	638	700	1,921
	0	0	583	638	700	1,921

City Hall Roof Replacement

Design and construction of critical roof replacements. Includes removal and replacement of metal shed dormer roof.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	400	0	0	0	0	400
	400	0	0	0	0	400

M-2

Operations Center Complex

CVMF Building 100 Roof

Vehicle Maintenance Facility lower roof replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	143	0	0	0	143
Local Works Cash Capital	0	203	0	0	0	203
Refuse Cash Capital	0	204	0	0	0	204
	0	550	0	0	0	550

CVMF Building 101 Roof

Vehicle storage building roof replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	196	0	0	0	0	196
Local Works Cash Capital	49	0	0	0	0	49
Refuse Cash Capital	49	0	0	0	0	49
	<u>294</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>294</u>

CVMF Building 103 CNG Fuel Station Roof

CNG Fuel Station roof replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	75	0	0	0	75
Local Works Cash Capital	0	107	0	0	0	107
Refuse Cash Capital	0	108	0	0	0	108
	<u>0</u>	<u>290</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>290</u>

CVMF Building 200

Main Operations Center heat recovery unit restoration.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	65	0	0	0	0	65
Local Works Cash Capital	94	0	0	0	0	94
Refuse Cash Capital	94	0	0	0	0	94
	<u>253</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>253</u>

CVMF Building 300 Roof

Street Maintenance roof replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	393	0	0	0	393
Local Works Cash Capital	0	394	0	0	0	394
	<u>0</u>	<u>787</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>787</u>

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	130	130
Local Works Cash Capital	0	0	0	0	185	185
Refuse Cash Capital	0	0	0	0	185	185
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>500</u>	<u>500</u>

CVMF Complex Storm & Sanitary Sewer Repairs

System repairs throughout CVMF complex.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	624	0	624
	<u>0</u>	<u>0</u>	<u>0</u>	<u>624</u>	<u>0</u>	<u>624</u>

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	20	20	20	20	80
Local Works Cash Capital	20	20	20	20	20	100
Refuse Cash Capital	20	20	20	20	20	100
Water Cash Capital	5	5	5	5	5	25
	<u>45</u>	<u>65</u>	<u>65</u>	<u>65</u>	<u>65</u>	<u>305</u>

CVMF Site Electrical Service Replacements

Underground service replacements at building 200 to 201 and overhead service buildings 300 to 301 to 101.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Local Works Cash Capital	306	0	318	0	0	624
New York State	437	0	0	0	0	437
Refuse Cash Capital	305	0	319	0	0	624
	<u>1,048</u>	<u>0</u>	<u>637</u>	<u>0</u>	<u>0</u>	<u>1,685</u>

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	95	97	99	102	393
Local Works Cash Capital	59	60	61	63	65	308
Refuse Cash Capital	59	60	61	63	65	308
	<u>118</u>	<u>215</u>	<u>219</u>	<u>225</u>	<u>232</u>	<u>1,009</u>

M-3 Central Library Facilities

Bausch & Lomb HVAC Upgrades

Heat pump replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Library Cash Capital	50	52	54	56	58	270
	<u>50</u>	<u>52</u>	<u>54</u>	<u>56</u>	<u>58</u>	<u>270</u>

Central Library Annual Allocation

Standard allocation.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Library Cash Capital	40	84	86	88	88	386
	<u>40</u>	<u>84</u>	<u>86</u>	<u>88</u>	<u>88</u>	<u>386</u>

Central Library Master Space Renovations

Phased interior renovation.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	389	500	0	0	0	889
Private	400	200	0	0	0	600
	<u>789</u>	<u>700</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,489</u>

M-4	Recreation and Parks Facilities
------------	--

Adams Street Recreation Center Improvements

Various improvements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	1,775	0	0	0	1,775
	0	1,775	0	0	0	1,775

Campbell Street Recreation Center

HVAC replacements, new gym floor & windows.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	520	0	0	0	0	520
	520	0	0	0	0	520

Clinton Baden Recreation Center Improvements

Facilities renovation and repair.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	130	1,250	0	1,380
General Debt	875	0	0	0	0	875
	875	0	130	1,250	0	2,255

Edgerton Recreation Center

Roof restoration; window replacements and building components and renovations and repairs.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	200	0	250	2,500	0	2,950
	200	0	250	2,500	0	2,950

M-5	Water Facilities
------------	-------------------------

Felix Street Heat Pump

Replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	0	100	100
	0	0	0	0	100	100

Felix Street Training Room

Renovations.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	25	0	0	0	0	25
	25	0	0	0	0	25

Hemlock Treatment Plant

Hemlock Pump house and Operations storage building improvements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	0	329	0	0	0	329
	0	329	0	0	0	329

Highland Reservoir Upper Gatehouse

Building repairs and roof replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	0	203	0	0	0	203
	0	203	0	0	0	203

M-6	General Rehabilitation
------------	-------------------------------

Andrews Street Improvements

Window replacement and masonry and interior repairs.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	0	412	0	0	412
	0	0	412	0	0	412

Animal Services HVAC Improvements

HVAC modernization for offices.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Animal Control Cash Capital	350	0	0	0	0	350
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	350	0	0	0	0	350

Animal Services Interior

Interior repairs.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Animal Control Cash Capital	0	251	0	0	0	251
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	251	0	0	0	251

Animal Services Roof

Roof Restoration.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Animal Control Cash Capital	0	0	243	0	0	243
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	0	243	0	0	243

Asbestos Management

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	82	84	84	87	337
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	82	84	84	87	337

Branch Facilities

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Library Cash Capital	0	46	48	50	50	194
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	46	48	50	50	194

DRYS Kitchen Exhaust Hoods & Fire Suppression Systems

Install code compliant exhaust hoods and fire suppression systems at multiple facilities.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	158	158	158	106	0	580
	<u>158</u>	<u>158</u>	<u>158</u>	<u>106</u>	<u>0</u>	<u>580</u>

General Rehabilitation

Renovation, rehabilitation, repair, and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	100	206	213	220	226	965
	<u>100</u>	<u>206</u>	<u>213</u>	<u>220</u>	<u>226</u>	<u>965</u>

Genesee Valley Park Pool Deck

Swimming pool concrete deck replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	469	469
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>469</u>	<u>469</u>

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	39	39	39	39	39	195
	<u>39</u>	<u>39</u>	<u>39</u>	<u>39</u>	<u>39</u>	<u>195</u>

Municipal Code Violations Bureau

Renovations to facility, restrooms, and service counter to conform to ADA code standards. Including replacement of HVAC system.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	1,862	0	0	0	0	1,862
	<u>1,862</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,862</u>

Roof Repair Allocation

Annual allocation for roof repairs.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	73	75	77	80	305
	<u>0</u>	<u>73</u>	<u>75</u>	<u>77</u>	<u>80</u>	<u>305</u>

M-7

Garages

Crossroad Garage Rehabilitation

Top Slab repair and waterproofing.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Parking Debt	0	3,200	0	0	0	3,200
	<u>0</u>	<u>3,200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,200</u>

Garage Elevator Program

Comprehensive elevator rehabilitation program.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	700	0	0	0	0	700
Parking Debt	1,000	1,575	1,300	0	0	3,875
	<u>1,700</u>	<u>1,575</u>	<u>1,300</u>	<u>0</u>	<u>0</u>	<u>4,575</u>

Garage Program

Annual parking garage evaluation and repair program.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Parking Cash Capital	0	500	500	500	500	2,000
Parking Debt	1,599	1,134	1,185	1,238	1,275	6,431
	<u>1,599</u>	<u>1,634</u>	<u>1,685</u>	<u>1,738</u>	<u>1,775</u>	<u>8,431</u>

Garage Revenue Control Equipment

Replacement

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Parking Cash Capital	0	0	389	0	0	389
	<u>0</u>	<u>0</u>	<u>389</u>	<u>0</u>	<u>0</u>	<u>389</u>

Mortimer Garage Surface Lot

Prepare lot for municipal parking use.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Parking Debt	300	0	0	0	0	300
	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300</u>

M-8 Public Safety Facilities

Chestnut Street Firehouse

Electrical upgrades and window and skylight replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	70	0	281	351
	<u>0</u>	<u>0</u>	<u>70</u>	<u>0</u>	<u>281</u>	<u>351</u>

Emergency Communications Facility

Phased facility improvements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	410	1,837	2,247
General Debt	1,542	0	0	0	0	1,542
	<u>1,542</u>	<u>0</u>	<u>0</u>	<u>410</u>	<u>1,837</u>	<u>3,789</u>

2015-16 TO 2019-20
Capital Improvement Program

MUNICIPAL FACILITIES

Fire Facilities

Installation of exhaust hood and fire suppression systems at various facilities.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	100	100	100	100	400
General Debt	211	0	0	0	0	211
	<u>211</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>611</u>

Fire Facilities HVAC Replacement

HVAC replacement at N. Clinton Avenue & Emerson Street.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	680	0	0	0	0	680
	<u>680</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>680</u>

Indoor Pistol Range HVAC

HVAC replacement.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	158	0	0	0	0	158
	<u>158</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>158</u>

Police Auto Pound Building

Replace existing trailer with prefabricated building.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	600	0	0	0	0	600
	<u>600</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>600</u>

Police Facilities

Security improvements.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	35	36	37	38	39	185
	<u>35</u>	<u>36</u>	<u>37</u>	<u>38</u>	<u>39</u>	<u>185</u>

2015-16 TO 2019-20
Capital Improvement Program

MUNICIPAL FACILITIES

Public Safety Building

PSB generator evaluation and UPS upgrades.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Debt	0	2,500	0	0	0	2,500
New York State	470	0	0	0	0	470
	<u>470</u>	<u>2,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,970</u>

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	150	155	100	150	555
	<u>0</u>	<u>150</u>	<u>155</u>	<u>100</u>	<u>150</u>	<u>555</u>

Summary of Funding by Program: Municipal Facilities

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
M-1 City Hall						
General Cash Capital	25	93	678	735	800	2,331
New York State	400	0	0	0	0	400
	425	93	678	735	800	2,731
M-2 Operations Center Complex						
General Cash Capital	0	726	117	743	252	1,838
General Debt	261	0	0	0	0	261
Local Works Cash Capital	528	784	399	83	270	2,064
New York State	437	0	0	0	0	437
Refuse Cash Capital	527	392	400	83	270	1,672
Water Cash Capital	5	5	5	5	5	25
	1,758	1,907	921	914	797	6,297
M-3 Central Library Facilities						
Library Cash Capital	90	136	140	144	146	656
New York State	389	500	0	0	0	889
Private	400	200	0	0	0	600
	879	836	140	144	146	2,145
M-4 Recreation and Parks Facilities						
General Cash Capital	0	0	130	1,250	0	1,380
General Debt	1,595	1,775	250	2,500	0	6,120
	1,595	1,775	380	3,750	0	7,500
M-5 Water Facilities						
Water Cash Capital	25	532	0	0	100	657
	25	532	0	0	100	657

Summary of Funding by Program: Municipal Facilities

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
M-6 General Rehabilitation						
Animal Control Cash Capital	350	251	243	0	0	844
General Cash Capital	297	558	569	526	901	2,851
General Debt	0	0	412	0	0	412
Library Cash Capital	0	46	48	50	50	194
New York State	1,862	0	0	0	0	1,862
	<u>2,509</u>	<u>855</u>	<u>1,272</u>	<u>576</u>	<u>951</u>	<u>6,163</u>
M-7 Garages						
New York State	700	0	0	0	0	700
Parking Cash Capital	0	500	889	500	500	2,389
Parking Debt	2,899	5,909	2,485	1,238	1,275	13,806
	<u>3,599</u>	<u>6,409</u>	<u>3,374</u>	<u>1,738</u>	<u>1,775</u>	<u>16,895</u>
M-8 Public Safety Facilities						
General Cash Capital	35	286	362	648	2,407	3,738
General Debt	3,191	2,500	0	0	0	5,691
New York State	470	0	0	0	0	470
	<u>3,696</u>	<u>2,786</u>	<u>362</u>	<u>648</u>	<u>2,407</u>	<u>9,899</u>

Summary of Funding by Program: Municipal Facilities

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
MUNICIPAL FACILITIES TOTALS						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Animal Control Cash Capital	350	251	243	0	0	844
General Cash Capital	357	1,663	1,856	3,902	4,360	12,138
General Debt	5,047	4,275	662	2,500	0	12,484
Library Cash Capital	90	182	188	194	196	850
Local Works Cash Capital	528	784	399	83	270	2,064
New York State	4,258	500	0	0	0	4,758
Parking Cash Capital	0	500	889	500	500	2,389
Parking Debt	2,899	5,909	2,485	1,238	1,275	13,806
Private	400	200	0	0	0	600
Refuse Cash Capital	527	392	400	83	270	1,672
Water Cash Capital	30	537	5	5	105	682
	14,486	15,193	<u>7,127</u>	8,505	6,976	52,287

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-3 Technology

- Funding is provided to extend and improve the performance of our networks, invest in ad hoc initiatives with direct impact on the operating budget.

B-1

Office Equipment

Branch Libraries Equipment

Routine replacement of office and public furnishings.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Library Cash Capital	0	20	20	20	20	80
	0	20	20	20	20	80

Environmental Services

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Local Works Cash Capital	0	5	5	5	5	20
Refuse Cash Capital	0	5	5	5	5	20
	0	10	10	10	10	40

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	14	14	14	14	56
	0	14	14	14	14	56

Environmental Services/Water Bureau

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	0	17	18	19	19	73
	0	17	18	19	19	73

Neighborhood & Business Development

Routine replacement of furnishing and equipment.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	25	25	25	25	100
	0	25	25	25	25	100

Recreation and Youth Services

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	16	16	17	17	66
	0	16	16	17	17	66

B-2 Small Equipment

Blue Cross Arena - Standard Allocation

Routine replacement of furnishings and equipment at War Memorial.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
War Memorial Cash Capital	0	68	68	68	68	272
	0	68	68	68	68	272

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Cemetery Cash Capital	0	35	40	40	45	160
	0	35	40	40	45	160

Emergency Communications

Standard allocation for replacement of equipment.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	35	35	35	35	140
	0	35	35	35	35	140

Environmental Services

Standard allocation for replacement of equipment.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	60	61	62	63	246
Local Works Cash Capital	19	19	20	20	21	99
Refuse Cash Capital	223	229	235	241	247	1,175
Water Cash Capital	52	54	56	58	60	280
	<u>294</u>	<u>362</u>	<u>372</u>	<u>381</u>	<u>391</u>	<u>1,800</u>

B-3

Technology

Computer Replacements - Library

Provision for cyclical replacement of computers.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Library Cash Capital	0	15	145	15	15	190
	<u>0</u>	<u>15</u>	<u>145</u>	<u>15</u>	<u>15</u>	<u>190</u>

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	0	0	13	13	14	40
	<u>0</u>	<u>0</u>	<u>13</u>	<u>13</u>	<u>14</u>	<u>40</u>

Future Technology Initiatives and Planning

Staff time for replacement of obsolete information systems.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	30	50	50	50	50	230
	<u>30</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>230</u>

Police Fingerprint File

Address high problem areas.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	300	0	0	0	300
	0	300	0	0	0	300

Police Technology Sytech Upgrade

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	42	0	0	0	0	42
	42	0	0	0	0	42

Street Pavement Management System

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	90	93	96	99	378
	0	90	93	96	99	378

Upland PC's

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	10	5	5	5	5	30
	10	5	5	5	5	30

B-4

PSI

Enterprise Document Management System

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	42	42	42	42	168
New York State	50	0	0	0	0	50
	50	42	42	42	42	218

Enterprise GIS Transformation

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	25	0	0	0	25
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	25	0	0	0	25

Parking Enforcement System

Replace old mainframe to allow consolidation into one web-based, real-time wireless connected system.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Parking Cash Capital	0	550	0	0	0	550
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	550	0	0	0	550

Payroll System

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	200	200	0	0	400
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	200	200	0	0	400

Police - Records Management System

Upgrade Centralized computer operation.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	150	0	0	0	150
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	150	0	0	0	150

PSI - Legacy System

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	700	700	700	700	2,800
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	700	700	700	700	2,800

B-5

Business Equipment

☐ Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	5	5	5	5	5	25
	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>25</u>

☐ Mailing Equipment

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	250	0	0	0	250
	<u>0</u>	<u>250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250</u>

B-94

Client Technology Solution Support

☐ Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	320	320	320	320	1,280
New York State	375	0	0	0	0	375
	<u>375</u>	<u>320</u>	<u>320</u>	<u>320</u>	<u>320</u>	<u>1,655</u>

☐ Client Services Licenses

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
New York State	50	0	0	0	0	50
	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>250</u>

☐ **MAC Workstations**

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	20	0	0	0	0	20
	<u>20</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>20</u>

☐ **MS Office 2013**

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	190	190	190	190	0	760
	<u>190</u>	<u>190</u>	<u>190</u>	<u>190</u>	<u>0</u>	<u>760</u>

☐ **Printer Consolidation**

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	200	80	80	80	80	520
New York State	400	0	0	0	0	400
	<u>600</u>	<u>80</u>	<u>80</u>	<u>80</u>	<u>80</u>	<u>920</u>

☐ **Security Remediation**

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	50	0	0	0	0	50
	<u>50</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>50</u>

B-96

Network Telecommunications & Security

☐ **Data Center Expansion**

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
New York State	200	0	0	0	0	200
	<u>200</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>400</u>

Disaster Recovery Assessment

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	250	50	50	50	50	450
New York State	300	0	0	0	0	300
	<u>550</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>750</u>

Joseph A. Floreano Riverside Convention Center Surveillance System

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	97	0	0	0	0	97
	<u>97</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>97</u>

Network Revitalization

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	250	50	50	50	400
New York State	500	0	0	0	0	500
	<u>500</u>	<u>250</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>900</u>

Telephony Expansion

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	25	25	25	75
New York State	1,200	0	0	0	0	1,200
	<u>1,200</u>	<u>0</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>1,275</u>

B-97 Security & Surveillance

RPD Body Cameras

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	2,000	0	0	0	0	2,000
	<u>2,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000</u>

 Video Surveillance Camera Network

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	375	0	0	0	0	375
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	375	0	0	0	0	375

Summary of Funding by Program: Business Equipment

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
B-1 Office Equipment						
General Cash Capital	0	55	55	56	56	222
Library Cash Capital	0	20	20	20	20	80
Local Works Cash Capital	0	5	5	5	5	20
Refuse Cash Capital	0	5	5	5	5	20
Water Cash Capital	0	17	18	19	19	73
	0	102	103	105	105	415
B-2 Small Equipment						
Cemetery Cash Capital	0	35	40	40	45	160
General Cash Capital	0	95	96	97	98	386
Local Works Cash Capital	19	19	20	20	21	99
Refuse Cash Capital	223	229	235	241	247	1,175
War Memorial Cash Capital	0	68	68	68	68	272
Water Cash Capital	52	54	56	58	60	280
	294	500	515	524	539	2,372
B-3 Technology						
General Cash Capital	72	440	143	146	149	950
Library Cash Capital	0	15	145	15	15	190
Water Cash Capital	10	5	18	18	19	70
	82	460	306	179	183	1,210
B-4 PSI						
General Cash Capital	0	1,117	942	742	742	3,543
New York State	50	0	0	0	0	50
Parking Cash Capital	0	550	0	0	0	550
	50	1,667	942	742	742	4,143

Summary of Funding by Program: Business Equipment

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
B-5 Business Equipment						
General Cash Capital	5	255	5	5	5	275
	<u>5</u>	<u>255</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>275</u>
B-94 Client Technology Solution Support						
General Cash Capital	390	640	640	640	450	2,760
New York State	845	0	0	0	0	845
New York State	50	0	0	0	0	50
	<u>1,235</u>	<u>640</u>	<u>640</u>	<u>640</u>	<u>450</u>	<u>2,810</u>
B-96 Network Telecommunications & Security						
General Cash Capital	250	350	175	175	175	1,125
New York State	2,297	0	0	0	0	2,297
	<u>2,547</u>	<u>350</u>	<u>175</u>	<u>175</u>	<u>175</u>	<u>3,422</u>
B-97 Security & Surveillance						
New York State	2,375	0	0	0	0	2,375
	<u>2,375</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,375</u>

Summary of Funding by Program: Business Equipment

2015-16 2016-17 2017-18 2018-19 2019-20 Total

BUSINESS EQUIPMENT TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Cemetery Cash Capital	0	35	40	40	45	160
General Cash Capital	717	2,952	2,056	1,861	1,675	9,261
Library Cash Capital	0	35	165	35	35	270
Local Works Cash Capital	19	24	25	25	26	119
New York State	5,617	0	0	0	0	5,617
Parking Cash Capital	0	550	0	0	0	550
Refuse Cash Capital	223	234	240	246	252	1,195
War Memorial Cash Capital	0	68	68	68	68	272
Water Cash Capital	62	76	92	95	98	423
	6,638	3,974	<u>2,686</u>	2,370	2,199	17,867

NON-PUBLIC SAFETY FLEET

The Non-Public Safety category provides for the replacement of the City's vehicles.

New Projects

N-1 Motor Equipment

- Funding is provided for Parking and Information Technology pool vehicles in 2015-16.

N-1

Motor Equipment

Bureau of Architecture and Engineering

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	44	23	0	60	0	127
	44	23	0	60	0	127

Communications

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Federal	0	0	0	0	22	22
	0	0	0	0	22	22

Department of Recreation and Youth Services

Standard allocation.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	32	87	37	38	194
	0	32	87	37	38	194

DES Commissioner

Standard allocation.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	20	21	22	63
	0	0	20	21	22	63

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	823	3,356	941	561	499	6,180
Local Works Cash Capital	1,252	2,125	1,367	1,045	555	6,344
	2,075	5,481	2,308	1,606	1,054	12,524

Information Technology

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	23	0	0	0	0	23
	<u>23</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>23</u>

Mayor's Office

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	23	61	0	84
	<u>0</u>	<u>0</u>	<u>23</u>	<u>61</u>	<u>0</u>	<u>84</u>

Motor Equipment - Cemetery

Standard allocation used for the replacement of motor equipment.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Cemetery Cash Capital	99	240	139	48	154	680
	<u>99</u>	<u>240</u>	<u>139</u>	<u>48</u>	<u>154</u>	<u>680</u>

Neighborhood and Business Development

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	30	62	56	0	22	170
	<u>30</u>	<u>62</u>	<u>56</u>	<u>0</u>	<u>22</u>	<u>170</u>

Parking

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Parking Cash Capital	59	64	0	58	96	277
	<u>59</u>	<u>64</u>	<u>0</u>	<u>58</u>	<u>96</u>	<u>277</u>

Public Market

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Public Market Cash Capit	7	0	0	0	0	7
	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Refuse Cash Capital	2,538	3,370	662	1,872	1,671	10,113
Refuse Debt	0	2,846	0	0	0	2,846
	<u>2,538</u>	<u>6,216</u>	<u>662</u>	<u>1,872</u>	<u>1,671</u>	<u>12,959</u>

Treasury

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	32	0	0	0	32
	<u>0</u>	<u>32</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>32</u>

Water Bureau

Standard allocation.

<u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
Water Cash Capital	610	978	939	637	854	4,018
	<u>610</u>	<u>978</u>	<u>939</u>	<u>637</u>	<u>854</u>	<u>4,018</u>

Summary of Funding by Program: Non Public Safety Fleet

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
N-1 Motor Equipment						
Cemetery Cash Capital	99	240	139	48	154	680
Federal	0	0	0	0	22	22
General Cash Capital	920	3,505	1,127	740	581	6,873
Local Works Cash Capital	1,252	2,125	1,367	1,045	555	6,344
Parking Cash Capital	59	64	0	58	96	277
Public Market Cash Capital	7	0	0	0	0	7
Refuse Cash Capital	2,538	3,370	662	1,872	1,671	10,113
Refuse Debt	0	2,846	0	0	0	2,846
Water Cash Capital	610	978	939	637	854	4,018
	5,485	13,128	4,234	4,400	3,933	31,180

NON PUBLIC SAFETY FLEET TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Cemetery Cash Capital	99	240	139	48	154	680
Federal	0	0	0	0	22	22
General Cash Capital	920	3,505	1,127	740	581	6,873
Local Works Cash Capital	1,252	2,125	1,367	1,045	555	6,344
Parking Cash Capital	59	64	0	58	96	277
Public Market Cash Capital	7	0	0	0	0	7
Refuse Cash Capital	2,538	3,370	662	1,872	1,671	10,113
Refuse Debt	0	2,846	0	0	0	2,846
Water Cash Capital	610	978	939	637	854	4,018
	5,485	13,128	4,234	4,400	3,933	31,180

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for less than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These "other than full time" positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, 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 always unfilled at a 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	<u>1.1</u>
	23.9

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. Here workload requirements change throughout the year (e.g., from Leaf Collection in the fall to Snow and Ice Control in the winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

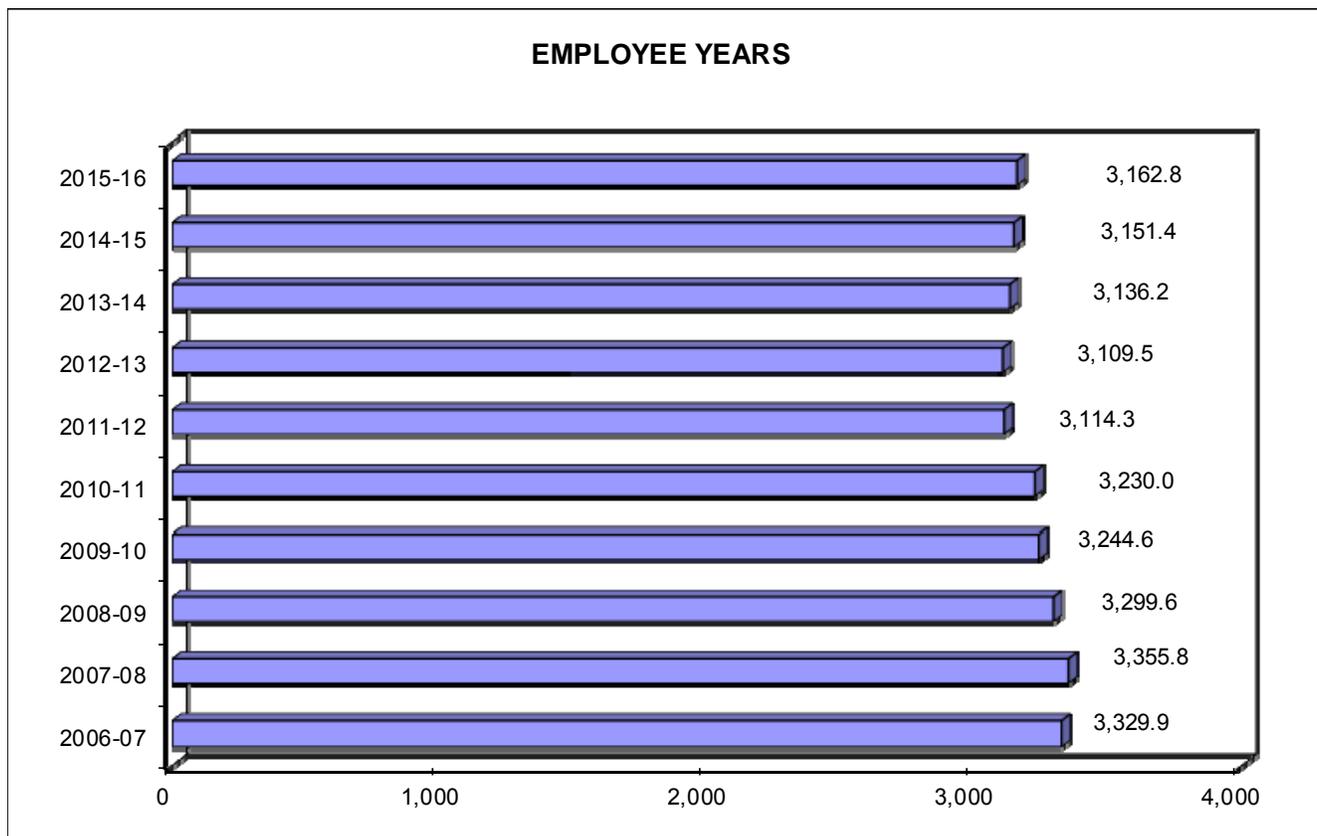
<u>Title</u>	<u>Activities</u>	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	<u>0.9</u>
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget <u>2012-13</u>	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
City Council and Clerk	23.1	23.1	23.1	23.8
Administration				
Mayor's Office	18.3	17.3	20.6	27.8
Office of Management & Budget	9.3	10.7	10.7	10.1
Human Resource Management	29.3	28.7	28.5	29.3
Communications	17.5	17.8	17.6	19.4
Law	<u>19.0</u>	<u>19.0</u>	<u>20.0</u>	<u>20.5</u>
	93.4	93.5	97.4	107.1
Information Technology	49.6	54.2	54.8	54.8
Finance				
Director's Office	2.9	3.0	3.0	4.0
Accounting	18.2	18.6	19.5	18.3
Treasury	17.1	17.9	20.9	20.6
Assessment	13.5	13.3	13.2	13.4
Parking Violations & Adjudication	38.9	42.2	42.1	42.1
Purchasing	<u>12.0</u>	<u>11.9</u>	<u>12.2</u>	<u>12.1</u>
	102.6	106.9	110.9	110.5
Neighborhood & Business Development				
Commissioner	11.0	11.5	10.0	9.4
Business & Development	38.2	39.2	40.2	39.7
Planning & Zoning	21.1	21.1	22.1	22.6
Neighborhood Preservation	19.1	19.1	19.1	17.1
Inspection & Compliance	<u>48.2</u>	<u>47.3</u>	<u>47.3</u>	<u>47.2</u>
	137.6	138.2	138.7	136.0
Environmental Services				
Commissioner	12.8	13.9	51.1	51.2
Architecture & Engineering	58.7	59.1	58.7	59.0
Operations	256.0	256.2	256.1	257.1
Buildings & Parks	151.1	153.7	154.0	157.6
Equipment Services	65.2	66.2	68.2	69.2
Water	<u>135.4</u>	<u>133.0</u>	<u>133.0</u>	<u>134.2</u>
	679.2	682.1	721.1	728.3
Emergency Communications	231.6	231.7	233.9	233.1
Police	940.0	939.0	905.4	903.6
Fire	518.2	527.2	523.5	525.3

**PERSONNEL SUMMARY
PERSONNEL RESOURCES**

Total Employee Years	Budget <u>2012-13</u>	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Library				
Central Library	103.8	100.7	98.3	95.6
Community Library	<u>42.4</u>	<u>41.5</u>	<u>42.1</u>	<u>43.2</u>
	146.2	142.2	140.4	138.8
Recreation & Youth Services				
Office of the Commissioner	5.0	5.2	22.2	22.1
Recreation	160.7	165.4	156.6	156.7
BEST & YS	0.0	0.0	23.4	22.7
Employment Opportunities	10.0	13.4	0.0	0.0
Youth Services	<u>12.3</u>	<u>14.1</u>	<u>0.0</u>	<u>0.0</u>
	188.0	198.1	202.2	201.5
Total	3,109.5	3,136.2	3,151.4	3,162.8

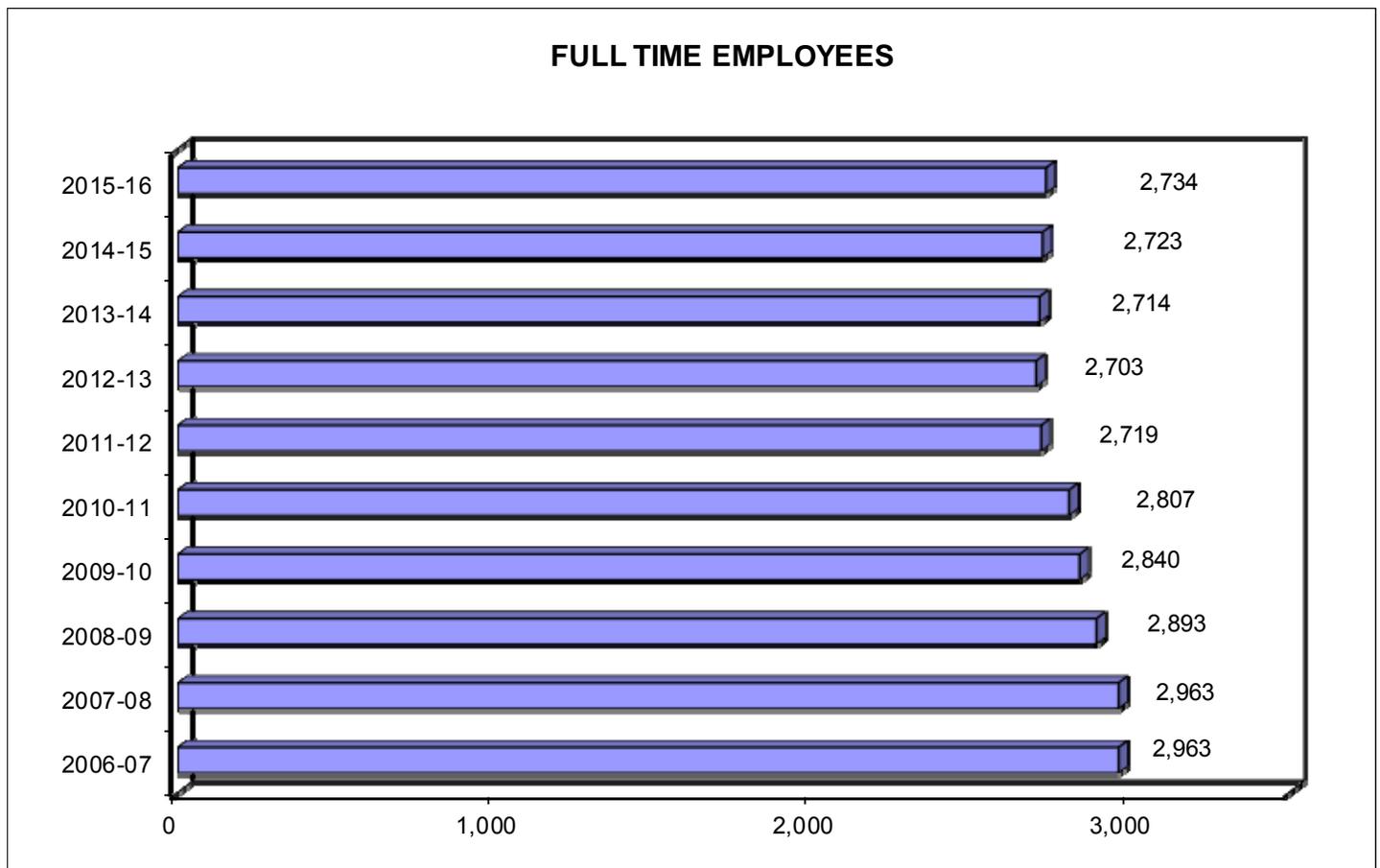


PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Full Time Positions	Budget <u>2012-13</u>	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
City Council and Clerk	12.0	12.0	12.0	12.0
Administration				
Mayor's Office	16.0	15.0	18.0	24.0
Office of Management & Budget	8.7	10.2	9.2	9.2
Human Resource Management	27.0	26.0	26.0	27.0
Communications	15.0	16.0	16.0	17.0
Law	<u>19.0</u>	<u>19.0</u>	<u>19.0</u>	<u>20.0</u>
	85.7	86.2	88.2	97.2
Information Technology	48.0	52.0	52.0	52.0
Finance				
Director's Office	3.0	3.0	3.0	4.0
Accounting	17.0	18.0	19.0	18.0
Treasury	17.0	17.0	20.0	20.0
Assessment	12.0	12.0	12.0	12.0
Parking Violations & Adjudication	33.0	36.0	36.0	36.0
Purchasing	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>
	93.0	97.0	101.0	101.0
Neighborhood & Business Development				
Commissioner	9.8	9.8	8.8	8.8
Business & Development	36.0	38.0	39.0	39.0
Planning & Zoning	21.0	21.0	22.0	22.0
Neighborhood Preservation	13.0	13.0	13.0	13.0
Inspection & Compliance	<u>45.0</u>	<u>44.0</u>	<u>44.0</u>	<u>44.0</u>
	124.8	125.8	126.8	126.8
Environmental Services				
Commissioner	12.0	13.0	35.0	34.0
Architecture & Engineering	57.0	58.0	58.0	58.0
Operations	204.0	204.0	203.0	199.0
Buildings & Parks	121.0	122.0	122.0	126.0
Equipment Services	59.0	59.0	61.0	62.0
Water	<u>123.0</u>	<u>121.0</u>	<u>121.0</u>	<u>121.0</u>
	576.0	577.0	600.0	600.0
Emergency Communications	214.0	214.0	214.0	214.0
Police	867.5	868.0	849.0	847.0
Fire	499.0	503.0	502.0	502.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Full Time Positions	Budget <u>2012-13</u>	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Library				
Central Library	85.5	81.3	78.6	76.8
Community Library	<u>20.5</u>	<u>18.7</u>	<u>19.4</u>	<u>20.2</u>
	106.0	100.0	98.0	97.0
Recreation & Youth Services				
Office of the Commissioner	5.0	5.0	15.3	14.3
Recreation	53.2	55.2	49.9	55.6
BEST & YS	0.0	0.0	14.8	15.1
Employment Opportunities	8.0	9.0	0.0	0.0
Youth Services	<u>10.8</u>	<u>9.8</u>	<u>0.0</u>	<u>0.0</u>
	77.0	79.0	80.0	85.0
Total	2,703.0	2,714.0	2,723.0	2,734.0



PERSONNEL SUMMARY
EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes fringe benefits to appropriate units:

Employee Benefit Distribution

<u>Department</u>	<u>Amount</u>
City Council and Clerk	982,800
Administration	4,817,500
Information Technology	2,691,700
Finance	3,625,700
Neighborhood & Business Development	5,783,800
Environmental Services	25,778,300
Emergency Communications	7,666,300
Police	46,729,000
Fire	27,404,000
Library	3,982,400
Recreation & Youth Services	4,351,100
	<hr/>
	133,812,600

PERSONNEL SUMMARY
BARGAINING UNITS

Portions of the City's workforce are represented by the following labor organizations:

- American Federation of State, County and Municipal Employees, Local 1635 and 1635P, Full and Part Time Units
- Rochester Police Locust Club, Inc.
- International Association of Firefighters, Local 1071, Uniformed and Non-Uniformed Units
- International Union of Operating Engineers, Local 832-S
- Civil Service Employees Association, Rochester Public Library Part Time Employees Unit, Local 828

In accordance with collective bargaining agreements, employees in the following positions are granted full release time from their regularly scheduled work, with full pay and benefits to perform union duties. These positions and associated salary and benefits are reflected in the appropriate departmental and Undistributed Expenses budgets, and are presented here for informational purposes only.

	Salary plus benefits <u>2015-16</u>
<u>AFSCME Local 1635</u>	
<u>Department of Environmental Services</u>	
• Environmental Services Operator I	83,700
• Supervisor of Structures & Equipment	93,000
• Secretary	69,100
<u>Department of Recreation & Youth Services</u>	
• Receptionist-Typist	61,700
<u>Rochester Police Locust Club, Inc.</u>	
<u>Police Department</u>	
• Police Investigator	129,600
• Police Sergeant	130,300
<u>International Association of Firefighters, Local 1071</u>	
<u>Fire Department</u>	
• Captain	<u>139,300</u>
Total	706,700

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization

Agreement Dates

AFSCME Local 1635 Full Time

July 1, 2012 to June 30, 2017

AFSCME Local 1635 Part Time

July 1, 2011 to June 30, 2015

Rochester Police Locust Club, Inc.

July 1, 2013 to June 30, 2016

International Association of Firefighters, Local 1071, Uniformed

July 1, 2013 to June 30, 2016

International Association of Firefighters, Local 1071, Non-Uniformed

July 1, 2012 to June 30, 2017

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, 2013 to June 30, 2017

PERSONNEL SUMMARY
SALARY SCHEDULES

July 1, 2015

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, 2015, all positions set forth in this Budget to be in existence for the fiscal year 2015-16 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, 2015, which are not set forth in this Budget shall be abolished effective July 1, 2015 except for positions otherwise prescribed by law.

A handwritten signature in black ink, reading "Lovely A. Warren". The signature is written in a cursive, flowing style.

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

Non-Management Salaried Personnel
Effective July 1, 2015

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	27,179	28,019	28,886	29,804	30,724	31,510	32,150	32,734	33,473
2	27,871	28,733	29,622	30,564	31,510	32,150	32,734	33,473	34,306
3	28,433	29,312	30,219	31,190	32,150	32,734	33,473	34,306	35,193
4	28,950	29,845	30,767	31,754	32,734	33,473	34,306	35,193	35,976
5	29,600	30,517	31,460	32,465	33,473	34,306	35,193	35,976	36,959
6	30,341	31,279	32,247	33,280	34,306	35,193	35,976	36,959	37,886
7	31,132	32,095	33,088	34,137	35,193	35,976	36,959	37,886	38,919
8	31,818	32,802	33,817	34,897	35,976	36,959	37,886	38,919	40,045
9	32,692	33,704	34,746	35,851	36,959	37,886	38,919	40,045	41,273
10	33,509	34,545	35,615	36,753	37,886	38,919	40,045	41,273	42,554
11	34,423	35,487	36,584	37,752	38,919	40,045	41,273	42,554	43,879
12	35,423	36,519	37,648	38,844	40,045	41,273	42,554	43,879	45,405
13	36,509	37,638	38,801	40,037	41,273	42,554	43,879	45,405	46,772
14	37,641	38,805	40,004	41,273	42,554	43,879	45,405	46,772	48,347
15	38,812	40,013	41,250	42,566	43,879	45,405	46,772	48,347	49,818
16	40,154	41,396	42,675	44,041	45,405	46,772	48,347	49,818	51,541
17	41,369	42,650	43,968	45,368	46,772	48,347	49,818	51,541	53,604
18	42,758	44,080	45,443	46,895	48,347	49,818	51,541	53,604	55,808
19	44,058	45,419	46,823	48,323	49,818	51,541	53,604	55,808	58,063
20	45,585	46,994	48,447	49,995	51,541	53,604	55,808	58,063	60,427
21	47,406	48,871	50,383	51,992	53,604	55,808	58,063	60,427	62,933
110	29,268	36,584	37,752	38,919	40,045	41,273	42,554	43,879	45,194
150	33,000	41,250	42,566	43,879	45,405	46,772	48,347	49,818	51,314
170	35,175	43,968	45,368	46,772	48,347	49,818	51,541	53,604	55,215
180	36,354	45,443	46,895	48,347	49,818	51,541	53,604	55,808	57,483
190	37,458	46,823	48,323	49,818	51,541	53,604	55,808	58,063	59,804
200	38,758	48,447	49,995	51,541	53,604	55,808	58,063	60,427	62,237
210	48,871	50,383	51,992	53,604	55,808	58,063	60,427	62,932	64,821

**PERSONNEL SUMMARY
SALARY SCHEDULES**

CITY OF ROCHESTER SALARY SCHEDULE

Weekly and Hourly Personnel
Effective July 1, 2015

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	15.75	16.23	16.73	17.32	17.83	18.22	18.63	19.15	19.65
41	16.26	16.78	17.29	17.83	18.37	18.79	19.49	19.69	20.41
42	16.87	17.40	17.93	18.53	19.16	19.65	20.09	20.79	21.31
51	13.75	14.17	14.61	15.01	15.44	15.76	16.05	16.28	16.57
52	13.94	14.38	14.82	15.30	15.76	16.05	16.28	16.57	16.96
53	14.14	14.57	15.02	15.53	16.05	16.28	16.57	16.96	17.34
54	14.41	14.86	15.32	15.78	16.28	16.57	16.96	17.34	17.73
55	14.65	15.10	15.58	16.10	16.57	16.96	17.34	17.73	18.14
56	14.98	15.44	15.92	16.53	16.96	17.34	17.73	18.14	18.45
57	15.34	15.81	16.30	16.86	17.34	17.73	18.14	18.45	19.15
58	15.66	16.14	16.63	17.19	17.73	18.14	18.45	19.15	19.49
59	16.04	16.54	17.04	17.56	18.14	18.45	19.15	19.49	20.06
60	16.32	16.82	17.34	17.90	18.45	19.15	19.49	20.06	20.51
61	16.86	17.39	17.92	18.52	19.15	19.49	20.06	20.51	21.21
62	17.25	17.77	18.33	18.86	19.49	20.06	20.51	21.22	21.79
63	17.72	18.28	18.84	19.49	20.06	20.51	21.21	21.79	22.41
64	18.16	18.73	19.31	19.95	20.51	21.21	21.79	22.41	23.08
65	18.79	19.36	19.96	20.57	21.21	21.79	22.41	23.08	23.77
66	15.13	15.60	16.09	16.56	17.08	18.14			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	131.83	135.90	140.11					
69	159.28	164.19	169.28	180.07	190.85	201.66	207.65	213.65
70	169.39	174.63	179.89	185.94	191.60	198.23		
71	184.44	190.65	196.85	203.05	209.25	215.45		

**PERSONNEL SUMMARY
SALARY SCHEDULES**

CITY OF ROCHESTER SALARY SCHEDULE

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, 2015

Bracket	Start	Step 1A	Step 1B	Step 2	Step 3	Step 4
80	41,327	46,157	50,985	59,977	68,763	72,168
82			78,739	82,633		
84			89,035	93,440		
85			100,467	105,438		

Non-Uniformed Fire Personnel
Effective July 1, 2015

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	43,104	44,436	46,098	47,746	49,421	51,082	52,743	54,405	56,066	57,728
75	45,258	46,658	48,460	50,259	52,060	53,861	55,662	57,463	59,264	61,065
78	48,495	49,995	52,671	55,347	58,023	60,699	63,375	66,051	68,727	71,403

Operating Engineers
Effective July 1, 2015

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	16.72	17.22	17.75	18.99	19.56
150	Asst. HVAC Engineer	24.56	25.30	26.10	27.95	28.81
151	HVAC Engineer	25.56	26.34	27.15	29.09	29.98
152	Lead HVAC Engineer	27.52	28.37	29.23	31.28	32.31
153	Supervising HVAC Engineer	29.64	30.56	31.48	33.70	34.80

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Fixed Salary Rates
Effective July 1, 2015 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	44,368
Council Member*	34,368
Mayor*	143,227
Deputy Mayor	139,337
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 2015. 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 2015. 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.

PERSONNEL SUMMARY
SALARY SCHEDULES

CSEA Library Part Time
Effective July 1, 2015

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	21.12	21.77	22.49	23.19	23.65	21.12
Class 5 Truck Driver	N085	16.77	17.29	17.84	18.40	18.77	19.15
Cleaner Library	N015	14.29	14.73	15.20	15.70	16.00	16.30
Clerk II Library	N095	17.20	17.73	18.30	18.87	19.25	19.64
Clerk III with Typing Library	N075	16.37	16.88	17.40	17.95	18.32	18.68
Clerk Typist Library	N035	14.96	15.42	15.89	16.41	16.75	17.07
Duplicating Operator	N065	15.95	16.44	16.96	17.54	17.86	18.22
Graphic Assistant	N145	19.80	20.41	21.09	21.74	22.17	22.63
Librarian I	N185	21.90	22.57	23.27	24.00	24.75	25.51
Librarian II	N195	23.18	23.90	24.66	25.44	25.95	26.47
Library Assistant	N145	19.80	20.41	21.09	21.74	22.17	22.63
Maintenance Worker	N575	16.01	16.50	17.01	17.55	18.09	18.46
Retrieval Room Aide	N304	8.82	9.10	9.40	9.70	9.89	10.09
Security Guard Library	N015	14.29	14.73	15.20	15.70	16.00	16.30
Shipping Aide	N402	8.67	8.93	9.18	9.38	9.57	9.76
Sr. Retrieval Room Aide	N305	14.28	14.72	15.16	15.66	15.96	16.27
Youth Services Assistant	N075	16.37	16.88	17.40	17.95	18.32	18.68
Youth Services Coordinator	N145	19.80	20.41	21.09	21.74	22.17	22.63

PERSONNEL SUMMARY
SALARY SCHEDULES

AFSCME PART TIME

Effective July 1, 2015

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	22.73	23.43	24.16	24.93	25.69
Administrative Analyst	N720	25.04	25.82	26.61	27.47	28.32
Animal Care Tech	P702	13.40	13.82	14.24	14.69	15.15
Animal Care Tech II	P706	14.59	15.04	15.50	16.00	16.49
Auto Aide	P758	15.66	16.14	16.62	17.18	17.73
Cemetery Service Rep	N711	18.92	19.51	20.10	20.74	21.38
Cemetery Worker	P757	15.34	15.81	16.30	16.87	17.34
Cleaner	P701	13.06	13.47	13.88	14.33	14.77
Clerk II	N709	17.96	18.52	19.09	19.70	20.31
Clerk III / Typing	N707	17.10	17.64	18.18	18.76	19.34
Clerk Typist	N703	15.63	16.10	16.60	17.13	17.65
Code Enforcement Inspector	P761	16.86	17.38	17.92	18.52	19.14
Code Enforcement Officer	P721	22.80	23.50	24.23	25.01	25.77
Code Enforcement Officer Trainee	P718	20.56	21.19	21.85	22.54	23.24
Communications Aide	N716	22.06	22.75	23.44	24.20	24.95
Communications Research Assistant	N812	17.03	17.56	18.10	18.67	19.25
Counseling Specialist	N718	23.49	24.21	24.97	25.76	26.57
Dispatcher I / OEC	N715	15.86	19.83	20.46	21.10	21.83
Dispatcher II / OEC	N817	16.91	21.14	21.81	22.49	23.24
Grants Support Associate	N713	20.06	20.68	21.32	21.99	22.68
Ground Equipment Operator	P756	14.27	14.69	15.13	15.75	16.27
Interdepartmental Messenger	N706	16.68	17.18	17.72	18.30	18.84
Maintenance Mechanic	P760	16.32	16.83	17.34	17.90	18.45
Microfilm Equipment Operator	N706	16.68	17.18	17.72	18.30	18.84
Office Automation Specialist	N717	22.73	23.43	24.16	24.93	25.69
Parking Enforcement Officer	P710	16.11	16.60	17.12	17.66	18.21
Parking Equipment Mechanic	P710	16.11	16.60	17.12	17.66	18.21
Police Evidence Tech	P716	22.06	22.75	23.44	24.20	24.95
Principal Engineering Technician	N718	23.49	24.21	24.97	25.76	26.57
Project Assistant	N712	19.47	20.06	20.69	21.34	22.00
Property Conservation Inspector	P188	20.55	21.20	21.85	22.54	23.24
Receptionist Typist	N706	16.68	17.18	17.72	18.30	18.84
Secretary	N711	18.92	19.51	20.10	20.74	21.38
Security Guard	P752	13.94	14.38	14.82	15.30	15.76
Service Representative	N812	17.03	17.56	18.10	18.67	19.25
Service Representative Bil	N812	17.03	17.56	18.10	18.67	19.25
Senior Maintenance Mechanic	P762	17.26	17.77	18.33	18.85	19.50
Senior Maintenance Mechanic Bldg	P765	18.70	19.37	19.95	20.57	21.22
Telecommunicator	N810	14.07	17.59	18.15	18.71	19.25
Veterinary Technician	P710	16.11	16.60	17.12	17.66	18.21
Victim Assistance Counselor	N714	20.69	21.33	21.97	22.69	23.39
Water Quality Lab Tech	P720	21.92	22.59	23.30	24.04	24.78

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2015

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	N170	22.72	23.43	24.16	24.92	25.68	
Accountant Intern Seasonal	N308	13.65	15.26				
Administrative Analyst	N200	25.04	25.82	26.61	27.46	28.31	33.20
Administrative Assistant	N160	22.06	22.74	23.44	24.19	24.94	28.32
Administrative Secretary	N130	20.06	20.67	21.32	22.00	22.67	24.95
Architectural Intern Seasonal	N308	13.65	15.26				
Assistant Beach Manager	P840	14.55	15.03	15.42			
Assistant Exam Supervisor	P462	12.82					
Assistant GIS Technician	N030	15.61	16.10	16.61	17.13	17.66	
Assistant Pool Manager	P840	14.55	15.03	15.42			
Assistant Summer Program Coordinator	P459	11.46					
Assistant Supervisor of Markets	P417	16.31	16.86	17.34			
Auto Aide	P758	15.66	16.14	16.62	17.18	17.73	
Beach Lifeguard	P826	10.62	11.01	11.46			
Beach Lifeguard Captain	P836	13.66	14.05	14.51			
Beach Lifeguard Lieutenant	P831	12.14	12.53	12.99			
Beach Manager	P850	17.97	18.51	19.09			
Building Maintenance Helper	P528	13.94	14.38	14.82	15.30	15.76	
Car Pool Coordinator	P365	17.03	17.55	18.14			
Cemetery Crew Leader	P455	12.06					
Cemetery Service Representative	N110	18.91	19.50	20.10	20.74	21.38	24.10
Cemetery Worker	P578	15.34	15.81	16.30	16.86	17.34	
Cleaner	P018	13.06	13.47	13.88	14.33	14.77	
Clerical Aide	P350	12.91					
Clerk II	N090	17.96	18.52	19.09	19.70	20.30	
Clerk III	N070	17.10	17.63	18.17	18.75	19.34	21.38
Clerk IV	N030	15.61	16.10	16.61	17.13	17.66	
Clerk Typist	N030	15.61	16.10	16.61	17.13	17.66	
College Junior Intern	P452	13.65	15.26				
Coordinator Duplicating and Supply	N140	20.69	21.32	21.98	22.68	23.38	
Crew Chief Seasonal	P360	16.39					
Day Camp Supervisor	P461	13.31					
Dispatcher	P648	18.16	18.73	19.30	19.94	20.50	
Engineering Intern Seasonal	N308	13.65	15.26				
Exam Proctor	P358	9.60	10.24	10.89			

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2015

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Exam Supervisor	P460	15.36					
Field Auditor	N140	20.69	21.32	21.98	22.68	23.38	
Fire Protection Gear Repairer	P298	34.29					
Firefighter Trainee eff. 7/1/15 -12/30/15	P354	8.75	9.41	18.36			
Firefighter Trainee eff. 1/1/2016	P354	9.00	9.41	18.36			
Forestry Worker	P618	16.86	17.38	17.92	18.51	19.14	
Ground Equipment Operator	P362	14.26					
Grounds Worker	P451	10.51					
Human Resource Consultant II	N210	26.04	26.85	27.68	28.56	29.45	34.57
Interdepartmental Messenger	N060	16.67	17.18	17.71	18.29	18.85	
IT Intern	N308	13.65	15.26				
Laborer	P456	9.03					
Laborer Library	N456	9.03					
Lead Laborer	P455	12.06					
Legal Asst/CFB	N200	25.04	25.82	26.61	27.46	28.31	33.20
Legislative Aide	N160	22.06	22.74	23.44	24.19	24.94	28.32
Legislative Clerk	N070	17.10	17.63	18.17	18.75	19.34	21.38
Library Page (effective 7/1/15 - 12/31/15)	N401	8.75	9.00	9.25	9.50		
Library Page (effective 1/1/16)	N401	9.00	9.00	9.25	9.50		
Lifeguard	P825	10.27	10.66	11.12			
Lifeguard Captain	P835	13.31	13.70	14.17			
Lifeguard Lieutenant	P830	11.79	12.18	12.65			
Literacy Aide*	N403	9.14	10.00	10.86			
Maintenance Mechanic	P608	16.32	16.83	17.34			
Operations Worker	P418	16.26	16.78	17.29	17.83	18.37	
Parks Operations Supervisor	P198	21.18	21.84	22.49	23.22	23.93	
Parks Operations Worker	P418	16.26	16.78	17.29	17.83	18.37	
Photo Grade I	N210	26.04	26.85	27.68	28.56	29.45	34.57
Playground Supervisor	P449	10.66					
Pool Attendant	P457	11.31					
Pool Supervisor	P850	17.97	18.51	19.09			
Principal Engineering Technician	N180	23.50	24.21	24.96	25.76	26.57	30.66
Project Assistant	P128	17.03	17.55	18.10	18.68	19.25	21.83
Public Safety Aide	P445	19.43	20.00	20.57			
Public Safety Intern	P447	10.10					
Purchaser	N190	24.20	24.95	25.73	26.55	27.37	31.90



Rochester City School District

Board of Education

May 11, 2015

President

Van Henri White

The Honorable Lovely A. Warren
Mayor, City of Rochester
City Hall
30 Church Street
Rochester, NY 14614

Vice President

Cynthia Elliott

Members

Mary Adams
Melisza Campos
José Cruz
Willa Powell
Malik Evans

Dear Mayor Warren:

On May 7, 2015, the Board of Education adopted a budget of \$801,818,597 to fund the Rochester City School District for fiscal year 2015-16.

The budget will fund our District priorities, first and foremost of which is student achievement. It furthers our efforts to allocate resources more efficiently and effectively to better serve Rochester children. Additionally, the budget continues our commitment to a process that improves stability for our students, staff and families.

Superintendent of Schools

Bolgen Vargas, Ed.D.

The District's 2015-16 budget closes a projected gap of \$40.5 million caused by increases in charter school tuition, employee salaries, benefits and retirement payments, in addition to a projected decrease in grant funding and the loss of 723 students to charter schools. By allocating resources more efficiently, the budget closes this gap while investing more than \$25 million in school-based programs and services to further advance our academic priorities, including reading on grade level by third grade, more and better learning time and instructional excellence.

Some specific changes supported in the budget include:

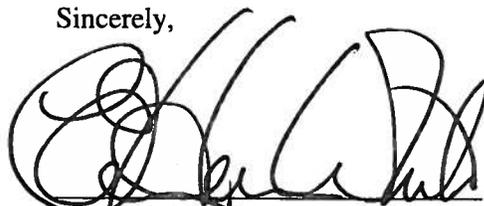
- 48 more reading teachers, so that every school has at least one instructor focused on student literacy. The number of reading teachers District-wide has grown from zero to 64 in four years.
- Five more music teachers, increasing the District-wide total from 68 to 97 over the past four years. The budget also includes \$500,000 to purchase new musical instruments and art supplies, and sustains the rapid growth in sports—59 new programs over the past three years.

- Three more expanded learning schools – for a total of 13 – which provide a new schedule developed by each community that adds at least 300 hours over the course of the year for instruction, support, staff planning and extracurricular activities.
- Nearly \$11 million in program enhancements at East High School, the newly unified Edison Career and Technology High School, the Leadership Academy for Young Men and Joseph C. Wilson Magnet High School’s International Baccalaureate program. This includes a \$9.8 million increase at East High School to fund the Educational Partnership Organization agreement with the University of Rochester.
- A 20% increase in summer learning programs, including summer jobs for at least 100 students.

Programs and priorities being funded reflect the recommendations of stakeholders across the District, gathered in “Voice of the Customer” sessions and Board budget hearings as part of the budget process. Our District is moving with a sense of urgency to improve student achievement, and to create a culture where adults treat every child like one of their own.

We appreciate the City’s support for our budget, and the many other ways in which we collaborate to serve Rochester children and families. Working together, we can create city schools that every Rochester family will want to choose, where every student achieves and succeeds to the best of his or her ability.

Sincerely,



Van Henri White
President, Board of Education



Bolgen Vargas
Superintendent of Schools

Rochester City School District Board of Education

Van Henri White, President
Cynthia Elliott, Vice President
Mary Adams
Melisza Campos
José Cruz
Malik Evans
Willa Powell



Shanai Lee
Board Clerk
(585) 262-8308
Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting: May 7, 2015

Resolution No 2014-15: 628

By Member of the Board Commissioner Vice President Elliott

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2015-16 fiscal year as follows:

General Fund Revenues:

\$ 539,020,182	New York State
\$ 119,100,000	City of Rochester
\$ 2,100,000	Federal Medicaid
\$ 14,044,700	Local
\$ 11,000,000	Appropriated Fund Balance
\$ 685,264,882	Total

General Fund Expenses:

\$ 622,396,586	Operating Expense
\$ 10,332,100	Capital Expenses
\$ 52,536,196	Debt Service
\$ 685,264,882	Total

Grants and Special Aid Revenues:

\$ 95,621,715

Grants and Special Aid Expenses:

\$ 95,621,715

School Food Service Fund Revenues:

\$ 20,932,000

School Food Service Fund Expenses:

\$ 20,932,000

Grand Total Budget:

\$ 801,818,597

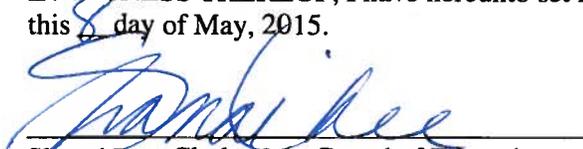
Seconded by Member of the Board Commissioner Evans
Adopted 5-2 with Commissioner Adams and Commissioner Powell dissenting

Roll Call Vote

Commissioner Adams	No
Commissioner Campos	Yes
Commissioner Cruz	Yes
Commissioner Evans	Yes
Commissioner Powell	No
Vice President Elliott	Yes
President White	Yes

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 7th of May 2015, 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 8 day of May, 2015.



Shanai Lee, Clerk of the Board of Education





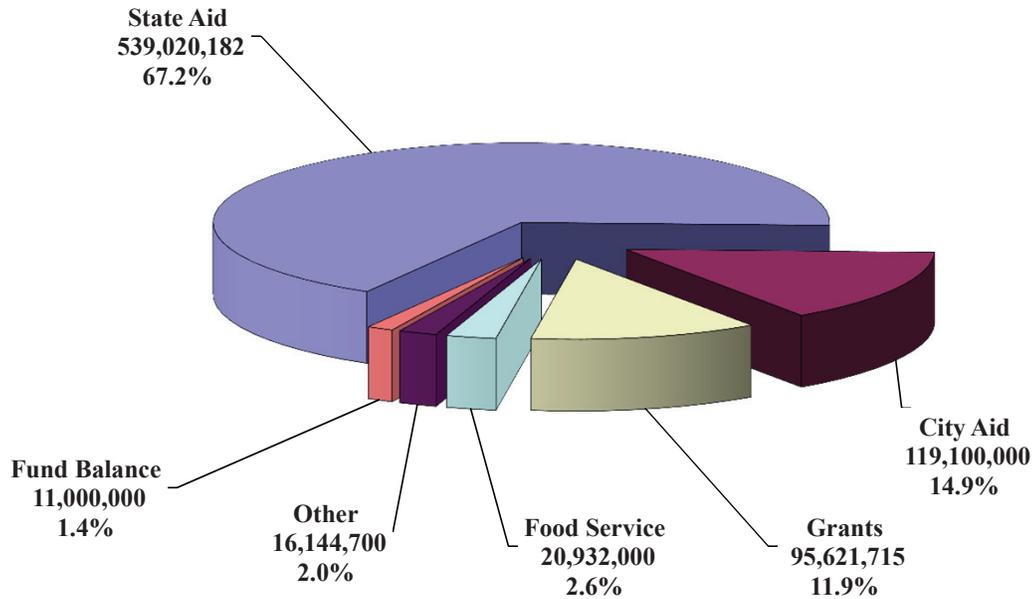
- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to the Budget
- Multi-Year Projection

Districtwide Budget Summary

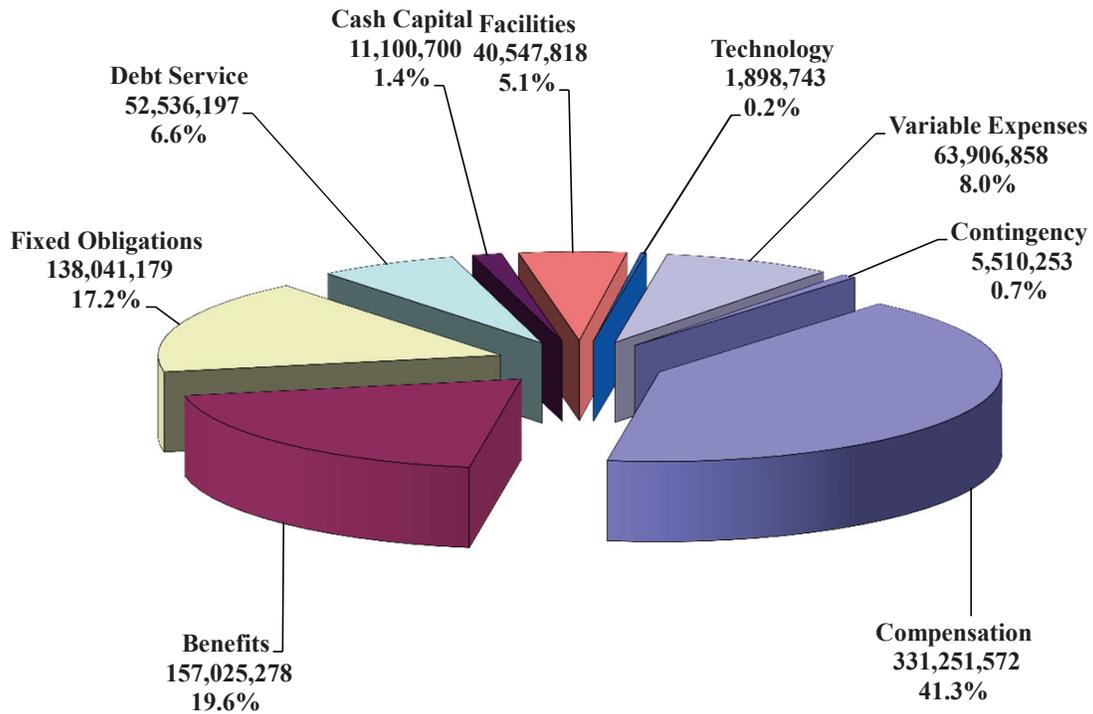
THIS PAGE INTENTIONALLY LEFT BLANK.

REVENUE AND EXPENDITURE CHARTS

Revenue Summary - All Funds
\$801,818,597



Expenditure Summary - All Funds
\$801,818,597



DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

REVENUE SUMMARY

Revenue Category	2013-14 Actual Revenue	2014-15 Amended Budget	2015-16 Proposed Budget	2015-16 Variance
GENERAL FUND				
<u>State Aid</u>				
Foundation Aid	348,143,756	363,022,310	\$384,938,924	21,916,614
Special Services Aid	13,142,943	8,589,031	\$8,635,550	46,519
Special Education - Public High Cost Aid	7,380,718	7,380,245	\$6,316,908	(1,063,337)
Special Education - Private Excess Cost Aid	10,104,702	10,898,567	\$10,711,104	(187,463)
Transportation Aid	53,654,207	55,091,465	\$57,462,622	2,371,157
Computer Hardware Aid	715,375	721,467	\$718,140	(3,327)
Textbook Aid	2,020,693	2,033,974	\$2,051,973	17,999
Software Aid	511,343	515,103	\$515,701	598
Library Aid	213,343	214,912	\$215,162	250
Charter School Transitional Aid	10,187,687	11,461,320	\$16,182,676	4,721,356
Total - Recurring State Aid	446,074,767	459,928,394	487,748,760	27,820,366
<u>Building Aid</u>				
Building Aid	32,819,088	44,707,610	\$46,373,089	1,665,479
Subtotal - Building Aid	32,819,088	44,707,610	46,373,089	1,665,479
<u>State Aid Adjustments</u>				
Prior Year Aid - \$20M Spin Up Loan Payment	(667,000)	(666,667)	(666,667)	-
2006-07 NYS Aid Adjustment	(361,222)			
Local Share Deduction for Certain Students	(1,048,868)	(862,151)	(\$915,000)	(52,849)
Total - State Aid Adjustments	(2,077,090)	(1,528,818)	(1,581,667)	(52,849)
<u>Other State Revenues</u>				
Ch 47, 66, 721 Tuition - Alternative Residential	581,972	375,000	\$580,000	205,000
Chapter 348 Tuition - Nonresident Homeless	599,575	517,572	\$500,000	(17,572)
NYS Legislative Appropriation	200,000		\$0	-
Incarcerated Youth Aid	2,273,664	2,500,000	\$2,100,000	(400,000)
State Turnaround Funding Revenue	-	-	\$3,300,000	3,300,000
Total - Other State Revenues	3,655,211	3,392,572	6,480,000	3,087,428
Total - New York State Revenue	480,471,976	506,499,758	539,020,182	32,520,424
<u>City of Rochester Aid</u>				
City of Rochester Aid	119,100,000	119,100,000	119,100,000	-
Total - City Revenue	119,100,000	119,100,000	119,100,000	-
<u>Federal - Medicaid</u>				
Federal - Medicaid	2,101,262	2,100,000	2,100,000	-
Total - Federal Medicaid Revenue	2,101,262	2,100,000	2,100,000	-
<u>Other Local Revenue</u>				
Nonresident Tuition	775,134	650,000	1,000,000	350,000
Health Services Revenue	757,897	700,000	700,000	-
Rental and Use of Buildings	92,757	278,125	275,000	(3,125)
Curriculum Based Programs	54,802	35,000	35,000	-
Sale of Obsolete Equipment	91,568	75,000	75,000	-
Stop Loss Reimbursement for Self-insurance	604,453	450,000	450,000	-
Legal Awards & Settlements	497,521	1,601,676	-	(1,601,676)
Prior Years Refunds	499,709	1,100,000	-	(1,100,000)
Student and Other Fees	72,898	60,000	60,000	-
Earnings - General Fund Investments	111,658	175,000	175,000	-
E-Rate Revenue	1,203,717	1,047,894	1,000,000	(47,894)
Miscellaneous Revenue	560,545	250,000	250,000	-
Indirect Costs	2,751,749	2,317,500	2,366,913	49,413
Earnings - Capital Fund Premium and Interest	274,650	-	-	-
RJSCB QSCB Subsidies & Capitalized Interest	8,915,372	5,726,744	4,657,787	(1,068,957)
Interfund Revenue - Title			3,000,000	3,000,000
Total Other Local Revenue	17,264,430	14,466,939	14,044,700	(422,239)
Appropriated Fund Balance for General Fund		13,241,958	11,000,000	(2,241,958)
TOTAL GENERAL FUND REVENUE	618,937,668	655,408,655	685,264,882	29,856,227

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

REVENUE SUMMARY – continued

Revenue Category	2013-14 Actual Revenue	2014-15 Amended Budget	2015-16 Proposed Budget	2015-16 Variance
GRANT & SPECIAL AID FUNDS				
<u>State Sources</u>				
Universal Pre-Kindergarten	8,360,811	10,817,469	10,817,469	-
Other State Source Grants	11,402,778	34,350,046	33,278,812	(1,071,234)
Total - State Grant Sources	19,763,589	45,167,515	44,096,281	(1,071,234)
<u>Federal Sources</u>				
Formula (Recurring)	29,130,508	39,940,001	36,679,051	(3,260,950)
Federal ARRA	9,359,344	18,410,277	6,000,000	(12,410,277)
One-Time Grants (Competitive)	4,895,513	8,433,041	5,463,897	(2,969,144)
Roll-Over Grants	-	1,484,849	-	(1,484,849)
Total - Federal Sources	43,385,365	68,268,168	48,142,948	(20,125,220)
<u>Other Local Sources</u>	3,332,989	3,891,358	\$ 3,382,486	(508,872)
GRANT & SPECIAL AID FUND REVENUE	66,481,943	117,327,041	95,621,715	(21,705,326)
SCHOOL FOOD SERVICE FUND				
NYS Free & Reduced Price Reimbursement	535,346	575,000	570,000	(5,000)
Federal Free & Reduced Price Reimbursement	17,575,798	17,867,000	18,712,000	845,000
Federal Surplus Food Revenue	1,078,482	1,000,000	1,000,000	-
Summer Food Service Revenue	644,732	650,000	500,000	(150,000)
Other Cafeteria Sales	108,583	150,000	150,000	-
Interfund Revenue	87,000			-
Appropriation from Food Service Fund Balance	-			-
SCHOOL FOOD SERVICE FUND REVENUE	20,029,941	20,242,000	20,932,000	690,000
GRAND TOTAL REVENUE - ALL FUNDS	705,449,552	792,977,696	801,818,597	8,840,901

REVENUE SUMMARY ANALYSIS

STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the adopted 2015-16 New York State Budget.

FOUNDATION AID **\$384,938,924**

Foundation Aid is unrestricted aid to support the district's general operations such as salaries, benefits, utilities and other operating costs. Beginning in 2007-08, NYS combined a number of separate aid categories into Foundation Aid. These aid categories included: Public Excess Cost, Sound Basic Education, Extraordinary Needs, Limited English Proficiency and several categorical grants.

SPECIAL SERVICES AID **\$8,635,550**

This aid supports certain occupational, marketing and business programs, in grades 10-12 and for approved data processing expenses pursuant to Regulations of the Commissioner.

SPECIAL EDUCATION – PUBLIC HIGH COST AID **\$6,316,908**

Public High Cost Aid is provided for students with disabilities placed in public settings in the Rochester City School District and at BOCES. This aid is based upon approved costs, attendance and level of service.

SPECIAL EDUCATION – PRIVATE EXCESS COST AID **\$10,711,104**

Excess Cost Aid is provided for students with disabilities placed in private special education settings such as St. Joseph's Villa and Crestwood Children's Center. This aid is based upon approved costs, attendance and level of service.

TRANSPORTATION AID **\$57,462,622**

This aid provides up to 90% of the district's approved transportation expenses. Non-allowable expenses include: the transportation of non-handicapped pupils who live 1 1/2 miles or less from the school attended, and transportation for extra activities such as field trips, athletic trips, etc.

HARDWARE AND TECHNOLOGY AID **\$718,140**

Computer Hardware and Technology Equipment Aid provides funding for the purchase and lease of micro and/or mini computer equipment; technology equipment; repair of equipment for instructional purposes; and training and staff development for instructional purposes.

SOFTWARE, TEXTBOOK AID AND LIBRARY MATERIALS **\$2,782,836**

This aid provides funding for the purchase of computer software, textbooks and library material. The amount of aid is based on a per-pupil dollar amount.

CHARTER SCHOOL TRANSITIONAL AID **\$16,182,676**

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

REVENUE SUMMARY ANALYSIS – continued

BUILDING AID **\$46,373,089**

This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

OTHER STATE REVENUES **\$6,480,000**

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. This amount also includes funding by the State for the East High School turnaround activities.

STATE AID ADJUSTMENTS **(\$1,581,667)**

This category represents adjustments for prior year aid monies owed to the district, contingency for prior year aid claims owed to the State, and revenue to offset the district's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

GRAND TOTAL STATE **\$539,020,182**

REVENUES FROM CITY **\$119,100,000**

The City of Rochester funding includes the State funded STAR program.

MEDICAID REVENUE **\$2,100,000**

The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.

OTHER LOCAL REVENUES

INDIRECT COSTS **\$2,366,913**

Many grant-funded programs provide revenue to offset overhead costs, which the district incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc.

NON-RESIDENT TUITION FROM OTHER DISTRICTS **\$1,000,000**

The district provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.

HEALTH SERVICES REVENUE **\$700,000**

The district provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The district bills these costs back to the student's home districts.

STOP LOSS REIMBURSEMENT FOR SELF INSURANCE **\$450,000**

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.

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

REVENUE SUMMARY ANALYSIS – continued

RENTAL AND USE OF BUILDINGS **\$275,000**

This represents the fees charged to various groups for the use of buildings in accordance with district policy.

CURRICULUM BASED PROGRAMS **\$35,000**

Revenue generated by student curriculum programs such as the Work Experience Program.

SALES OF OBSOLETE EQUIPMENT **\$75,000**

This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.

PRIOR YEARS REFUNDS **\$0**

This revenue is derived from several sources including federal E-Rate monies, BOCES refunds, refunds of prior year expense from vendors, and Stop Loss Reimbursement from Health Insurance.

STUDENT AND OTHER FEES **\$60,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

EARNINGS - GENERAL FUND INVESTMENTS **\$175,000**

This revenue from investments is earned by the district's cash management program.

E-RATE REVENUE **\$1,000,000**

Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.

MISCELLANEOUS REVENUE **\$250,000**

This represents revenues that do not fit in any other categories and are non-recurring.

EARNINGS - CAPITAL FUND INVESTMENTS **\$4,657,787**

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.

INTER FUNDS **\$3,000,000**

This is an increase in Title I funds for 2015-16 based upon most current information we received from the Council of Great City Schools. This increase reflects the use of new census data. The revenue is budgeted as inter-fund revenue for the draft budget and will be applied and moved to the grant and special funds for the approved budget.

TOTAL LOCAL REVENUES **\$14,044,700**

APPROPRIATIONS FROM FUND BALANCE **\$11,000,000**

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

GRAND TOTAL GENERAL FUND REVENUE **\$685,264,882**

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

GRANT REVENUE

Grant Title	2014-15 Amended	2015-2016 Budget	\$ Change Fav/(Unfav)
>>>>STATE SOURCES<<<<<			
BLIND/DEAF STATE TUITION	2,060,000	2,060,000	0
DISTRICT MANAGEMENT EFFICIENCY GRANT	1,500,000	0	(1,500,000)
DISTRICT PERFORMANCE MGMT YR 3	1,500,000	0	(1,500,000)
DOH HEALTHY WORKFORCE RETRAINING	104,651	104,651	0
EMPLOYMENT PREPARATION EDUCATION	3,361,864	3,361,864	0
ENCOMPASS: RESOURCES FOR LEARN	39,035	39,035	0
EXPANDED LEARNING	0	2,788,070	2,788,070
EXTENDED DAY VIOLENCE PREVENTION	342,291	342,291	0
FULL DAY PRE-K	9,977,445	9,977,445	0
LIBRARY AUTOMATION ROLLOVER	5,052	0	(5,052)
LIBRARY SYSTEMS ROLLOVER	7,666	0	(7,666)
LTG CHARLOTTE, RCSD, STEM, YMA	49,948	49,948	0
LTG EAST, NECP, NWCP	49,948	49,948	0
LTG MONROE, VANGUARD, IAT	49,948	49,948	0
LTG WILSON, SOTA, REICH	49,948	49,948	0
MATH SCIENCE HIGH OPTICS AT EAST	460,666	0	(460,666)
MENTOR INTERN PROGRAM	65,000	65,000	0
REFUGEE SCHOOL IMPACT GRANT	228,735	228,735	0
ROCHESTER TEACHER CENTER	0	206,224	206,224
SCHOOL HEALTH SERVICES	7,492,705	7,492,705	0
SCHOOL LIBRARY SUPPLEMENTAL AID	62,998	41,000	(21,998)
SCHOOL LIBRARY SYSTEM - AUTOMATION	7,900	0	(7,900)
SCHOOL LIBRARY SYSTEM - OPERATING	83,757	82,000	(1,757)
SMART SCHOLARS COHORT 1	59,265	0	(59,265)
SMART SCHOLARS COHORT 3	190,000	190,000	0
SUMMER PROGRAM SPECIAL ED.	5,415,000	5,600,000	185,000
TEACHER CENTER	206,224	0	(206,224)
TEACHERS OF TOMORROW	980,000	500,000	(480,000)
UNIVERSAL PRE-K	10,817,469	10,817,469	0
SUBTOTAL - STATE	45,167,515	44,096,281	(1,071,234)

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

GRANT REVENUE

Grant Title	2014-15 Amended	2015-2016 Budget	\$ Change Fav/(Unfav)
>>>>FEDERAL SOURCES<<<<<			
21ST CENTURY COMMUNITY LEARNING	1,200,000	1,200,000	0
ARRA RACE TO THE TOP	1,375,186	0	(1,375,186)
ARRA RTTT REPLICATION	64,296	0	(64,296)
ARRA RTTT TEACHING IS THE CORE	198,723	0	(198,723)
ARRA STLE-DISSEMINATION	936,389	0	(936,389)
CHILD NUTRITION	1,020,720	0	(1,020,720)
IDEA PRESCHOOL SERVICES & SECT	761,454	491,809	(269,645)
IDEA SUPPORT SERVICES & SECTIO	9,916,184	9,272,420	(643,764)
IMPACT AID	9,823	10,000	177
NYSOTDA FOOD STAMP EMPLOYMENT	300,000	300,000	0
PATHWAYS IN TECH	314,159	339,874	25,715
PERKINS CORRECTIONAL	0	0	0
PERKINS SECONDARY	458,153	400,000	(58,153)
PREGNANCY ASSISTANCE FUND	125,000	125,000	0
SCHOOL INNOVATION FUND #34	1,324,224	0	(1,324,224)
SED HOMELESS CHILDREN AND YOUT	91,423	91,423	0
SETRC	449,479	463,398	13,919
SIF SCHOOL #9	902,740	0	(902,740)
SIF SCHOOL #22	250,000	250,000	0
SIG CHARLOTTE	500,000	0	(500,000)
SIG MONROE	1,360,810	1,000,000	(360,810)
SIG NW	1,500,000	1,000,000	(500,000)
SIG SCHOOL #3	1,426,001	1,000,000	(426,001)
SIG SCHOOL #17	1,500,000	1,000,000	(500,000)
SIG SCHOOL #45	1,436,001	1,000,000	(436,001)
SIG WILSON	1,500,000	1,000,000	(500,000)
SNAP SUPPLEMENTAL NUTRITION	300,000	300,000	0
STRENGTH TEACHER LEADER EFFECT	3,423,607	0	(3,423,607)
SYSTEMATIC SUPPORT - TURNAROUNDS	122,487	0	(122,487)
TEACHER INCENTIVE FUND	4,008,881	0	(4,008,881)
TITLE I	23,500,000	22,100,000	(1,400,000)
TITLE I SCHOOL IMPROVEMENT	1,140,000	0	(1,140,000)
TITLE II MSP SCIENCE	324,820	325,000	180
TITLE IIA - TEACHER/PRINCIPAL TRAINING	3,800,000	3,800,000	0
TITLE IIB MATH/SCIENCE PARTNER	1,000,000	1,000,000	0
TITLE III BILINGUAL	550,000	550,000	0
TITLE VII-NATIVE AMERICAN RESO	54,387	54,387	0
VIRTUAL AP GRANT	53,584	0	(53,584)
WIA LITERACY ZONE	100,000	100,000	0
WIA-ADULT LITERACY EDUCATION	469,878	469,878	0
WIA-ELL POST SECONDARY	249,759	249,759	0
WORKFORCE INVESTMENT ACT-TITLE	250,000	250,000	0
SUBTOTAL - FEDERAL	68,268,168	48,142,948	(20,125,220)

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

GRANT REVENUE

Grant Title	2014-15 Amended	2015-2016 Budget	\$ Change Fav/(Unfav)
>>>>LOCAL SOURCES<<<<<			
ACTION FOR HEALTHY KIDS #43	3,120	0	(3,120)
COMMUNITY PRE-SCHOOL RELATED S	500,000	515,000	15,000
DELTA KAPPA GAMMA EDUCATIONAL	1,000	0	(1,000)
GREATER ROCHESTER HEALTH FOUNDATION	852,443	457,486	(394,957)
HARRIS FOUND iLAB	12,000	0	(12,000)
LAURA BUSH SCHOOL #39	5,000	0	(5,000)
LAURA BUSH SCHOOL #58	5,000	0	(5,000)
MONROE COUNTY CTE	520,000	520,000	0
NCFL TOYOTA FAMILY LITERACY	110,000	0	(110,000)
PRE-SCHOOL ADMINISTRATION/COUNTY	560,000	580,000	20,000
PRE-SCHOOL INTEGRATED/HANDICAPPED	940,000	970,000	30,000
ROCHESTER WORKS RIA	31,984	0	(31,984)
SPECIAL EDUCATION/ITINERANT TE	200,000	210,000	10,000
STUDENT ACHIEVEMENT GRANT #12	2,000	0	(2,000)
THE PRIMARY PROJECT	143,476	130,000	(13,476)
WILMOTT FOUNDATION SKI CLUB	5,335		(5,335)
SUBTOTAL - LOCAL	3,891,358	3,382,486	(508,872)
TOTAL - GRANT REVENUE	117,327,041	95,621,715	(21,705,326)

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

UNIVERSAL PRE-KINDERGARTEN \$10,817,469

This grant supports the District's efforts to provide environments and experiences in socialization, early literacy and motor skill development to all eligible four-year old children, including those with disabilities and children whose home language is other than English at 31 Rochester City School District sites. It also provides the support for four-year old Rochester city residents who attend half day Pre-Kindergarten programs at 19 Community Based Organizations that are contracted and supervised by the District.

PRIORITY UPK FULL-DAY \$9,977,445

Priority Full Day Pre-Kindergarten works in conjunction with the District's Universal Pre-Kindergarten grant to convert half day seats to full day. The grant provides 1,382 full day Pre-Kindergarten placements in designated high needs schools. The total full day programs will increase to 1,922 seats, including Community Based Organizations. Priority Full Day is being used to expand on the Parent Group Leader (PGL) model currently at the RPPP (Rochester Preschool Parent Program) by adding PGL support to all Pre-Kindergarten classrooms. Priority full day funding increases the District's total students being funded from 1,905 to 2,059 (154 student increase) which allows for some existing sites to receive reimbursement that were previously over the District's capped student allocation, and it adds 54 new seats to Community Based Organizations.

SCHOOL HEALTH SERVICES \$7,492,705

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
- Documentation and State reporting

SPECIAL EDUCATION – EXTENDED SCHOOL YEAR (ESY) \$5,600,000

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 upon 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.

TEACHERS OF TOMORROW \$500,000

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.

OTHER STATE GRANTS \$9,708,992

GRAND TOTAL STATE GRANTS \$44,096,281

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

TITLE I FEDERAL ESEA – NCLB GRANT

\$22,100,000

Improving the Academic Achievement of the Disadvantaged

The purpose of Title 1, Part A is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging State academic achievement standards and State academic assessments". RCSD is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need.

- Funds are generated based on poverty criteria of free and reduced lunch eligibility. Use of funds is determined by need.
- All Title I expenditures must be supplemental and not supplant required services and materials.
- The District is required to set aside 15% of their Title I funds for School Improvement activities as defined by NYSED. In 2014/2015, Supplemental Academic Services and ELA/Math Instructional Coaches were used to meet this requirement.

2015/2016 Title I Proposed Budget

Mandated Set-Asides and Pass-Throughs	
Parent Involvement (1%)	\$221,000
Parent Engagement (1%)	\$221,000
City Residents Attending Non Public Schools	\$785,612
Neglected & Delinquent Students	\$559,138
Homeless Students	\$115,971
Indirect Costs at 3.7%	\$750,877
Subtotal Mandated Set-Asides and Pass-Throughs	\$2,653,598
District Initiatives	
Half-Day Kindergarten Teachers (to create full-day Kindergarten)	\$5,208,580
Elementary Librarians	\$1,225,145
Reading Teachers	\$3,239,691
ELA/Math Coaches	\$3,735,247
Supplemental Academic Services	\$3,344,436
English Language Learners Initiatives	\$147,914
Office of Parent Engagement	\$54,503
ELA/Math Professional Development Leadership	\$71,622
Title I Administration	\$434,797
Technology/Instructional Support	\$1,984,467
Subtotal District Initiatives	\$19,446,402
Grand Total	\$22,100,000

TITLE III FEDERAL ESEA – NCLB GRANT

\$550,000

Language Instructions for Limited English Proficient and Immigrant Students

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.

2015/2016 Title III Proposed Budget will fund:

- Salaries, Substitutes, In-service and Teacher Hourly Pay
- Non-Salary Operating Funds
- Related Benefits
- Indirect Cost

**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**

\$9,764,229

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.

2015/2016 IDEA Sections 611 and 619 Proposed Budget will fund:

- Mandated Set-Asides and Pass-Through
 - Pass-Through to ASEPs, Charter Schools and BOCES
 - Parentally-placed Tuition
 - Indirect Costs @ 3.7%
- Staff
 - Special Education Teachers
- Early Intervening Services
 - Funds used to develop and implement coordinated, early intervening services for students in kindergarten through grade 12 who are not currently identified as needing special education or related services, but do need additional academic and behavioral support to succeed in general education environment.
- CPSE
 - Funds used to hold second committees needed at peak times when there is an increase to the number of students that are referred to the committee

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

SCHOOL INNOVATION FUND #22 **\$250,000**

The purpose of this grant is to implement a Community School design, which will allow Abraham Lincoln School 22 to accelerate efforts to increase graduation rates, college persistence, and college graduation rates.

OTHERS FEDERAL GRANTS **\$5,678,719**

GRAND TOTAL FEDERAL GRANT REVENUE **\$48,142,948**

LOCAL REVENUE

Pre-School Special Education - Section 4410 **\$2,275,000**

Section 4410 provides a portion of the resources for mandated Pre-School Special Education programs and services.

- Pre-School Integrated/Handicapped classrooms
- Pre-School Related Services
- Special Education/Itinerant Teachers (S.E.I.T.) services
- CPSE Administration

OTHER LOCAL GRANTS **\$1,107,486**

GRAND TOTAL LOCAL GRANTS **\$3,382,486**

GRAND TOTAL – ALL GRANTS **\$95,621,715**

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

Expenditure Summary (All Funds)

	2013-2014	2014-2015	2015-2016	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
EXPENDITURES BY ACCOUNT				
Salary Compensation				
Teacher	\$ 190,733,356	\$ 193,730,375	\$ 194,304,351	\$ (573,977)
Civil Service	59,766,586	58,811,564	60,415,462	(1,603,897)
Administrator	29,431,979	30,527,553	29,205,606	1,321,947
Teaching Assistants	5,725,929	5,727,772	6,763,053	(1,035,281)
Paraprofessional	7,936,052	7,814,970	8,153,112	(338,141)
Sub Total Salary Compensation	293,593,903	296,612,235	298,841,584	(2,229,349)
Other Compensation				
Substitute Teacher	11,329,030	12,775,466	8,996,850	3,778,616
Hourly Teachers	16,918,732	18,931,571	16,204,734	2,726,837
Teachers In-Service	1,519,351	2,702,096	1,982,169	719,927
Overtime Civil Service	3,626,205	3,902,257	3,454,430	447,827
Civil Service Substitutes	2,470,381	1,576,177	1,771,804	(195,627)
Sub Total Other Compensation	35,863,700	39,887,567	32,409,987	7,477,580
Total Salary and Other Compensation	329,457,603	336,499,802	331,251,572	5,248,231
Employee Benefits	158,299,673	159,120,560	157,025,278	2,095,282
Total Sal., Other Comp., and Empl. Benefits	487,757,276	495,620,362	488,276,850	7,343,513
Fixed Obligations With Variability				
Special Education Tuition	20,053,783	21,105,978	19,972,380	1,133,598
Contract Transportation	55,560,655	57,113,111	54,391,516	2,721,595
Charter School Tuition	40,625,474	52,740,958	61,898,200	(9,157,242)
Health Service Other Districts	872,896	696,982	900,000	(203,018)
Insurance Non-Employee	776,782	861,000	879,083	(18,083)
Sub Total Fixed Obligations	117,889,590	132,518,029	138,041,179	(5,523,150)
Debt Service	39,888,820	47,603,329	52,536,197	(4,932,868)
Cash Capital Outlays				
Cash Capital Expense	6,600,000	6,860,009	5,237,000	1,623,009
Textbooks	2,442,360	3,189,634	2,288,700	900,934
Equipment Other than Buses	2,001,643	1,972,648	1,484,000	488,648
Equipment Buses	1,293,273	452,000	952,000	(500,000)
Computer Hardware - Instructional	675,977	2,532,169	693,200	1,838,969
Computer Hardware - Non-Instructional	215,956	83,453	38,800	44,653
Library Books	382,142	328,945	407,000	(78,055)
Sub Total Cash Capital Outlays	13,611,351	15,418,858	11,100,700	4,318,158

Expenditure Summary (All Funds)

	2013-2014	2014-2015	2015-2016	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
Facilities and Related				
Utilities	10,874,847	10,710,885	9,924,560	786,325
Instructional Supplies	5,696,704	5,311,301	10,696,614	(5,385,313)
Equip Service Contr & Repair	2,674,844	3,149,433	2,878,975	270,458
Facilities Service Contracts	1,268,362	1,430,000	1,500,000	(70,000)
Rentals	3,017,468	3,488,908	3,140,673	348,235
Maintenance Repair Supplies	1,219,687	1,118,852	1,066,200	52,652
Postage and Print/Advertising	1,658,928	2,889,563	1,178,828	1,710,735
Auto Supplies	1,102,915	1,167,253	1,063,800	103,453
Supplies and Materials	10,043,130	8,825,928	8,638,181	187,747
Custodial Supplies	641,537	641,019	92,300	548,719
Office Supplies	384,188	453,727	367,687	86,040
Sub Total Facilities and Related	38,582,609	39,186,869	40,547,818	(1,360,948)
Technology				
Computer Software - Instructional	954,765	611,634	566,455	45,179
Computer Software - Non-Instructional	1,159,993	1,348,892	1,332,288	16,604
Subtotal Technology	2,114,758	1,960,526	1,898,743	61,783
All Other Variable Expenses				
Miscellaneous Services	2,121,903	1,818,157	1,699,880	118,277
Professional Technical Service	19,018,274	23,755,247	23,530,845	224,402
Agency Temporary Staff	3,366,890	3,470,249	3,289,423	180,826
Judgments and Claims	2,406,315	500,000	500,000	-
Grant Disallowances	(925,163)	279,953	175,000	104,953
Interfund Exp Pre-K Spec Ed	528,286	900,000	1,000,000	(100,000)
Departmental Credits	(2,173,810)	(2,056,850)	(993,100)	(1,063,750)
Indirect Costs Grants	2,701,212	2,936,345	2,374,093	562,252
Professional Development	1,360,142	1,706,975	1,197,911	509,064
BOCES Services	25,315,720	27,044,870	31,132,806	(4,087,936)
Subtotal of All Other Variable Expenses	53,719,769	60,354,946	63,906,858	(3,551,912)
Total Non Compensation	265,806,898	297,042,557	308,031,495	(10,988,938)
Contingency Fund	-	314,444	5,510,253	(5,195,809)
Grand Total	\$ 753,564,174	\$ 792,977,363	\$ 801,818,597	\$ (8,841,235)

Position Summary

	2013 - 2014 Actual	2014 - 2015 Amended	2015 - 2016 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT				
Compensation				
Teacher	3,205.30	3,194.10	3,126.00	68.10
Civil Service	1,435.30	1,454.75	1,417.88	36.87
Administrator	266.00	295.00	277.60	17.40
Teaching Assistants	228.20	240.00	255.00	(15.00)
Paraprofessional	400.85	389.30	374.30	15.00
Building Substitute Teachers	25.00	25.00	25.00	0.00
Employee Benefits	12.00	3.00	4.00	(1.00)
Grand Total	5,572.65	5,601.15	5,479.78	121.37

Explanation of Changes to the Budget

The proposed 2015-16 Rochester City School District Budget increases to \$801.8M from the 2014-15 February Amended Budget of \$793M; this represents an increase of \$8.8M (1.1%). The overall budget increase was funded by increases of \$32.5M (6.4%) New York State Aid and a \$0.7M (3.4%) in School Food Service Revenue, which was offset by reductions of -\$0.4M (-2.9%) in Local Revenue, -\$2.2M (-16.9%) in Appropriate Fund Balance, and -\$21.7M (-18.5%) in Grants and Special Funding.

The District projects Salary and Other Compensation costs to decrease to \$331.3M from \$336.5M; this represents a decrease of -\$5.2M (-1.6%). Contractual salary increases were offset by a reduction of -121 FTEs and savings from Substitute Teacher, Hourly Teachers, Teacher In-Service, and Civil Service Overtime cost reductions.

Employee Benefits costs will experience a decrease in 2015-16. Overall, benefit costs will decrease to \$157M from \$159.1M; a decrease of -\$2.1M (-1.3%). Health and Dental Insurance is projected to increase by \$2.2M (2.0%) due to rising insurance rates, and State Employee Retirement System costs are expected to increase by \$1.2M (10.9%). Those increases are offset by reduction in Teachers Retirement System of -\$1.7M (-5.0%), and the end of the incentives for Civil Service Employees (ERI) and Teachers (TRI) with reductions of -\$0.8M and -\$2.8M respectively. The cost increases are also mitigated by reduction in Social Security due to projected staffing decreases, and planned decrease Vacation payouts in 2015-16

Fixed Obligations with Variability will increase by \$5.5M (4.2%) to \$138M in 2015-16. Charter School Tuition costs will increase by \$9.2M (4.8%) to \$61.9M. This increase is attributable to projected enrollment growth of 723 students. The enrollment growth is due to the addition of grade levels; there are no new charter schools opening for the 2015-16 school year. Special Education Tuition decrease by -\$1.1M (-5.4%) to \$20M and Contract Transportation decrease by -\$2.7M (-4.8%) to \$54.4M. The remaining budgets in this category show a net increase of \$0.2M.

The Debt Service budget will increase by \$4.9M (10.4%) to \$52.5M to reflect changes in the District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization Project.

The District anticipates that Cash Capital Outlays will decrease by -\$4.3M (-28.0%) to \$11.1M in 2015-16. The decrease is the net result of a -\$1.6M (-23.7%) drop in Cash Capital Expense is the result of the one-time of the \$2.2M class action settlement with the Microsoft Corp. in 2014-15, and a -\$0.9M (-28.3%) reduction in planned textbooks purchases, a -\$0.5M (-24.8%) reduction in Equipment other than Buses, additional amount that will be spent on Buses is \$0.5M (110.6%), and a -\$1.8M decrease in Computer Hardware for Non-Instructional. The remaining budgets in this category show a marginal increase.

Facilities and Related expenses will increase by -\$1.4M (3.5%) to \$40.5M. Instructional Supplies increased by \$5.4M (101.4%) due largely to additional grant funding and the lack of time for the schools and departments to distribute the funds the appropriate budget line items; this will be done subsequent to the publishing of the budget book. Postage, Printing & Advertising Custodial Supplies, Office Supplies, and Supplies & Materials are decreasing by a total of -\$2.5M, the result of unappropriated operation dollars to the individual budget line item. Utility costs are decreasing by -\$0.8M (-7.3%) a reflection of lower fuel costs, Equipment Service Contract and Rentals were both reduced by \$0.3M each.

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

Technology expenses will have a very marginal decrease by -\$0.1M to \$1.9M. The District will be purchasing less Computer Software due to grant funding and other budget reductions.

All Other Variable Expenses will increase by \$3.5M (5.9%) to \$63.9M. This is due largely to increase of \$4.1M (15.1%) in BOCES Services related to increased Special Education and Health Services as a result on rate increase. These are offset by decreases in Indirect Costs for Grant of -\$0.6M (19.2%), Professional Development of -\$0.5M (-29.8%), and Departmental Credit of -\$1M (-51.7%). The other items in this category show a net decrease of -\$0.6M.

The 2015-16 Budget includes a \$5.0M Contingency Fund. This budget is reserved to support emergency needs that may arise in the coming budget year.

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

OVERVIEW

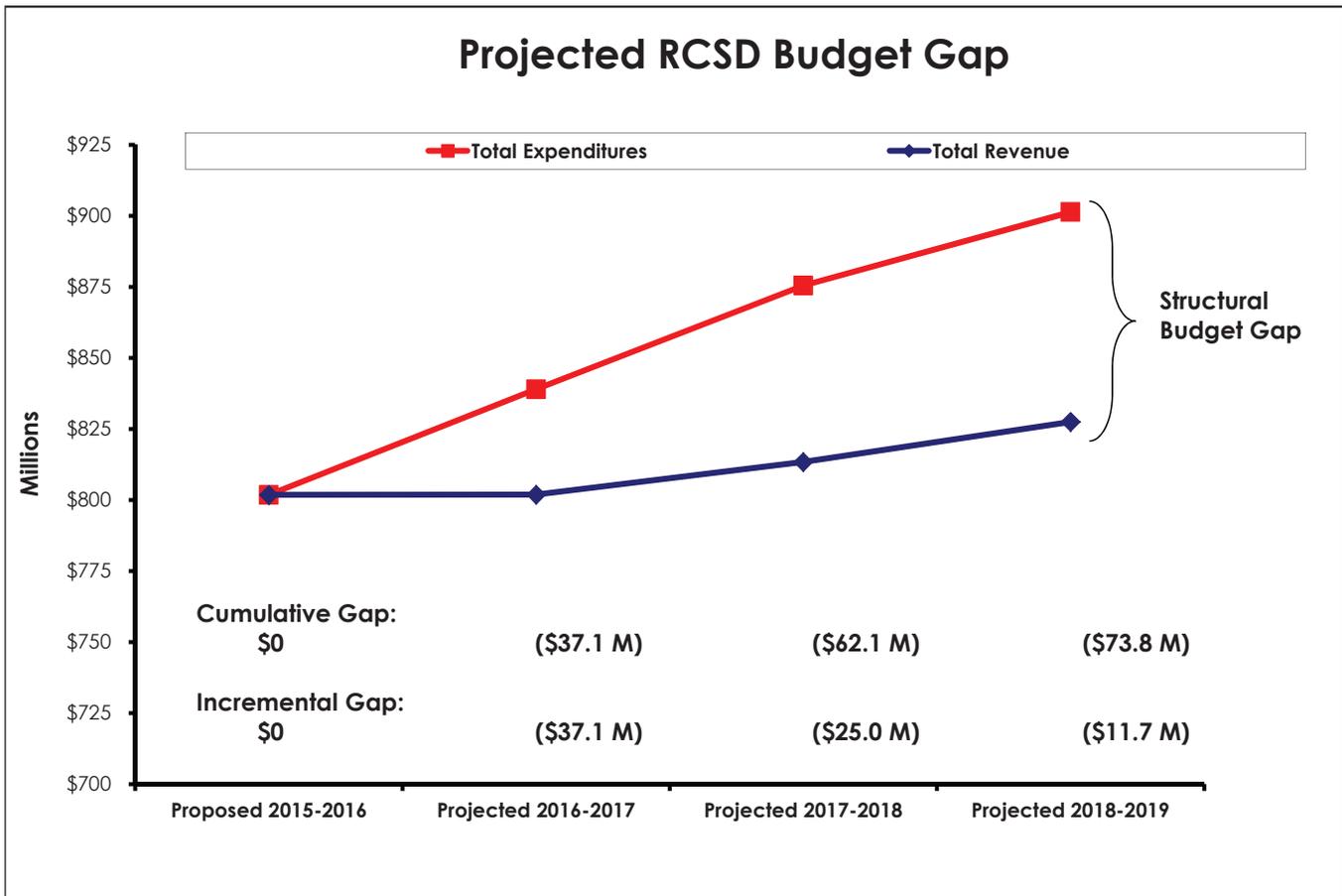
The multi-year projection represents a forecast of the District’s revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

New York State educational funding, which accounts for 67.2% 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 includes only known grant funding at the current time, and anticipates the known loss of competitive grants in future years. However, the District will continue to pursue new grant opportunities, which could potentially offset the anticipated loss of current grant funding.

ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase to develop the projections:

Assumptions	Projected 2016-2017	Projected 2017-2018	Projected 2018-2019
Revenues:			
State Aid Revenue - Foundation Aid Increase	3.00%	3.00%	3.00%
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	\$ 6,200,000	\$ 6,200,000	\$ 6,200,000
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	1.84%	1.85%	1.85%
Expenditures:			
Employee Salary Increases	2.80%	2.80%	2.80%
Health Insurance Increase	9.00%	9.00%	9.00%
Employee Retirement System % of Payroll	15.90%	15.90%	15.90%
Teachers Retirement System % of Payroll	16.13%	16.13%	16.13%
Other Benefits Increase	0.00%	0.00%	0.00%
Charter Schools Tuition Increase	2.00%	2.00%	2.00%
Transportation Contracts incl. impact of Charters	1.50%	1.50%	1.50%
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%



Closing the Deficit

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year are incremental rather than cumulative. For example, when the District balances the 2016-17 Budget as required, the resulting projected deficit for 2017-18 would drop to \$25.0 million (\$62.1M less \$37.1M).

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

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

	Proposed 2015-2016	Projected 2016-2017	Projected 2017-2018	Projected 2018-2019
Revenue:				
New York State Foundation Aid	\$ 384,938,924	\$ 396,487,092	\$ 408,381,704	\$ 420,633,156
New York State Aid - Formula	102,809,836	105,894,131	109,070,955	112,343,084
New York State Building Aid	46,373,089	52,490,279	52,145,306	50,323,545
New York State Aid - Other	6,480,000	6,480,000	3,180,000	3,180,000
New York State Aid - Adjustments	(1,581,667)	(1,581,667)	(1,581,667)	(1,581,667)
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	14,044,700	8,658,750	8,658,750	8,658,750
Appropriated Fund Balance	11,000,000	6,200,000	6,200,000	6,200,000
Grant and Special Aid Fund	95,621,715	84,754,528	84,432,217	84,432,217
Food Services	20,932,000	21,317,950	21,711,590	22,113,073
Total Revenue	\$ 801,818,597	\$ 801,901,063	\$ 813,398,855	\$ 827,502,157
Expenditures:				
Compensation	331,251,572	339,226,311	348,639,224	358,314,291
Employee Benefits	157,025,278	168,787,437	183,996,481	194,800,262
Total Compensation and Benefits	\$ 488,276,850	\$ 508,013,748	\$ 532,635,705	\$ 553,114,553
Fixed Obligations with Variability	138,041,179	147,864,604	158,468,674	163,285,633
Debt Service	52,536,197	57,023,744	56,537,223	54,621,260
Cash Capital Outlays	11,100,700	13,215,500	12,395,900	12,125,800
Facilities and Related	40,547,818	41,012,352	41,885,576	42,782,219
Technology	1,898,743	1,887,510	1,915,823	1,944,560
Other Variable Expenses	63,906,858	63,458,081	65,177,689	66,955,470
Total Non Compensation	\$ 308,031,495	\$ 324,461,791	\$ 336,380,884	\$ 341,714,942
Budget Contingency	5,510,253	6,510,253	6,510,253	6,510,253
Total Expenditures	\$ 801,818,597	\$ 838,985,792	\$ 875,526,842	\$ 901,339,747
Total Surplus/(Deficit)	\$ (0)	\$ (37,084,729)	\$ (62,127,987)	\$ (73,837,590)

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Admin.	- Administration
Council/Clerk	- City Council and Clerk
DES	- Environmental Services
ECD	- Emergency Communications Department
DRYS	- Recreation & Youth Services
IT	- Information Technology
NBD	- Neighborhood & Business Development

Accounting (Finance), 5-8	(NBD), 6-5
Administration (Police), 9-27	Commissioner's Office (DES), 7-8
Architecture & Engineering (DES), 7-15	(DRYS), 12-6
Assessment (Finance), 5-17	(NBD), 6-5
BEST (DRYS), 12-20	Communications (Admin.), 3-18
Budget Amendments, 2014-15 1-41	Community (Library), 11-10
Building Services (DES), 7-35	Contingency (Contingency), 14-1
Business and Housing Development (NBD), 6-9	Debt Service (Capital Expense) 15-16
Cash Capital (Capital Expense), 15-5	Director's Office (Finance), 5-5
Central (Library), 11-5	Emergency Communications (ECD), 8-1
Chargebacks Duplicating, 5-27	Employment Benefits-Current (Undistributed), 13-3
Motor Equipment, 7-41	Employment Benefits-Non-Current (Undistributed), 13-8
Postage, 5-14	Employment Opportunities (DRYS) 12-26
Printer, 4-7	Equipment Services (DES), 7-39
Telephone, 4-6	Fund Summary 1-46
Workers Compensation, 13-5	General Risk Management (Undistributed), 13-11
Chief's Office (Fire), 10-6	Glossary ix
(Police), 9-7	Human Resource Management (Admin.), 3-13
City Council & Clerk (Council/Clerk), 2-1	
Commissioner's Office	

Information Technology (IT), 4-1	Reader's Guide vii
Inspection & Compliance (NBD), 6-25	Recreation (DRYS), 12-12
Law Department (Admin.), 3-24	Revenue Changes - Summary 1-2
Local Government Exemption Impact Report 1-33	Salary Schedules 16-9
Management & Budget (Admin.), 3-9	Sales Tax 1-6
Mayor's Office (Admin.), 3-4	School Tax Relief Program (STAR) 1-28
Multi-Year Projection 1-48	State Aid 1-10
Neighborhood Preservation (NBD), 6-20	Support (Fire), 10-16
Operations (Police), 9-12	Treasury (Finance), 5-12
Operations (Fire), 10-10	Water – Bureau of (DES), 7-44
Operations-Bureau of (DES), 7-21	Water -Director's Office (DES), 7-46
Operations-Director's Office (DES), 7-25	Water – Engineering (DES), 7-49
Operations – Solid Waste Collections (DES), 7-28	Water-Upland Operations Division (DES), 7-52
Operations-Special Services (DES), 7-31	Water-Water Distribution (DES), 7-55
Operations-Special Operations (Police), 9-21	Water-Water Fixed Charges (DES), 7-58
Operations-Patrol (Police), 9-15	Youth Services (DRYS), 12-27
Other (Undistributed), 13-13	
Parking & Municipal Violations (Finance), 5-21	
Planning & Zoning (NBD), 6-16	
Police Personnel Summary 9-5	
Position Summary 16-4	
Property Tax 1-4	
Property Tax (computation) 1-24	
Purchasing (Finance), 5-25	