



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

2016-2017 City of Rochester BUDGET

Believe.

 City of Rochester, NY
Lovely A. Warren, Mayor
Rochester City Council



Vision

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

Values and Guiding Principles

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

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

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

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

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

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

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

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)

President

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)

Molly Clifford (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

John Fornof

James Gillis

Joe Mustico

Kabutey Ocansey

Sarah E. Ruekberg

Josephus Tisdale

Suzanne P. Warren

Victoria Wehbring

BUDGET AT A GLANCE

BUDGET AT A GLANCE

	Amended Budget <u>2015-16</u>	Approved Budget <u>2016-17</u>	Dollar Change
BUDGET	\$505,322,500	\$516,969,100	\$11,646,600
PROPERTY TAX LEVY (Before STAR)	\$171,949,400	\$174,449,400	\$2,500,000
TYPICAL HOMESTEAD BURDEN*			
Property Tax	\$1,410.50	\$1,394.65	-\$15.85
Service Charges	<u>\$967.96</u>	<u>\$979.00</u>	<u>\$11.04</u>
Subtotal	\$2,378.46	\$2,373.65	-\$4.81
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	\$10,987.23	\$10,772.01	-\$215.22
Local Works Charge	<u>\$843.42</u>	<u>\$844.01</u>	<u>\$0.59</u>
Total	\$11,830.65	\$11,616.02	-\$214.63
PROPERTY TAX RATES (PER \$1,000)			
Homestead	\$20.15	\$19.21	-\$0.94
Non-Homestead	\$41.92	\$37.77	-\$4.15
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	\$363.04	\$373.93	\$10.89
Refuse	\$380.00	\$380.00	\$0.00
Local Works***	<u>\$224.92</u>	<u>\$225.07</u>	<u>\$0.15</u>
	\$967.96	\$979.00	\$11.04

*Based on a typical house assessed at \$72,600 with 40' front footage and using 80,000 gallons of water annually. The Homestead value in 2015-16 was \$70,000.

**Based on a business assessed at \$285,200 with 150' front footage. The Non-Homestead value in 2015-16 was \$262,100.

***No fee increase proposed, overall front footage declines slightly.

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 2015-16 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	6-15
	Neighborhood Preservation	6-19
	Inspection & Compliance	6-24
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 Buildings and Parks	7-35
	Bureau of Equipment Services	7-41
	Bureau of Water	
	Summary	7-46
	Director's Office	7-48
	Water Engineering	7-51
	Upland Operations	7-54
	Water Distribution	7-57
	Fixed Charges	7-60

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	9-8
	Operations	
	Summary	9-12
	Patrol Division	9-16
	Special Operations Division	9-22
	Administration	9-29
10	<u>FIRE DEPARTMENT</u>	
	Department Summary	10-1
	Office of the Chief	10-6
	Operations.....	10-10
	Support.....	10-16
11	<u>LIBRARY</u>	
	Department Summary	11-1
	Central Library.....	11-5
	Community Library	11-9
12	<u>DEPARTMENT OF RECREATION & 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
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]

<u>Tab</u>		<u>Page</u>
16	<u>PERSONNEL SUMMARY</u>	
	Introduction	16-1
	Personnel Resources.....	16-2
	Employee Benefits	16-6
	Bargaining Units.....	16-7
	Compensation.....	16-9
17	<u>CITY SCHOOL DISTRICT SUMMARY</u>	17-1
18	<u>INDEX</u>	

Budget Process

This budget is for the City's 2016-17 fiscal year, which begins on July 1, 2016 and closes on June 30, 2017. 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.
3. Chargebacks, which accounts for the year to year change in charges for services provided to the activity by other units of City government. These services are duplicating, postage, motor equipment fuel and service, telephone service, and workers' compensation.
4. Vacancy Allowance, which accounts for the year to year change in the assumption of the vacancy allowance. This allowance is the difference between the actual expenditure requirements for personnel and that required if all positions were filled at all times.
5. Miscellaneous, which accounts for minor changes not accounted for by any of the other categories.
6. Major Change, which accounts for significant budget variances. If there are any major changes, a narrative explanation follows immediately.
7. Program Change, a written explanation of any significant changes in the operation or service delivery of the unit.

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.

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.

GLOSSARY

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.

GLOSSARY

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.

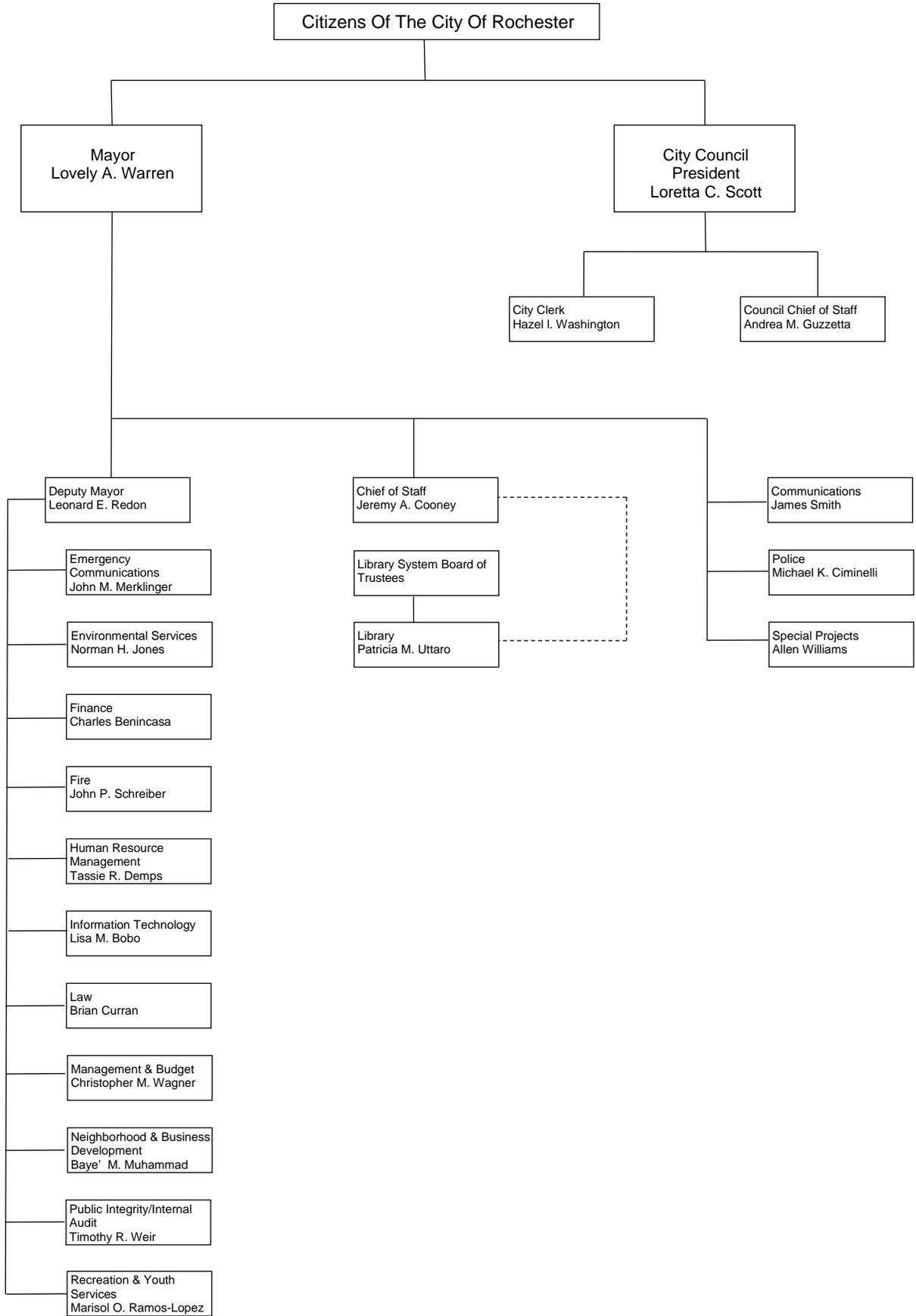
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

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 13, 2016

TO THE COUNCIL:

RE: The 2016-17 Budget

Ladies and Gentlemen:

In accordance with the City Charter, I submit to you the City of Rochester's annual budget estimate for the 2016-17 Fiscal Year. My 2016-17 Proposed Budget is \$516,969,100 which is 2.3 percent higher than the 2015-16 Amended Budget of \$505,322,500.

In summary, this budget:

- Lowers tax rates and invests in more Police Officers.
- Decreases the typical homeowner's tax burden by \$15.85.
- Invests in public safety by funding two recruit classes for the Rochester Police Department (RPD) to maintain higher staffing levels and the addition of 20 more Patrol Officers and two Investigators.
- Invests in additional resources to implement the RPD's Body Worn Camera Program.
- Recognizes a property value increase of more than 8%.
- Complies with state's tax cap and includes a tax levy increase of \$2.5 million.
- Does not increase the Refuse or Local Works rates and increases the Water Rate by 3%.
- Invests in Recreation Center (R-Center) staff to support structured programming.
- Provides for improved summer literacy efforts through collaboration between the Rochester Public Library (RPL), the Department of Recreation and Youth Services (DRYS) and the Rochester City School District (RCSD).
- Continues support for the Raising a Reader program at RPL.
- Continues funding the Summer of Opportunity program.
- Provides funding for developmental screening of 3-year olds.
- Invests in the enhancement of City Information Technology network security, disaster recovery planning and the implementation of a citywide payroll and personnel solution.
- Increases funding for special events.



- Adds funds to support operations and security at the Port of Rochester in anticipation of the opening of the new marina.
- Anticipates the sale of the Midtown Parking Garage.
- Includes a City capital investment of over \$55 million to:
 - Maintain our water system;
 - Acquire land to support development of Bulls Head;
 - Fund repairs at the Convention Center and Blue Cross Arena at the War Memorial; and
 - Purchase refuse equipment to bring single stream recycling to every neighborhood.

We achieved success in obtaining an additional \$6 million in unrestricted state aid. This would not have been possible without my partnership and positive working relationship with Governor Andrew Cuomo; Assembly members David Gantt, Joseph Morelle, Harry Bronson and our entire state delegation. I thank them for their support.

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

Forty people actively participated in our discussion at City Hall; more than 2,900 participated in the telephone town hall meeting; and 465 people responded to our online survey. A full report on community input is included in this Budget.

This budget makes investments in safer and more vibrant neighborhoods, more jobs, better schools and educational opportunities and in innovation and efficiency initiatives.

Below are some highlights of proposed investments in these priority areas. We are able to make the investments below without cuts to critical services because our recent financial performance has been strong and because of the fore mentioned aid from New York State for 2016-17:

More Jobs:

- Support for the Rochester Monroe County Anti-Poverty Initiative (RMAPI) through the Office of Innovation as well as the Market-Driven Community Cooperative.
- Job training for Operation Transformation Rochester (OTR) graduates.
- City Business Development Financial Assistance and Neighborhood Commercial Assistance programs.
- Pathways to Public Safety and Firefighter Trainee Programs.
- Police and Fire Department recruit classes.
- Summer of Opportunity program.

- City internship program.

Safer and More Vibrant Neighborhoods:

- Investments in La Marketa, Connected Communities and Bulls Head developments.
- Police and Fire Department Recruit Classes.
- Police Department facilities.
- Pathways to Peace program.
- Roofing Replacement program.
- Emergency Assistance and Targeted Housing Repair programs.
- Vacant and abandoned structure demolition program.
- Operation of Durand Eastman Beach.

Better Schools and Educational Opportunities:

- Additional positions in DRYS to support increased programming.
- Partnerships with the RCSD for Literacy Aides in Libraries and R-Centers.
- Increased programming at R-Centers including STEM, literacy and health-focused activities.
- Developmental screening for 3-year-olds.
- R-Center upgrades, including play apparatus.

Innovation and Efficiency:

- Continued work with the Democracy Collaborative to create a Market Driven Community Cooperative.
- Transition to single-stream recycling.

Closing the Budget Gap

This budget began with a \$41.2 million all-funds gap. We closed this gap and made \$3 million in strategic investments through:

- Expenses
 - Adjustments to capital program and enterprise fund balances to support capital in those funds - \$13.8 million
 - Department Reductions and Efficiencies - \$2.3 million
 - Savings in fuel and utility expense - \$1.5 million
 - Savings in Retirement partially offset by increase in health care costs - \$0.4 million
 - Additional Investments - \$3.0 million

- Revenues
 - Additional use of Fund Balance - \$9.3 million
 - Additional Unrestricted Aid from NYS - \$6.0 million
 - Property Tax and Fees - \$2.8 million
 - Use of Health Care Rate Stabilization Fund - \$2.0 million
 - Additional Revenue from Delinquent Taxes and Penalties - \$1.9 million
 - Revenue from the Sale of Real Property - \$1.5 million
 - Additional use of Premium and Interest Fund - \$1.5 million
 - Increased Fine and Forfeiture Revenue - \$0.6 million
 - Increased PILOT revenue - \$0.5 million
 - Net of other changes - \$0.1 million

The investments being made in this Budget are crucial to the success of our citizens and our city. Further, the plan we have for closing the budget gap and funding our priorities is a prudent one.

It must be noted that assistance received from New York State is not recurring and thus we will continue to face financial challenges ahead.

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

Respectfully submitted,



Lovely A. Warren
Mayor

2016-17 CHILDREN AND FAMILIES FUNDING

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

For 2016-17 the Children and Families funding page is aligned with ROC The Future, a community-wide initiative to focus community resources to improve the academic achievement of children in the City of Rochester. Read more at www.rocthefuture.org.

ROC the Future Topic: Every Child is School Ready			
<i>The first three years of a child's life are an opportunity for enormous social, emotional, physical, and intellectual growth. The pace of this growth depends on whether the child's eagerness to learn is stimulated by his/her environment. For children to grow into successful adults they need a supportive and healthy early environment.</i>			
<u>City Program</u>	<u>Description</u>	<u>16-17 Allocation</u>	<u>Why This is Important</u>
Developmental Screening of Three-Year Olds	Supports the screening of 3-year-olds with the aim of identifying developmental delays and intervening where appropriate.	\$50,000	In 2015, 36% of Rochester pre-K children were determined to be delayed or below expected performance levels. (Source: ACT Rochester)
Lead Hazard Control	The City of Rochester Lead Hazard Control Program provides financial assistance to privately-held 1-4 unit residential structures to control lead based paint hazards.	\$1,320,000	Exposure to even small amounts of lead significantly raises a child's risk of developing long-term cognitive, physiological, and behavioral complications. 1.4% of children in Monroe County had elevated blood lead levels in 2013. (Source: ACT Rochester)
Lead Paint Initiative Grant	A NYS grant provides funding to Monroe County to assist with lead paint testing and reduction activities.	\$310,000	
Lincoln Toy Library	The Toy Library offers a wide variety of toys and equipment to support the cognitive, creative, social-emotional, perceptual, and physical developmental needs of children.	\$73,300	Developing satisfactory social, physical, and academic skills in pre-K and kindergarten sets a crucial foundation for future success. In spring 2015, 64% of Rochester pre-K students scored at typical or advanced development level. (Source: ACT Rochester)
Raising a Reader	Works to foster healthy development, relationships, literacy, and a passion for reading by involving parents or guardians and their children in a book sharing routine.	\$115,100	

ROC the Future Topic: Every Child is Supported			
<i>City of Rochester students make similar academic progress during the school year compared to their suburban peers. However without summer and other extended learning opportunities, they lose ground over the years. City of Rochester students also face high levels of stress, violence, and trauma due in part to high levels and concentrations of poverty in their neighborhoods.</i>			
<u>City Program</u>	<u>Description</u>	<u>FY 17 Allocation</u>	<u>Why This is Important</u>
Community Libraries and Other City Tax Support	Total City funds for community libraries, exclusive of specific programs listed elsewhere.	\$5,573,800	Public libraries supply communities with vital resources including books, access to technology, and special programming to support their specific patrons. In addition, libraries function as a "Safe Place" for youth.
Comprehensive Adolescent Pregnancy Prevention	A collaboration of community service agencies working together to reduce teen pregnancies and reduce STD/HIV rates among youth within the City of Rochester.	\$273,000	Adolescent pregnancy can be detrimental to both mother and child. Pregnancy can prevent young women from further education and self-sufficiency, and puts the child at a greater risk of low birth rate or infant mortality. In 2013, the City of Rochester's teen pregnancy rate was 7.5%, down from 15.6% in 2008. (Source: ACT Rochester)

<u>City Program</u>	<u>Description</u>	<u>16-17 Allocation</u>	<u>Why This is Important</u>
Do the Right Thing Program	Recognizes youth for their positive behavior, accomplishments, and good deeds by distinguishing school-age children who strive to make good choices.	In Kind	Do the Right Thing helps foster positive relationships between the Rochester Police Department, as well as other local police agencies, and the youth of Monroe County.
R-Centers, Athletics/Aquatics, Summer Camps	R-Centers offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships.	\$9,112,670	
Rochester Afterschool Academy (RASA) NYS Grant	Provides academic enrichment, recreational, social, artistic and character development activities for students and their families to help them succeed.	\$89,400	Afterschool programs can provide opportunities for social, academic, and physical development.
Safe to be Smart	The Safe to be Smart program provides programming opportunities for children and adolescents in a more consistent manner at five branch libraries as well as Central Library.	\$281,500	In 2015, Rochester's overall School Age Program Quality Assessment (SAPQA) score was 3.4 out of 5 for grades K through 6, and the Youth Program Quality Assessment (YPQA) score was 3.7 out of 5 for grades 4 to 12." (Source: ACT Rochester)
Youth Bureau Funded Programming	OCFS funding passed through Monroe County to the City for youth development.	\$63,100	
Youth Voice/ One Vision	Youth Voice, One Vision: The Mayor's Youth Advisory Council (YVOV) is an active council of young people working together to make Rochester a better place to live.	\$98,100	
Teenage Pregnancy Prevention Grant	A federal grant that supports efforts to reduce the teenage pregnancy rate in Rochester, which is higher than the state average.	\$999,999	Adolescent pregnancy can be detrimental to both mother and child. Pregnancy can prevent young women from further education and self-sufficiency, and puts the child at a greater risk of low birth rate or infant mortality. In 2013, the City of Rochester's teen pregnancy rate was 7.5%, down from 15.6% in 2008. (Source: ACT Rochester)
Summer Food Program Grant	Provides breakfast and lunch to children at sites including schools, R-Centers, and various day camps free of charge to any child 18 and under who lives in the city.	\$329,500	Ensures that low-income children receive consistent access to nutritious meals, even when school is not in session. A healthy meal is crucial to a child's development and ability to play and grow during the summer months.
Youth Literacy Program with RCSD	Program employs RCSD students as Literacy Aides to provide literacy support to younger students at R-Centers.	\$90,800	3rd grade reading scores are an important predictor of future academic success. In 2015, only 7% of RCSD 3rd graders passed the state English Language Arts exam compared to 29% in the region. (Source: ACT Rochester)
ROC The Future	Promotes alignment and focuses community resources to improve the academic achievement of children in the City of Rochester.	\$15,000	ROC the Future is committed to improving academic achievement in Rochester.

<u>City Program</u>	<u>Description</u>	<u>16-17 Allocation</u>	<u>Why This is Important</u>
ROC the Future Topic: Every Child is Successful			
<i>High quality teaching and involved parents and caregivers are critical factors in determining academic outcomes. Teacher training and professional development, plus support for students and families, must align with high expectations for every student.</i>			
<u>City Program</u>	<u>Description</u>	<u>FY 17 Allocation</u>	<u>Why This is Important</u>
RCSD Maintenance of Effort	A state-required annual payment from the City to the RCSD.	\$119,100,000	A solid academic foundation is vital to a child's success in school and life. Meeting key milestones throughout their academic career is a good indicator that children are on the right track to academic success and post-secondary achievement.
Teen Empowerment	Empowers youth and adults as agents of individual, institutional, and social change	\$25,000	This program inspires young people and the adults who work with them to think deeply about the most difficult social problems in their communities, and gives them tools to work with others in creating positive change.
Champion Academy	Mentoring program to help middle and high school youth become more positive and productive citizens.	\$25,000	The Champion Academy takes pride in having the courage to do and say what is necessary to get underachieving middle and high school students to become high academic performers, leaders, and productive citizens.
ROC the Future Topic: Every Child is College/Career Ready			
<i>Financial self-sufficiency in the 21st Century global economy demands education beyond high school, whether it is a 2-year or 4-year college degree or a technical certification.</i>			
<u>City Program</u>	<u>Description</u>	<u>FY 17 Allocation</u>	<u>Why This is Important</u>
Biz Kid\$	Biz Kid\$ provides interactive, applied business and entrepreneurial education to city youth ages 10-18.	\$24,500	Entrepreneurial education supplies students with real-world skills and inspires the next generation of business leaders and empowered consumers.
Youth Leadership and Civic Engagement	Skills training and employment coaching.	\$100,000	
Jr. Rec Leaders	Leadership training and job readiness skill building for youth.	\$12,000	Youth development provides support and opportunities to help bridge a successful transition into a productive adulthood.
Operation Transformation Rochester	Serves city youth and adults by offering comprehensive programs geared toward education, vocation, and employment.	\$1,147,500	
Pathways to Public Safety	A partnership between the RCSD and the City of Rochester to increase minority representation in its uniformed divisions, while increasing the awareness of career opportunities within the Public Safety departments.	\$32,000 (Emergency Comm.), \$287,400 (RFD), \$94,200 (RPD)	Offers preparatory training that impacts school retention and graduation rates, influences a student to attend a post-secondary institution to further their education and/or initiates desire to serve the community.
Summer of Opportunity Program	The Summer of Opportunity Program is an employment and training program for youth ages 14-20 and who are still in high school.	\$576,500	Provides training and employment opportunities to youth while making a direct connection to success in school.

<u>City Program</u>	<u>Description</u>	<u>16-17 Allocation</u>	<u>Why This is Important</u>
Additional Items in Support of Mayor's Priorities			
<i>This section includes programs that do not fall directly in the four ROC the Future categories, but align with the Mayor's priorities: Safer and More Vibrant Neighborhoods, More Jobs, Better Schools and Educational Opportunities, and Innovation and Efficiency.</i>			
<u>City Program</u>	<u>Description</u>	<u>FY 17 Allocation</u>	<u>Why This Matters</u>
Community Outreach Program	Expanding fire safety education in schools and increasing the amount of outreach events.	\$121,200	Fire safety allows children to interact with firefighters, become familiar with their equipment, and learn both proactive and reactive safety techniques in case of an emergency situation.
Fire Related Youth Program	Program addresses the juvenile fire setters issue through education, intervention, and community/citizen involvement.	\$61,500	Between 2007 and 2011, an average of 49,300 fires involving playing with fire were reported to U.S. municipal fire departments per year. These fires caused annual averages of 80 civilian deaths, 860 civilian injuries, and \$235 million in property damage.
Demolition Funding	Allows for the removal of vacant and blighted privately-held and City-owned structures.	\$1,159,400	Demolition helps make cities safer and more livable by removing decrepit structures and increasing green space.
Durand Beach	The City of Rochester maintains and operates Durand Beach for the enjoyment of the community.	\$155,700	Parks bestow benefits not only on their users, but also on the environment and economy. They are a safe place for supervised play with children and can also help decrease violence and crime.
Emergency Solutions Grant	Strengthens and expands current range of services and programs for individuals and families who are homeless or at risk of homelessness in the greater Rochester community.	\$701,419	In 2014, Monroe County funded 2,674 placements for homeless families and 5,811 placements for individuals. Family placements have risen 71% over the decade, but were virtually flat from 2013 to 2014. (Source: ACT Rochester)
Parent Leadership Training Institute	Teaches parents how to become advocates and change agents for their children.	\$10,000	Leadership training for parents provides them with the skills they need to better advocate for the needs of their children and family as a whole. It can also help to improve the parent's self-worth and confidence as a caregiver.
Parks Operations	Our park amenities include picnic areas, lodges, playgrounds, ball fields and tennis courts. Some include beaches, ice-skating rinks and pools. Employees of this bureau work to ensure that streets and neighborhoods are clean, safe, and attractive for residents and visitors.	\$2,968,400	Parks bestow benefits not only on their users, but also on the environment and economy. They are a safe place for supervised play with children and can also help decrease violence and crime.
Pathways to Peace	Pathways to Peace offers prevention, intervention and direct monitoring of youth receiving the services needed to support their positive progress.	\$546,000	Helps keep youth safe and prevents them from engaging in criminal activities as adults, helping to reduce the social and economic consequences of crime to society.
Skate Park	Play apparatus provides safe, healthy, and fun outdoor recreational opportunities to youth, with structures to meet the needs of older youth.	\$100,000	
Spray Parks	The City's spray parks provide safe, healthy, and fun outdoor recreational opportunities to children of all ages.	\$685,000	Play is important in keeping children active and helping them build teamwork and social skills.
Play Apparatus	The City's playgrounds provide safe, healthy, and fun outdoor recreational opportunities to youth, with structures to meet the needs of toddlers, older youth, and every child in between.	\$200,000	

<u>City Program</u>	<u>Description</u>	<u>16-17 Allocation</u>	<u>Why This is Important</u>
Recreation on the Move	The Recreation on the Move mobile recreation centers bring the offerings and benefits of City R-Centers right to city neighborhoods.	\$128,800	Play is important in keeping children active and helping them build teamwork and social skills.
Police Activities League	Connects police officers with volunteer and engagement opportunities in the city.	In Kind	Aims to strengthen the relationship between inner-city youth and the Rochester Police Department by engaging them in a positive way.
Public Market	Rochester's Public Market offers fresh produce, ethnic delicacies, specialty items, general merchandise, and more 52 weeks per year.	\$806,400	The Public Market serves as a community anchor, not only bringing diverse members of the community together, but also making fresh, healthy foods more affordable for residents of all income levels.
Public Market Funding (capital)		\$46,000	
Roofing Program (pre-funded thru prior year end budget amendment)	The City is providing financial assistance for roof replacement of approximately 150 owner-occupied single-family homes in the city covering the cost of roof replacement and other related repairs up to \$12,000 per household.	\$1,000,000	Eases the financial burden of new roofs, a key component of safe housing, for income eligible Rochester residents.
School Crossing Guards	Helps children safely cross intersections and helps to control the traffic flow.	\$622,600	Crossing guards keep children safe while going to and from school, and can also assist in reporting dangerous or inappropriate incidents to the appropriate authority.
Targeted Housing Repair Program	Provides a financial resource to owner-occupant homeowners to improve the overall appearance and security of each neighborhood.	\$550,000	Well-established research links housing to health outcomes in both individuals and communities. (Source: Ontario Medical Association)
Vacant Lot Maintenance	Between May and September, vacant lots are cleaned by cutting tall grass and removing debris. Adjacent sidewalks and curb lanes are swept clean.	\$800,000	Caring for vacant lots has proven to be the starting point for homeowners to increase the value and security of their collective neighborhoods, to improve the safety of their residents, and to encourage growth and opportunities in their area.
Youth Services Unit: School Resource Officers and Other Youth-Related Initiatives	Responsible for the development and implementation of programs designed to prevent and control juvenile delinquency including School Resource Officers (SROs).	\$1,922,500	SROs work to prevent juvenile delinquency by supporting positive relations between youth and law enforcement.
TOTAL		\$152,804,288	



SAFER
and More Vibrant
Neighborhoods



MORE
Jobs



BETTER
Schools and
Educational
Opportunities



Your **OPINION** *Matters*

COMMUNITY

2016-17 Budget Input Session

FINAL REPORT • May 2016



Introduction	3
Telephone Town Hall.....	3
Citizen Input Forum at City Hall	3
Online Citizen Survey.....	3
Citizen Responses.....	4
Mayor’s Priority Area: Safer and More Vibrant Neighborhoods.....	4
Police Reorganization	4
Body Worn Cameras	5
Fire Department Services.....	5
911 Emergency Communications and the 311 Call Center services.....	6
Forum Comments on Safer and More Vibrant Neighborhoods Priority Area.....	7
Telephone Town Hall Comments on Safer and More Vibrant Neighborhoods Priority Area ..	7
Mayor’s Priority Area: More Jobs.....	8
Performing Arts Center and Gaming Facility	8
Employee-Owned Cooperative Enterprises.....	9
Forum Comments on More Jobs Priority Area:	10
Mayor’s Priority Area: Better Schools and Educational Opportunities	11
Recreation Services and Programs	11
Early Childhood Development and Family Literacy	11
Forum Comments on Better Schools and Educational Opportunities Priority Area	12
Telephone Town Hall Comments on Better Schools and Educational Opportunities.....	13
Innovation and Efficiency	13
Single-Stream Recycling	13
Dog Parks	13
Community Broadband.....	13
City of Rochester Website	14
Telephone Town Hall Comments on Innovation and Efficiency.....	14
Demographics from Online Survey.....	14
Poll Question Results.....	15

INTRODUCTION

The City of Rochester’s fiscal year begins July 1, 2016 and ends June 30, 2017 and has an estimated budget gap of \$41.2 million.

Mayor Lovely A. Warren solicited the input of the Rochester Community to help the City make the decisions that would be necessary to close this significant budget gap. This report highlights citizen input gathered through a Telephone Town Hall meeting, a facilitated public forum at City Hall and an online survey.

Date	Event	Participation
April 21	Citizen Input Forum at City Hall	40
April 21-28	Online Citizen Survey	465
April 28	Telephone Town Hall	2,927

Telephone Town Hall Meeting

11,681 city households were directly dialed and invited to participate in a one-hour-long Telephone Town Hall meeting on April 28 and 2,927 participated. Mayor Warren, Budget Director Chris Wagner, Police Chief Michael Ciminelli, Department of Environmental Services Commissioner Norman Jones and Commissioner of Neighborhood and Business Development Baye Muhammad answered questions posed by participants and provided information about current and proposed City programs and services. Twenty people had their questions answered directly by the City officials. Six poll questions were posed to participants, who indicated their preference using their telephone touch pads.

Facilitated Citizen Input Forum at City Hall

On April 21, Mayor Warren welcomed citizens to City Hall and Budget Director Christopher Wagner delivered a presentation on the current state of the budget. Director of Human Resource Management Tassie Demps facilitated an information gathering session. Participants joined breakout groups to discuss topics related to the City’s three major priority areas (More Jobs, Safe and Vibrant Neighborhoods and Better Schools and Educational Opportunities) plus Innovation and Efficiency.

At the conclusion of the breakout discussions, the group reported out on the main themes they discussed.

Online Citizen Survey

An online survey was established so that residents could provide their input on issues ranging from expanded broadband service to early childhood learning opportunities to enhancements in 311 Call Center services. Responses were received from 465 individuals. Nearly half of respondents were 55 or older (48%), while 31% were 35 to 54, and 20% were 18 to 34. Just one respondent was under age 18.

39% percent of respondents indicated they live in the Southeast quadrant of the city ; while 21% in the Southwest ; 17% live in the Northwest ; 10% from Downtown ; and 6% in the Northeast. Six percent of respondents were from the Monroe County suburbs, and 1% were from outside the county.

CITIZEN RESPONSES

In this section we identify themes heard from the Telephone Town Hall meeting, the facilitated citizen input forum at City Hall and the online citizen survey. The themes are organized by the Mayor’s priority areas.

SAFER AND MORE VIBRANT NEIGHBORHOODS

Police Reorganization

The Police Department reorganization to a community policing model is complete. Among online survey respondents, one-third (33%) indicated they see more officers in their neighborhood since the reorganization, while 42% indicated they have not seen more officers in their neighborhood since the reorganization. Nearly one third (29%) agree that the reorganization has improved police-community relations and 24% agree that reorganization has made their neighborhood safer. With the reorganization being so new, many respondents did not have an opinion on these issues.

What impact has the Police Reorganization had on your neighborhood?				
	Agree or Strongly Agree	Don't Know	Disagree or Strongly Disagree	Total
It has made my neighborhood safer	24%	52%	24%	100%
It has improved police-community relations	29%	47%	24%	100%
I see more officers in my neighborhood	33%	25%	42%	100%

Comments from the online survey:

- Police Officers need to start walking the beat in order to become more familiar with residents and become more vigilant, especially on commercial corridors.
- Although I have not seen a lot of direct impact on my neighborhood, I believe that neighborhood policing is a better path to good neighborhood/police relations.
- The most important change I’ve seen has come with the recruitment of more women and minority Officers. This is extremely important and I hope the City continues to aggressively recruit minorities. It is a very important element of good policing.
- I want to see officers walking major streets in the area. I would like to see an officer that I recognize.



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

Lovely A. Warren, Mayor

When asked during the Telephone Town Hall meeting whether they've seen more Police Officers in their neighborhood, 38% answered yes, while 62% answered no. Participants in the telephone town hall meeting were also asked whether they would be willing to pay for additional investment in public safety, and less than half, 45%, said they would.

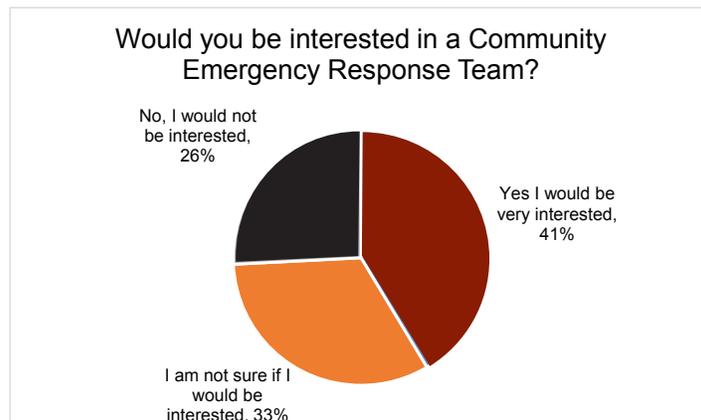
Body Worn Cameras

The online survey asked citizens about their expectations for the body-worn cameras planned for use by the Rochester Police Department. While some people are concerned about the spending for the new tool, and others simply indicate they are not supportive or have no expectations, comments were overwhelmingly positive and hopeful for good outcomes:

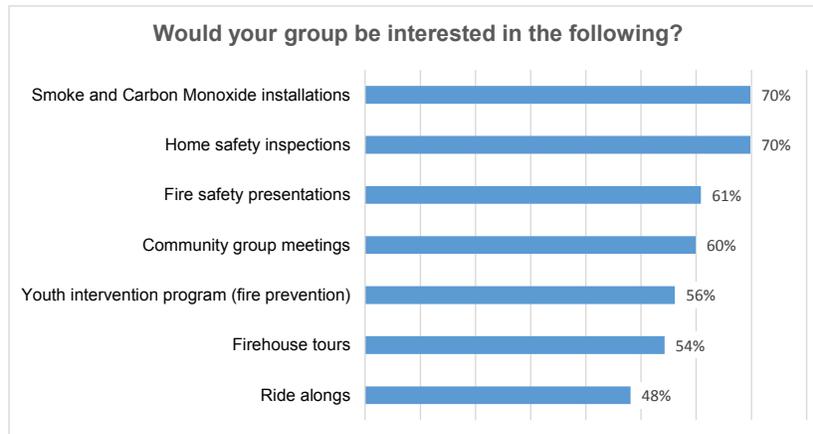
- It is needed and should protect both policemen and citizens.
- How will we handle the vast amounts of data collected through the cameras? What rules govern the camera's operation?
- Hopefully they will provide evidence in cases where police accounts of a situation and those of bystanders do not agree.
- Their presence will encourage police performance that sticks to guidelines and accepted best practices since police behavior will be open to public scrutiny.
- I expect the cameras to protect the citizens from police brutality and to protect the police from false allegations as well.
- There must be significant and ongoing training and standards set for when body cameras are turned on and off.
- Will clarify conflicts between the police and civilians.
- Footage should be stored by an agency that is independent of RPD. Officers should not be able to readily disrupt, access or disrupt footage. Footage should be accessible via FOIL.

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 following pie chart, with 41% interested.

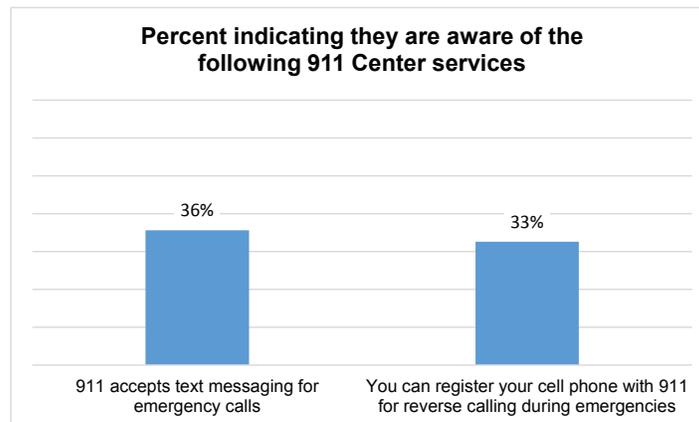


The Fire Department also provides a number of Community Risk Reduction programs, and the survey asked whether the respondent’s neighborhood association, block club or civic group would be interested. Nearly half of those responding to the question indicated they would like to team up with RFD on one or more training program. Among those, the most popular choices were smoke and carbon monoxide installations and home safety inspections (70% each).

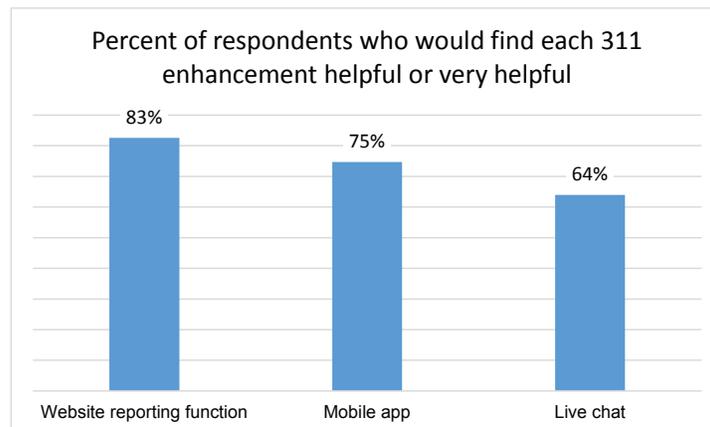


911 Emergency Communications and the 311 Call Center services

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, about one-third of the public appears to be aware of these services.



The 311 One Call to City Hall 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 83% 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 and 64% support a live chat enhancement.



Facilitated Citizen Forum Comments on Safer and More Vibrant Neighborhoods

- We need to regain the sense of community with more activities, neighborhood associations, more active neighborhood service centers (NSCs), barber shop talks, more entertainment geared towards city residents.
- Need more information on when and where neighborhood meetings take place. Could the City help advertise meetings and events via its communications department? Could the City allocate funding to groups or use existing printing resources in-house?
- The City should do something with unused, vacant and dangerous properties.
- Put an end to open air drug sales.
- Kids are not in school; are they tempted by drug money versus minimum wage?
- Police need more training on cultural diversity and inclusion. Not every African-American is a criminal.
- More information needs to be communicated to citizens regarding the body camera policies.

Telephone Town Hall Comments on Safer and More Vibrant Neighborhoods

- I have lived in the city for 64 years and remember when it was called the Flower City and there were flowers everywhere. Maybe have a contest for the prettiest front lawn or garden. Would love to see Rochester become the Flower City again.
- We need a movie theater Downtown; we have lots of teenagers with nowhere to go on the weekends. Could we get new lights on Comfort Street? People hang out there because the lights are dull.
- I commend the RPD for patrolling Lake Avenue about two weeks ago and giving out speeding tickets. Now can you do that on summer weekends?
- What are the City's plans for abandoned houses in the city? These houses make property value go down in the neighborhoods.
- Concerning the Thurston building - it's a huge drug building and full of prostitution. We want to protect our police officers, we love them dearly.

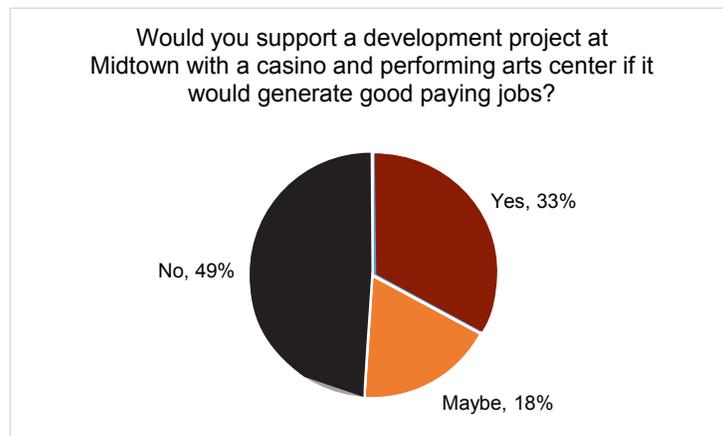
PRIORITY AREA: MORE JOBS

Performing Arts Center and Gaming Facility

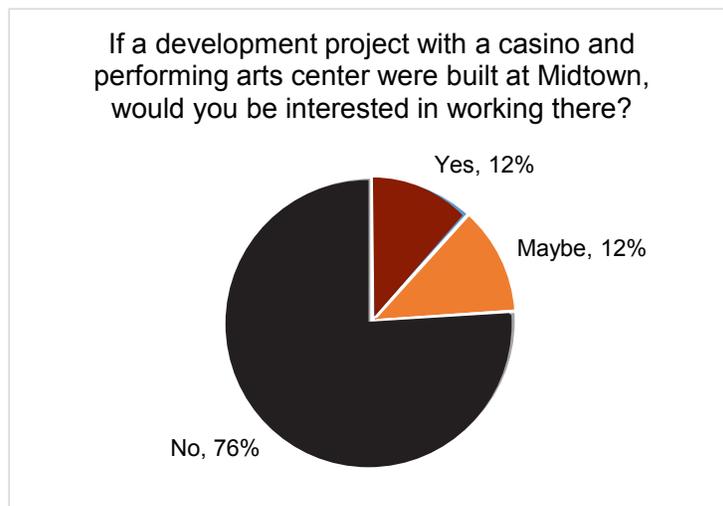
The City sought input from the public on the idea of a new development project at the Midtown site that would include a performing arts center with a gaming facility. The new development would be expected to generate numerous new, good paying jobs.

During the Telephone Town Hall meeting, participants were asked whether the City should do everything it can to revitalize Downtown, even if that includes a job creating performing arts center and a gaming facility. More than three-quarters (77%) said they support this initiative.

When a similar question was asked on the survey, responses were more mixed, with 51% saying “yes” or “maybe” and the other half saying “no.”



The survey also asked whether respondents would be interested in working at a facility with a casino and a performing arts center, and 24% said “yes” or “maybe.”



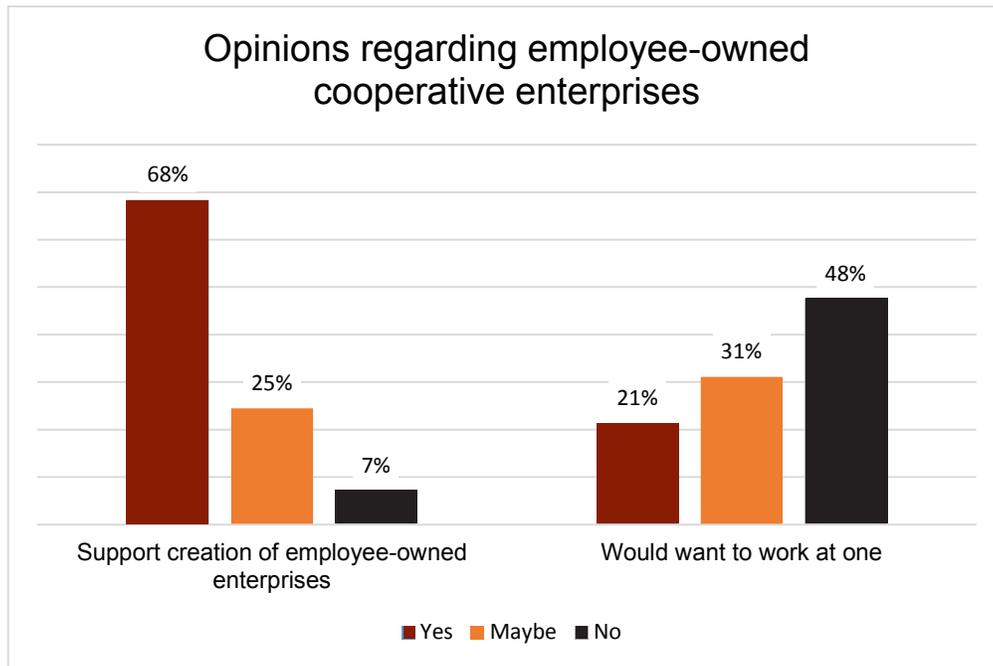
At the facilitated citizen input forum, participants expressed concerns about a casino, particularly about the financial impact on the community.

- Concerned that Downtown casino/performing arts center would take money out of the community.
- Performing arts center alone would be acceptable.
- Worries that the casino might not hire local people.
- This will cause more problems than the value of the jobs it will bring.

A Telephone Town Hall meeting participant said she thinks a casino Downtown is a good idea and would help close the gap in our budget.

Employee-Owned Cooperative Enterprises

As the City and other local organizations work to improve job opportunities for local citizens, one idea is to create employee-owned cooperative enterprises that would provide services needed by local companies and universities in the city. The survey asked whether respondents would support the City’s efforts on this issue, and also whether they would consider working at one. Nearly all respondents supported this effort and more than half would consider working at one. Presumably, some survey respondents are retired or already have good jobs.



Citizen support for City of Rochester investments in educational and skill development programs is extremely strong, with 92% of Telephone Town Hall meeting participants indicating they support such programmatic support from the City.

Forum Comments on More Jobs Priority Area:

- The employee-owned business cooperative is a good idea, it keeps money local.
- Employees will be more personally invested in the business.
- Use city schools to train workforce for the cooperatives.
- Ideas include a community farm, health care cooperative.
- Need to secure good wages; temporary workforce lowers wages and benefits.
- Ex-offenders need special attention and assistance for employment.
- City should provide more funding for non-profits to provide job development.
- Public safety recruiting should go churches, salons and women’s organizations to recruit minority and women candidates.
- People should not be screened out of public safety jobs because of crimes their family members committed. Public safety interviews should be recorded.
- Civil service exams should be available on a rolling basis, not just once or twice a year. Distribute test information via school counselors and through mentors at non-profits.
- Need more emphasis on the trades - youth could be trained and then take care of city properties. Put youth to work on neighborhood tasks, vacant lots etc.
- Job readiness should be incorporated into all school and recreation programs. It’s difficult for teens to find jobs, especially during the school year.
- Streamline City grant and loan processes.
- Small businesses need to be encouraged to hire from outside their own families.
- Mentors for business planning, financial planning, banking, government permits and processes would be welcome.
- Create community co-ops to lease energy from home or business owners that install wind/solar technology.
- Give local people the same tax breaks as the bigger businesses receive via COMIDA.
- Foster the pooling of resources so that people can open small businesses.

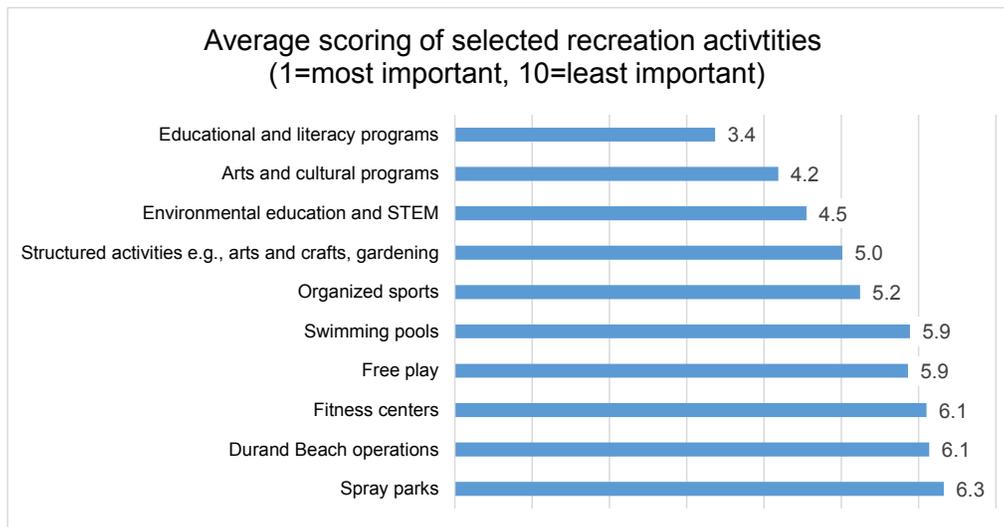


PRIORITY AREA: BETTER SCHOOLS AND EDUCATIONAL OPPORTUNITIES

Recreation Services and Programs

Survey respondents felt that education and literacy programs are the most important services that the Department of Recreation and Youth Services offers, followed by arts and cultural programs, environmental education and STEM and structured activities.

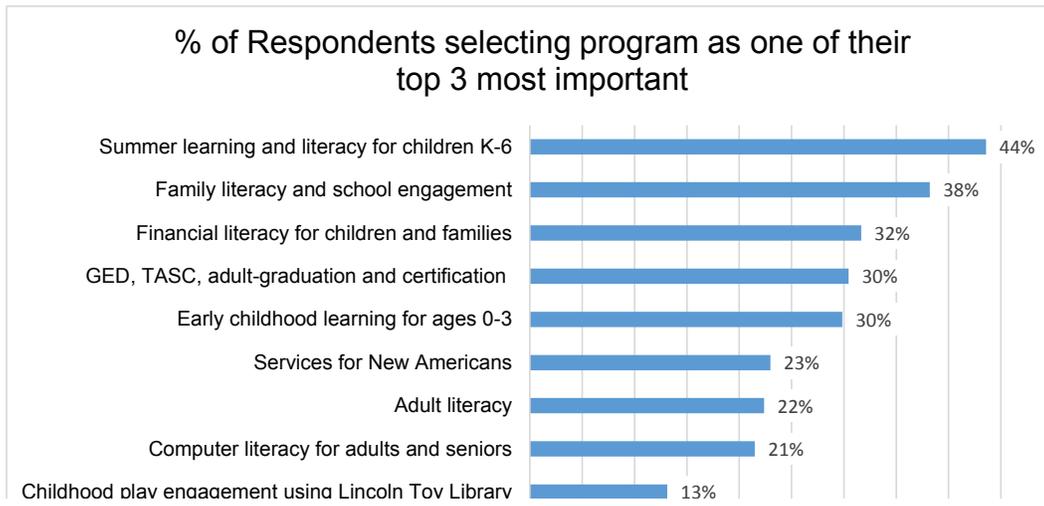
Less important to respondents were spray parks, Durand Beach and fitness centers.



Among survey respondents, 35% said they have used a City Recreation service or program in the last year, and 24% of respondents have attended a community meeting at an R-Center in the last year.

Early Childhood Development and Family Literacy

City libraries provide a wide array of services in their own facilities and through partnerships with the Rochester City School District and area daycare centers to support early childhood learning and literacy engagement. The online survey asked what other educational services are most important to the community. Survey takers were presented with a list of nine possible choices and were asked to select their top three. The strongest support was for summer learning and literacy programs for children in kindergarten through grade six (44% selected this as one of their top three choices). Next strongest was support of family literacy and school engagement programs (38%) and financial literacy programs for children and families (32%).



The Rochester Public Library is in the process of developing a new strategic plan and has written new mission and vision statements. Respondents were overwhelmingly supportive of the new mission and vision, with 87% saying that they like the new statements. Thirty-five respondents (10% of those answering the question) offered comments for further improvement which have been shared with the Library Director.

Forum Comments on Better Schools and Educational Opportunities Priority Area

- Peer matching between upper classmen & lower classman (i.e. 9th graders speaking to incoming freshmen). Address bullying through campaigns.
- Open schools in the summer to allow youth to use the libraries, pools and other amenities. Consider year-round schools. Offer more afterschool programs such as poetry, dance and photography clubs.
- Increase school daycare opportunities for students with children.
- Some teachers don't want to teach in the city. City school teachers should live within city limits for a period of time.
- Divide schools up (keep elementary, middle and high school separate); return to neighborhood schools.
- More trade and career specialized schools that focus on skill development and exposure to careers. Partner with businesses to introduce career tracks and specific career sectors. More focus on apprenticeships. Create a BOCES model in Downtown Rochester.
- More parental involvement with teachers (home visits, more social events, school kickoff events).
- Teach students how to communicate better (social media, public speaking).
- Counselors should communicate with 9th grade students about college, instead of waiting until they're in the 12th grade.
- Schools need more social workers.
- Teach social skills (e.g. doing presentations in class), life skills based on interest levels (e.g. math, basketball, shopping, science).
- More teen centers in libraries.

- Interact with students through social media, perhaps create a viral video about youth programs. Others say to block access to social media on school grounds.
- Need more transportation to different programs and events, including direct transportation between the schools and the R-Centers.
- Peer teaching throughout the Rochester City School District (K-12), expeditionary schools, alternative schools for youth with disciplinary problems to reduce distractions for other students.
- Better tracking and availability of information related to the percentage of city youth who utilize City recreational services.

Telephone Town Hall Comments on Better Schools and Educational Opportunities

- Suggest we go back to the old model of education such as when Edison was a technical institute or a “school of skills.”
- Concern about safety at the City branch library locations. They have been equipped with surveillance cameras that are not operational and were told by staff workers that this is due to a lack of funds.

INNOVATION AND EFFICIENCY

The City continuously searches for opportunities to make its services more efficient and to be innovative in the provision of existing programs or development of new initiatives. The Telephone Town Hall meeting polled residents’ on the single-stream recycling pilot program and on having a dog park somewhere in the city. The online citizen survey asked citizens about their thoughts on the pursuit of citywide broadband.

Single-Stream Recycling

The City piloted a single-stream recycling program in certain neighborhoods in 2015 and plans to expand the program city-wide. Among Telephone Town Hall participants, 85% support the expansion to citywide single-stream recycling. Several participants expressed high levels of satisfaction with the program and stated that they recycle more now than they ever have in the past.

Dog Parks

Henrietta, Greece and Brighton have developed official dog parks and the City has explored establishing one as well. When asked during the Telephone Town Hall whether they support the development of a dog park in the city, 41% were supportive while 59% were not supportive.

A Telephone Town Hall participant said that the City should give the dog park a try and cancel it if not many people utilize it. It’s something that doesn’t cost a fortune [to implement].

Community Broadband

The City is working with the Rochester City School District in applying for a grant to expand community broadband access. The online survey asked respondents for their thoughts on this issue. Slightly more than half of respondents answered this question, and of those, 66% were supportive of this effort while the remainder were unsupportive or unsure.



Arguments in support of community broadband include a need for competition for Time Warner, a need to ensure access for all children to the internet in the 21st century and the positive business climate this would create. Many respondents mentioned the Greenlight Networks company as one to consider working with. Among those who were unsupportive or were unsure of their level of support, concerns include the cost to the City or its residents and the fact that people who cannot afford broadband may also be unlikely to have devices on which to access the internet.

City of Rochester Website

While it was recently redesigned, the City is always looking for suggestions for additional information or capabilities on its website, www.cityofrochester.gov. Sixty-five respondents said they had no suggestions, 307 did not answer the question and the remaining 93 offered a comment. Some respondents described the website as easy to navigate and greatly improved, while others say it is difficult to navigate and should have more links. Selected comments include the following:

- A mapping interface that would allow people to look up specific needs and see the spaces around the city that may provide services.
- A page just for active City projects such as the Port Project
- Allow residents to report code violations and property maintenance problems
- Allow residents to sign up to receive regular City e-newsletter or bullets about initiatives, training opportunities, development updates
- Make Zoning Board minutes searchable
- Improve the 911 news feed
- Should be able to report potholes
- Make Requests for Proposals easier to see
- Mobile friendly, please!
- Paying the City online should be free
- Website is confusing, no central site map, hate having to search for everything
- Website is well done and easy to navigate

Telephone Town Hall Comment on Innovation and Efficiency

- NSC offices should be stricter. Refuse department rushes to get done early.

Demographics from Online Survey

If you live in the city, which quadrant do you call home?		
Center City (Downtown, Corn Hill, Cascade District, High Falls, Grove Place)	34	10%
Northeast (14621, Upper Falls, Marketview Heights)	20	6%
Northwest (Charlotte, Maplewood, Lyell, JOSANA, Dutchtown)	56	17%
Southeast (Strong/Mt. Hope, South Wedge, Monroe/Park/East, Browncroft, Culver/Winton, Beechwood)	133	39%
Southwest (19th Ward, Genesee-Jefferson, Plymouth-Exchange, SWAN)	71	21%
I live in the Monroe County suburbs	20	6%
I live outside Monroe County	4	1%
Total	338	100%

Which of the following represents your age group?		
34 or under	72	21%
35 to 54	108	31%
55 or older	167	48%
Total	347	100%

How are you connected to the city of Rochester? Do you...		
live in the city?	314	90%
work in the city?	206	59%
attend events, church or other activities in the city?	315	91%
Total answering question	347	100%

Poll Question Results from Telephone Town Hall

	Yes	No
1. Since the Police reorganization, have you seen more officers in your neighborhood?	38%	62%
2. Would you be willing to pay for additional investment in public safety?	45%	55%
3. Do you think the City should do everything it can to revitalize Downtown even if that includes a job creating performing arts center and gaming facility?	77%	23%
4. Do you support the expansion of single stream recycling citywide?	85%	15%
5. Would you support the development of a dog park in the city?	41%	59%
6. Do you believe the City should support investments in educational and skill development programs?	92%	8%



Thank you to the following city employees who volunteered their time to assist in the Telephone Town Hall, Community Input Forum or the Online Survey:
 Sarah Boyce • Ted Capuano • Hazeldene Hercules • Sharla Davenport • Patrick Flanigan
 Tremain Harris • John Hawk • Geraldine Scott • John Fornof • Ray Mayoliz
 Matt McCarthy • Tom Miller • Patrick Flanigan • Dave Mohney • Johanna Santiago
 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

July 1, 2016

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

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

Molly Clifford
Councilmember
Northwest District

Carolee A. Conklin
Councilmember At-Large

Dear Mayor Warren:

Matt Haag
Councilmember At-Large

Subsequent to our thorough review of the Proposed Budget for the City of Rochester for 2016-17, we herein present you with the comments and judgments of City Council regarding that document.

Adam C. McFadden
Councilmember
South District

Jacklyn Ortiz
Councilmember At-Large

General Overview

Michael A. Patterson
Councilmember
Northeast District

Elaine M. Spaul
Councilmember
East District

- The Approved Budget of \$516,969,100 represents an increase of \$11,646,600 or 2.3% above the Amended 2015-16 Budget.
- The budget presented an increase of \$2,500,000 in the tax levy and provides a decrease of (4.67%) for the property tax rate for homestead properties and a decrease of (9.90%) for non-homestead properties.
- The average home (based on \$72,600 assessment) will have a decrease of (\$15.85) in property taxes. The water rate will increase by 3% or by \$10.89 for the average homeowner, and it should also be noted that there is no rate increase for Refuse or Local Works.
- Assessed value of property in the city rose again, this year by 8.28% or \$495,349,617 for an overall value of \$6,475,964,157. The Council is pleased to see this trend continue, indicating that the City of Rochester is a place that people not only want to work and play, but a place they want to live and raise their family in.
- The City of Rochester received \$6 million in unrestricted aid from New York State. Post approval of the budget, but prior to the end of session, State leaders also announced a commitment of \$10.5 million to be used for renovations to the Blue Cross Arena at the War Memorial. While we are grateful for this support, 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 13 fulltime positions for an overall total of 2,747. While it is important that we right-size our staff, we also need to be mindful of the lasting impact that additional staff has on our city's future expenses, specifically pension and health insurance costs. This is especially true with grant funded positions, as the post-employment costs are not factored in to the amount awarded to the City.

- This year the City did not exercise its option to participate in the New York State's Pension Amortization Program. The City's 2016-17 payment to the New York State Retirement System is \$41.5 million, an increase of \$300,000 from last year's payment. The 2017-18 payment is expected to decrease next year by \$200,000 for a total bill of \$41.3 million. Further out years continue to show modest annual decreases, but that will remain only if we are mindful of staffing needs going forward, and consider the implication additional positions added to our workforce will have on the annual cost.

- With the conclusion of regular session for the State Legislature, Governor Cuomo signed the Bill for Phase II of the Facilities Modernization Plan (FMP) for the Rochester City School District (RCSD). This incredible influx of funding that is being used to bring our school buildings into the 21st century allows the City the opportunity to scale back the amount in which the City bonds for the RCSD. The RCSD is a dependent district, and the fiscal ratings we receive through organizations like Standard & Poor's and Moody's are tied to both the City's and RCSD's fiscal practices. In an effort to be fiscally prudent with tax dollars, this year the Council passed a new Bonding Policy for the RCSD. This new Policy indicates that only emergency projects will receive dollars from bonding. With many projects being completed and/or planned through the FMP, it was not responsible to keep bonding at the rate we had when these dollars were not available. Again, the safety of our children and those working in school buildings is paramount and that is why there is the provision to be able to bond for emergency repairs.

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 item 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 fifth 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 “3-3-3” effort; a group that consists of three City Council Members, three Board of Education Commissioners, and three members of the Monroe County Legislature.

Upon the conclusion of the City department hearings and the RCSD hearing, the Council hosts a joint public hearing with the Commissioners of the Rochester City School District’s 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 both the City and the City School District Annual Budgets.

Some items of note not previously mentioned that are helping to balance this budget and close the original \$41.2 million budget gap while ensuring that programs and services to residents are maintained include: adjusting the capital program by \$13.8 million, \$2.3 in department reductions and efficiencies, \$1.5 million in fuel and utility expense savings, \$1.5 million from the sale of real estate, \$1.5 million from the Premium and Interest Fund, \$2 million from the Health Care Rate Stabilization Fund, \$1.9 million in additional revenue from delinquent taxes and fines, and the use of \$9.3 million of the Fund Balance. 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 continued use of Reserve Funds, as this is not a permanent way to balance annual operating budgets going forward. It is the hope of the Council that in future years there will be less reliance on these dollars as a means to close pending budget gaps.

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 68% of the entire tax levy, leaving only 32% of our taxes to provide police services, fire services, street plowing, road repair, cemetery maintenance, water system maintenance, 911 service, park preservation, recreation services for our youth, libraries, and at the same time, move large projects like the Inner Loop forward. We, as a city, do all of this with only 32% of the taxes collected, 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 students in our schools.

Conclusion

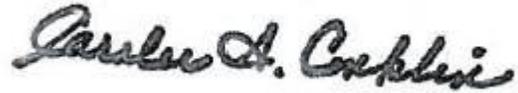
We conclude by complimenting you and your Administration on producing a budget that maintains services in a difficult financial time, without placing the burden on our residents.

Council is, as always, your partner in government and we look forward to working with you to implement this budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Loretta C. Scott". The signature is fluid and cursive, with the first name being the most prominent.

Loretta C. Scott
President

A handwritten signature in black ink, appearing to read "Carolee A. Conklin". The signature is cursive and somewhat stylized, with the first name being the most prominent.

Carolee A. Conklin
Chair, Finance Committee

Increases

Revenue:

- Unrestricted aid from New York State increases \$4,000,000
- An increase of \$2,500,000 in the tax levy is proposed to balance the budget
- A transfer of \$2,000,000 from the rate stabilization allocation of the internal service fund for health care expense is budgeted
- Sales tax increases \$1,628,600
- An appropriation of fund balance assigned for capital projects is budgeted \$1,000,000
- A water rate increase is proposed to balance the budget

Expense:

- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Cash capital expense
- Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care
- Personnel expense related to additional staffing
- Program enhancements
- Increase in overtime allocation for Police and Fire to reflect actual demand

Decreases

Revenue:

- Utilities Gross Receipts Tax declines \$600,000
- One time appropriation of Refuse Fund balance does not recur \$2,311,700

Expense:

- Payments for debt service
- Utility expense including heat, light, power
- Departmental reductions and efficiencies
- Fuel costs

REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

General Fund 2016-17 revenue estimates are \$390,341,000, 3.9% more than the 2015-16 Budget. Unrestricted aid from New York State increases \$4,000,000. A 1.45% increase in the tax levy is proposed to generate \$2.4 million in revenue. A transfer of \$2 million from the rate stabilization allocation of the internal service fund for health care expense is budgeted. Growth in sales tax is expected to generate an additional \$1,628,600 in revenue. One time sale of real estate results in \$1.5 million additional revenue. Transfer from Premium & Interest to offset debt service increases by \$1.2 million. Appropriation of fund balance committed for tax relief increases \$1.1 million. An appropriation of \$1 million of fund balance assigned for capital projects is budgeted.

Special Fund 2016-17 revenue estimates are \$18,756,300, 4.6% less than the 2015-16 Budget. One-time receipt of \$400,000 support for the Master Space Plan does not recur. Transfer of \$150,000 from Library Trust Funds to offset reductions in the branch libraries expires. Appropriation of Animal Control fund balance to offset capital expenditures decreases by \$206,000.

Enterprise Fund 2016-17 revenue estimates are \$107,871,800 or 1.8% less than the 2015-16 Budget. A rate increase is budgeted for the Water Fund. The appropriation of \$2,311,700 from Refuse Fund balance does not recur as planned capital expenditures decrease. The appropriation of fund balance for Local Works decreases \$628,200 as capital expenditures decrease. The appropriation of Water Fund balance decreases \$469,700 as planned capital expenditures decrease. Transfer from Premium & Interest for Water Fund decreases \$587,900 due to one-time repayment of unused borrowings.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

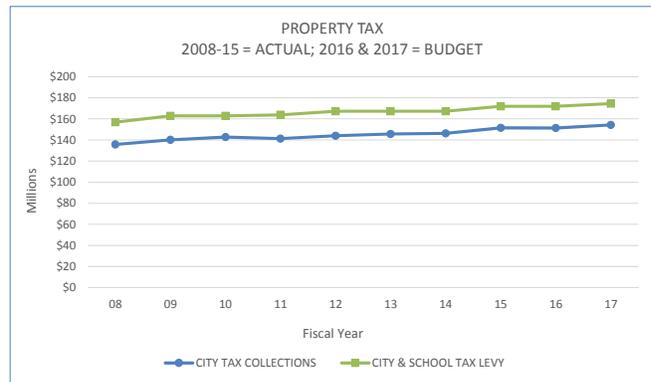
1-3

	Amended 2015-16	Approved 2016-17	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	140,835,300	142,969,700	2,134,400	1.5%
Delinquent & Supplemental Taxes	5,295,000	5,376,800	81,800	1.5%
In-Lieu-of-Tax Payments	11,236,000	11,767,200	531,200	4.7%
Interest & Penalties	1,710,000	1,958,000	248,000	14.5%
Sales Tax	142,871,400	144,500,000	1,628,600	1.1%
Utilities Gross Receipts Tax	5,800,000	5,200,000	-600,000	-10.3%
Mortgage Tax	1,500,000	1,500,000	0	0.0%
Taxes Total	309,247,700	313,271,700	4,024,000	1.3%
Departmental Income	7,362,000	7,896,900	534,900	7.3%
Use of Money & Property	226,400	375,000	148,600	65.6%
Fines & Forfeitures	6,420,900	7,080,200	659,300	10.3%
Licenses & Permits	2,533,100	2,742,800	209,700	8.3%
Sale of Property & Compensation for Loss	897,000	2,425,300	1,528,300	170.4%
Miscellaneous	16,377,900	18,351,100	1,973,200	12.0%
Intergovernmental – New York State	108,150,700	111,652,300	3,501,600	3.2%
Intergovernmental – Federal	5,914,500	5,515,100	-399,400	-6.8%
Intergovernmental – Other	20,003,600	19,852,700	-150,900	-0.8%
Interfund Revenue & Transfers	-101,308,900	-98,822,100	2,486,800	-2.5%
General Total	375,824,900	390,341,000	14,516,100	3.9%
Animal	2,222,600	2,377,700	155,100	7.0%
Library	17,437,000	16,378,600	-1,058,400	-6.1%
Water	42,627,900	41,685,100	-942,800	-2.2%
War Memorial	2,643,000	3,356,500	713,500	27.0%
Parking	11,927,400	11,902,100	-25,300	-0.2%
Cemetery	3,131,200	3,382,800	251,600	8.0%
Public Market	862,300	892,600	30,300	3.5%
Refuse	28,195,200	26,396,000	-1,799,200	-6.4%
Local Works	20,451,000	20,256,700	-194,300	-1.0%
Grand Total	505,322,500	516,969,100	11,646,600	2.3%

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%. In 2016-17, the credit for STAR exemptions for properties purchased after February 1, 2015 will not be issued on the property tax bill but instead will be issued by check directly from New York State in accordance with the Governor’s new STAR program. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary section.



Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation increases by \$495,349,617 or 8.28% from the 2015-16 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 2015-16 budget:

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Expenses	505,322,500	516,969,100	11,646,600
Non-Property Tax Revenue	<u>353,995,600</u>	<u>362,775,500</u>	<u>8,779,900</u>
Property Tax Required (City & School)	151,326,900	154,193,600	2,866,700

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 2016-17. In addition, anticipated collections for the first sixty days following the current year are accrued as 2015-16 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 2016-17 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 \$84,550 or less. Approximately 4,800 property owners will benefit from this program in 2016-17. All owner-occupied property owners with incomes less

REVENUE SUMMARY DESCRIPTIONS & CHANGES

than \$500,000 are eligible for the “Basic” STAR program. Approximately 20,400 property owners will take advantage of the “Basic” program in 2016-17. An additional 837 owner-occupied properties purchased since February 1, 2015 will be subject to the new STAR program implemented with the New York State’s 2016-17 fiscal year. These property owners will no longer receive a credit on their property tax bill but will instead be required to register with the state to receive a credit directly from NYS. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Major Change

A proposed increase of 1.45% to the tax levy results in \$2,375,000 incremental revenue. STAR revenues from NYS decrease as a result of lower tax rates and shift in STAR program to credits issued by NYS.

Year-to-Year Comparison

All Funds

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
151,326,900	154,193,600	2,866,700

General Fund

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
140,835,300	142,969,700	2,134,400

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.

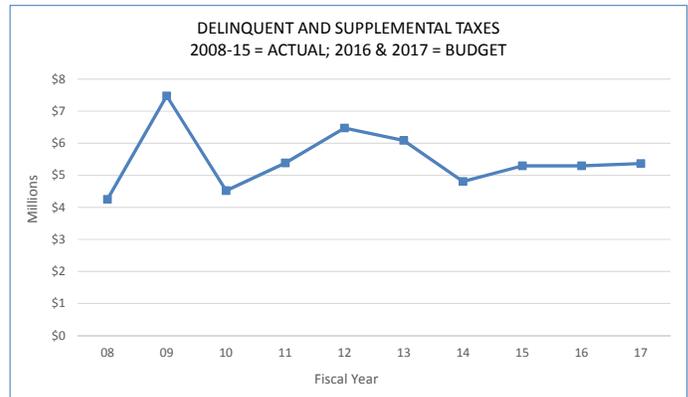
When an assessment is inadvertently left off the tax roll, property owners are later notified and billed the following year as an omitted tax.

Major Change

Larger beginning delinquent balance increases delinquent taxes collected. Sale of higher valued liens is planned to continue.

Year-to-Year Comparison

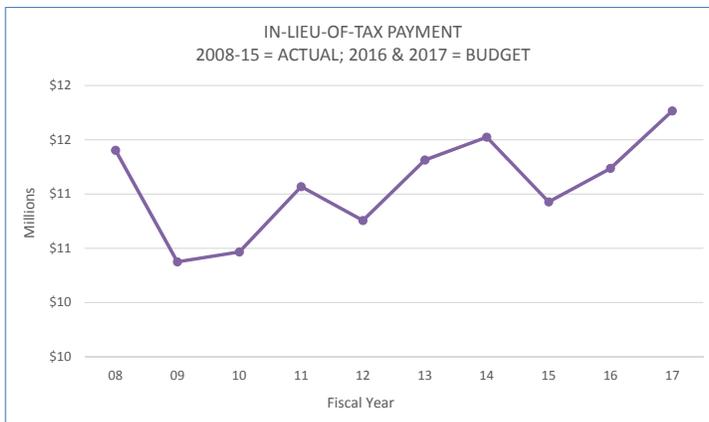
<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
5,295,000	5,376,800	81,800



REVENUE SUMMARY DESCRIPTIONS & CHANGES

In Lieu Of Tax Payments

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



1. The Private Housing Finance Law applies to projects constructed with private resources to provide housing for low and moderate income families. Payments for such projects are generally calculated at a rate of 10% of sheltered rents. Sheltered rents are determined by subtracting that portion of rent needed for utility service from total rent payments.
2. The Public Housing Law authorizes payments in lieu of taxes for property owned by public housing agencies. Payments are calculated in the same manner as those covered under the Private Housing Finance Law.
3. The Urban Development Act provides tax exemptions for properties owned by the Urban Development Corporation (UDC). When such properties are leased, payments in lieu of taxes are negotiated. For housing projects, the sheltered rent formula is generally applied, while economic development projects pay based on the percent of floor space occupied or percent of operating revenues.
4. The General Municipal Law authorizes the County of Monroe Industrial Development Agency (COMIDA) to receive tax exemptions on properties owned. In lieu of tax payments are negotiated when such properties are leased. Generally, the payments are equal to the amount that would have been paid if the property were not owned by COMIDA.

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

Major Change

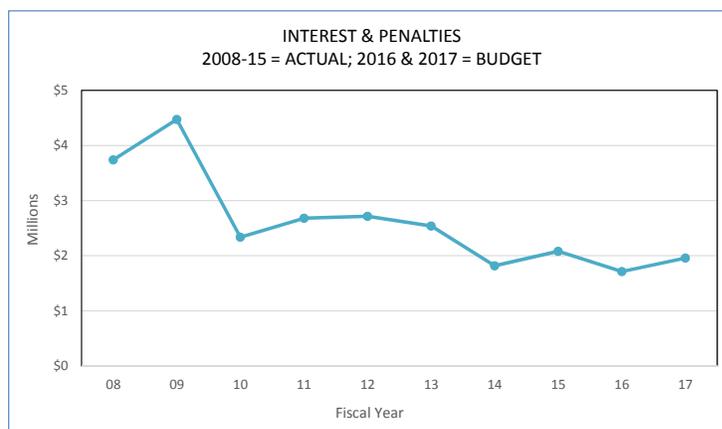
Revenue increases due to four new COMIDA projects in addition to declining exemption values. Four new housing projects begin making payments in 2016-17.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
11,236,000	11,767,200	531,200

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 activity result in additional revenue.

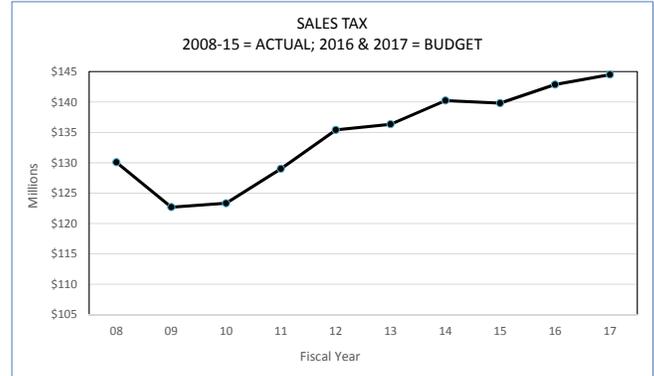
REVENUE SUMMARY DESCRIPTIONS & CHANGES

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
1,710,000	1,958,000	248,000

Sales Tax

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



Sales tax proceeds are collected by the State and distributed to the County every month. Under the current sales tax distribution formula the City receives 35.63 percent of total County collections generated from the 3 percent local share. The City's initial share of the additional 1 percent, approximately 4.1%, began on December 1, 1993, and was suspended on November 30, 1994. During that period the City School District received approximately 3.7% of the additional percent directly from the County. The City resumed sharing the additional 1 percent on December 1, 1995. Beginning in December 1995 the City share of the additional 1 percent became 2.5%, and it increased annually for the next five years to 5%, 12%, 15.75%, 19.22%, and then subsequently dropped to 18.1%. The City share of the additional 1 percent decreased to approximately 17.7% in January 2011 to reflect population changes identified in the 2010 Census.

Major Change

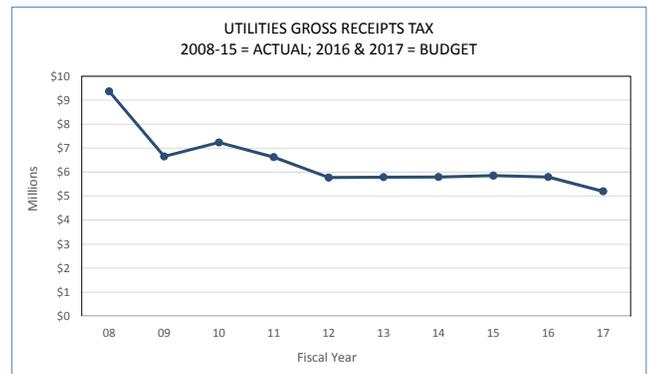
Taxable sales are expected to increase 1.1% on a higher than expected base.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
142,871,400	144,500,000	1,628,600

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

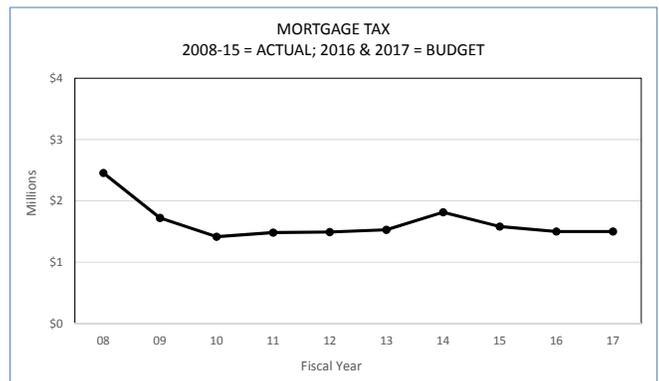
Revenue continues to decline as fewer Energy Service Companies (ESCOs) assess and remit tax.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
5,800,000	5,200,000	-600,000

Mortgage Tax

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



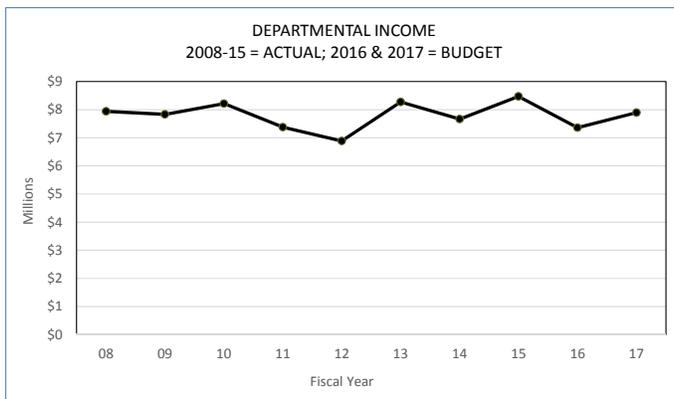
REVENUE SUMMARY DESCRIPTIONS & CHANGES

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</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.



Major Change

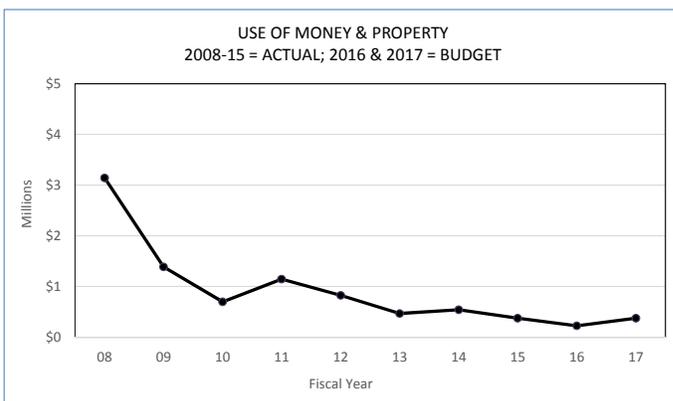
Planned revenue from West Brighton for primary fire protection and emergency medical first responder services increases \$272,300 as renewal to contract is negotiated for January, 2017. Services provided by the City to the Land Bank decline resulting in \$224,000 less reimbursement. Reimbursement for police overtime increases \$226,500 based on historical activity. Towing and storage fees increase to reflect actual collections \$125,000. Reimbursement from MCC for fire training increases \$77,000 as larger recruit class is planned and training activity increases. Trust fund revenue for special events increases \$45,300. Reimbursement from RCSD for School Resource Officers expected to decline \$31,600 based on credits for absences. Rehabilitation charges including property maintenance increase \$30,000 as collection rate increases. Youth Voice One Vision grant does not recur \$24,900. Civil service exam fees decline \$24,600 as firefighter exam does not recur. Fire prevention permits and fire alarm permits increase \$23,300 and \$3,400 respectively to reflect actual collections. Publication and abstract fees increase \$20,000 as foreclosure activity increases. Recreation fees increase net of \$7,500 due primarily to: Genesee Valley Park Ice Rink increase \$25,000; reduction in softball league revenue \$15,000; reduction in After School in Parks Program (ASIPP) \$10,000; planned rental of Marketview Lodge does not occur \$10,000; planned rental of space at Ferry Terminal building \$9,600; and \$7,900 increase in miscellaneous recreation center revenues. Net of other changes is an increase of \$9,700.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
7,362,000	7,896,900	534,900

Use Of Money & Property

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



Major Change

Rental revenue from the Port increases by \$98,600 due to new leases in 2016-17. Stadium rental and expense reimbursement expected to be \$50,000 in accordance with new operator.

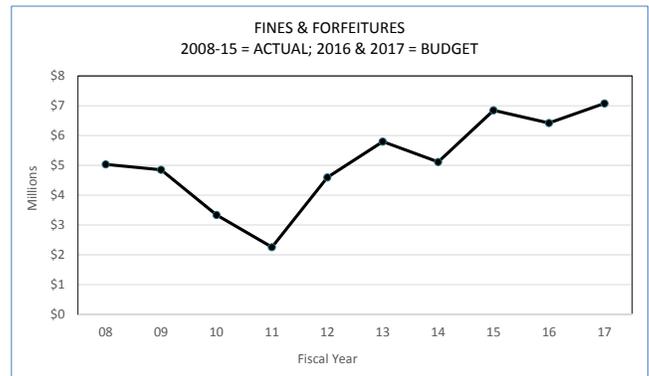
REVENUE SUMMARY DESCRIPTIONS & CHANGES

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
226,400	375,000	148,600

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.



Major Change

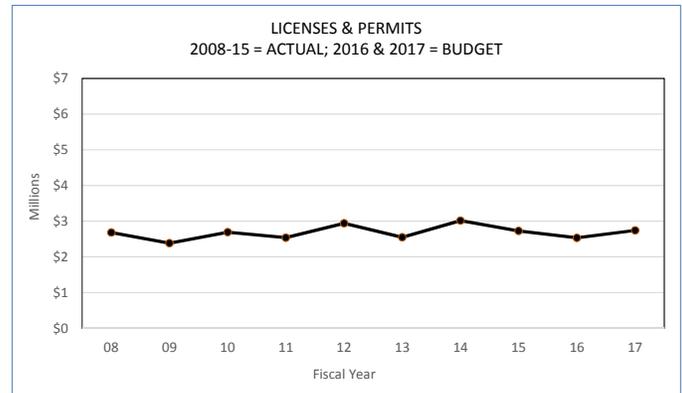
Collection of municipal code violations increase as larger balances are added to property tax bill and proposed revision to penalty structure is implemented \$500,000. Moving violation revenue increases \$104,100 to reflect higher than expected collections despite the City absorbing a larger share of NYS adjudication expense. Fines assessed against ambulance contractor increase \$65,000 due to non-performance. Parking ticket surcharge recorded in General Fund to be used for local criminal justice programs and purposes increases \$62,700. Red light camera violations decline \$54,600. City Court fines and forfeited bail decline \$17,900 based on historical activity.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
6,420,900	7,080,200	659,300

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

Building permits increase \$285,000 due to large projects and to reflect historical building activity. Professional licenses decrease \$188,400 due to off-year for biannual renewal. Street opening permits increase \$120,000 with new fee schedule implemented in 2015-16. Net reduction in business and occupational licenses \$13,200. Net of other changes is an increase of \$6,300.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
2,533,100	2,742,800	209,700

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Sale Of Property & Compensation For Loss

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

Major Change

Sale of city property to charter school is budgeted \$1,500,000. Auto auction proceeds increase due to better pricing \$25,000. Reimbursement for damage to police vehicles increases \$2,800. Net of other changes is an increase of \$500.



Year-to-Year Comparison

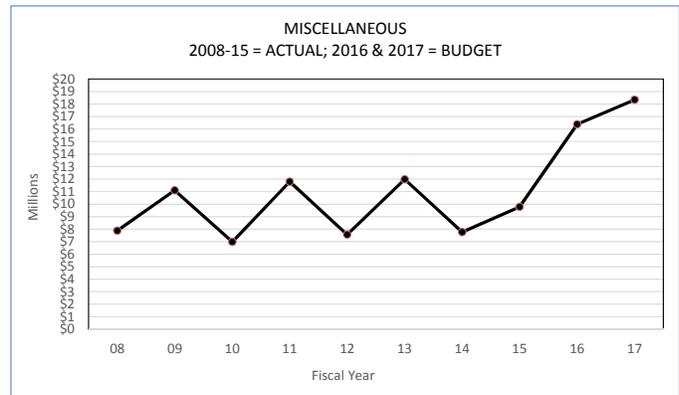
<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
897,000	2,425,300	1,528,300

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 property tax relief increases by \$1,119,700. Appropriation of fund balance assigned for capital projects is budgeted \$1,000,000. Appropriation of general fund surplus decreases \$122,000. Refund of prior year expenses decreases \$50,000 based on historical activity. Cable TV Franchise revenue increases \$17,300 based on projected sales activity. First responder franchise fee increases with inflation \$8,200.



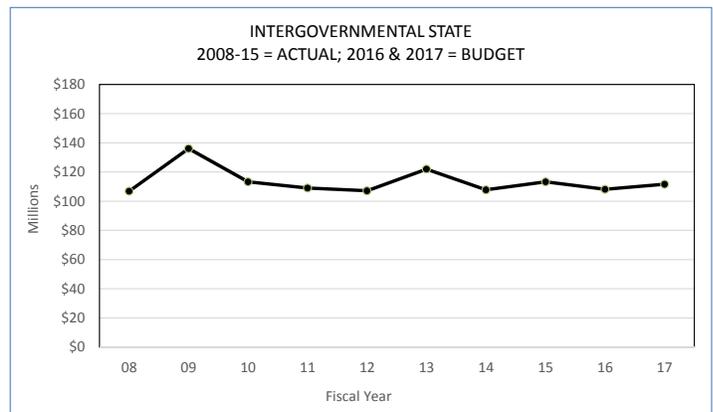
Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
16,377,900	18,351,100	1,973,200

Intergovernmental – New York State

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

1. General purpose aid provides revenue for unrestricted use by municipalities under the Aid & Incentives for Municipalities (AIM) program.
2. Categorical aid is directed to support specific objectives and, as a result, is restricted to certain purposes. Support is received for such functions as street improvements, crime prevention, and youth recreation.



REVENUE SUMMARY DESCRIPTIONS & CHANGES

3. Miscellaneous aid includes reimbursements for various services.

4. The New York State Tax Relief (STAR) Program provides revenue to municipalities to offset school property tax relief for targeted taxpayers. This only applies to STAR exemptions applied prior to February 1, 2015.

Major Change

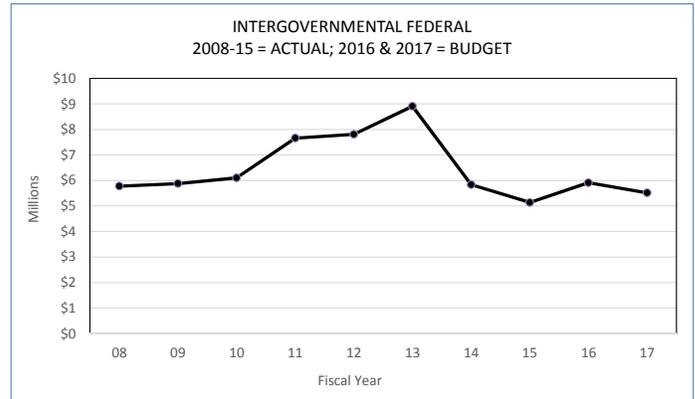
Unrestricted aid increases \$4,000,000. STAR revenue is reduced \$491,700 as property tax rate declines and revised program provides direct credit from NYS rather than credit on tax bill. Net increase of \$421,600 to Consolidated Highway Improvement Program with new PAVE-NY program. Assessment aid of \$305,000 is budgeted in accordance with recently completed revaluation. Summer of Opportunity (SOOP) expires in NYS budget \$300,000. One time reimbursement of capital expenditures does not recur \$213,100. NYS Department of Health grant expires \$119,700. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) decreases \$61,600 pending extension. Miscellaneous state grants decrease \$62,500 which is largely attributable to the following grants not recurring: Auto Theft Prevention \$29,600; PAC-TAC overtime \$13,600; Community Policing (Razenhofer) \$10,000; SWAT team (Funke) \$4,000; Child Seat \$3,700; and Motor Vehicle Theft & Insurance Fraud \$1,600. Support for environmental quality projects increases \$23,600.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
108,150,700	111,652,300	3,501,600

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 in Federal Pregnancy Prevention grant funds \$246,000 in accordance with planned expenditures and new five year agreement. Net reduction of \$115,200 occurs in Assistance to Firefighters grant as grant does not recur. Smart Policing grant expires \$114,700. Support for Americorps program increases \$100,200 in support of a full year of programming. New HUD Lead Hazard Control grant funding of \$97,500. Net reduction occurs in State Homeland Security Program (SHSP) federal pass-through grant \$55,000. Project Safe Neighborhoods support declines by total of \$39,300. Net reduction of \$26,100 in substance abuse grant funding as program expires in October 2016. Domestic Abuse Response Team (DART) grant revenue increases \$20,200. Summer lunch program declines by \$8,200 corresponding with planned expense. Bomb squad grant does not recur \$7,300. Support for environmental quality projects declines \$3,400. Net of other changes is a decrease of \$2,100.

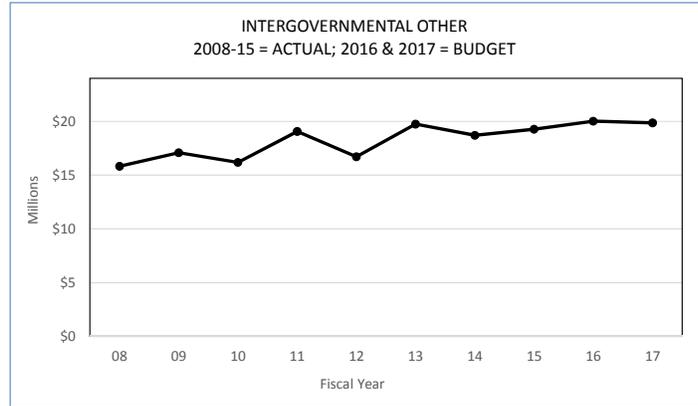
Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
5,914,500	5,515,100	-399,400

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 \$136,400 pending new grant award in calendar year 2017. Election inspector reimbursement decreases \$35,800 due to completion of presidential primary in 2016. Monroe County traffic shares increase \$26,000. Lead hazard reimbursement increases \$20,000. County reimbursement for Emergency Communications decreases \$15,800 to correspond with approved 2016 County budget. Underage Tobacco Enforcement grant declines by \$9,800. Net of other changes is an increase of \$900.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
20,003,600	19,852,700	-150,900

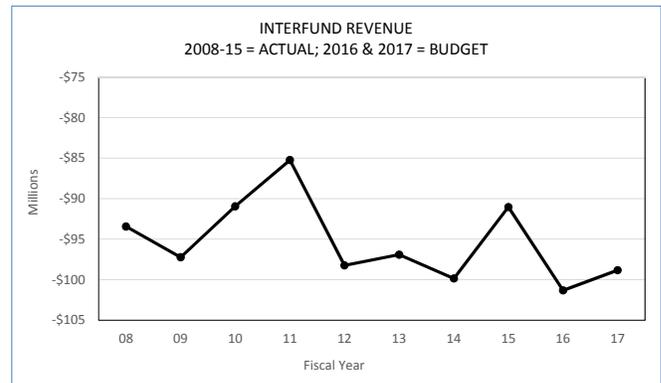
Interfund Revenues & Transfers

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

A transfer of \$2,000,000 from the rate stabilization allocation of the internal service fund reserved for health care expense is made in accordance with the City's Labor Management Health Care Committee memorandum of agreement to offset increasing health care costs. Transfer from Premium & Interest to offset interest expense on debt service increases \$1,211,100. Transfer of \$492,000 from Bloomberg Innovation Fund does not recur as grant has expired. Annual allocation for GRANET expires \$200,000. A transfer of \$60,000 from the Recreation Trust Fund is budgeted to offset planned capital purchase of transport vans. Downtown Enhancement District transfer is revised to exclude motor equipment costs \$57,800. Allocation of forfeiture funds decrease a net of \$25,800 as expiring community-based program

REVENUE SUMMARY DESCRIPTIONS & CHANGES

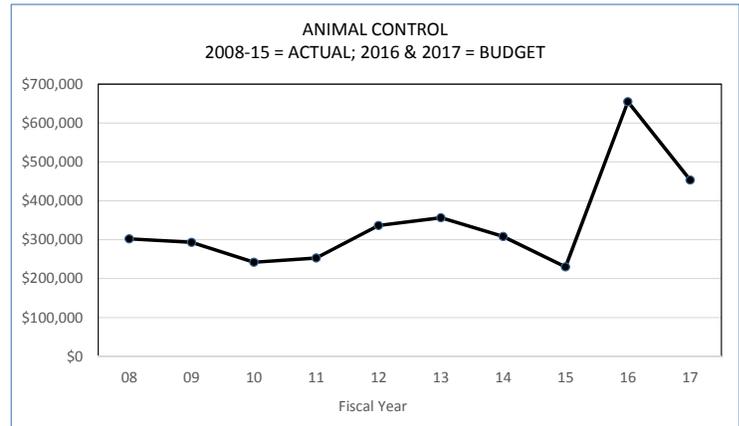
support is partially offset by funding full year lease at Bivona Child Advocacy Center. Transfer from Foreign Insurance Fund decreases \$8,700 in accordance with approved spending plan.

Year-to-Year Comparison

<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
-101,308,900	-98,822,100	2,486,800

Animal Control Fund

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



Major Change

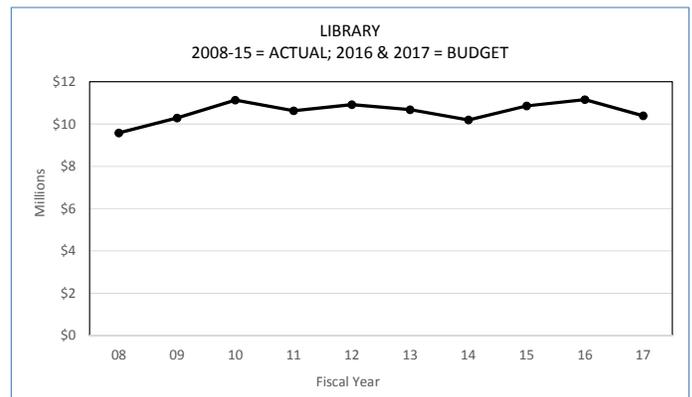
Appropriation of fund balance to offset planned capital expenditures declines \$206,000. Miscellaneous fees including rabies shots increase \$13,300. Net reduction in PETCO grant of \$10,000. Fines increase \$3,000 based on actual collections. Dog licensing fees decrease due to less activity \$1,900. Property tax support needed to balance the budget increases \$356,700.

Year-to-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	654,600	453,000	-201,600
Property Tax	1,568,000	1,924,700	356,700
Total	2,222,600	2,377,700	155,100

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 donation of \$400,000 from Friends & Foundation of Rochester Public Library for development of the Central Library Master Space Plan does not recur. One-time use of Library Trust Funds to offset reductions to branch libraries \$150,000 does not recur. E-rate program revenue of \$119,400 expires as changes to the program require Monroe County Library System to file for the credits. Support from City School District for Literacy Aide program decreases \$43,600. Central Library use and service charges

REVENUE SUMMARY DESCRIPTIONS & CHANGES

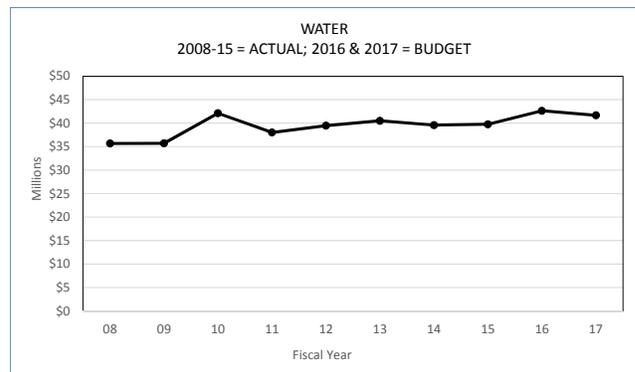
decline \$42,500. State aid to Central and Community increases a total of \$26,900. Revenue of \$21,200 for Raise A Reader program does not recur. Transfer from Premium & Interest increases \$15,100. Community service charges decline net of \$15,000 as declining fine revenue is offset by rental revenue from Hillside. Miscellaneous Community grants decline by \$9,500. Federal interest subsidy of \$4,500 does not recur as debt service is paid in full. Property tax support needed to balance the budget decreases \$294,700, due in part to one-time allocation of property tax to support the Central Library Master Space Plan.

Year-to-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	11,154,500	10,390,800	-763,700
Property Tax	<u>6,282,500</u>	<u>5,987,800</u>	<u>-294,700</u>
Total	17,437,000	16,378,600	-1,058,400

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

Transfer from Premium & Interest declines \$587,900 due to one-time repayment in 2015-16 of unused borrowings. Appropriation of fund balance declines \$469,700 as planned capital expenditures decrease. Proposed rate increases on consumption and base rates result in \$430,000 incremental revenue based upon slight reduction in consumption. Upland water sales decline \$212,000 due to 0.8 million gallons per day reduction. Interest and penalties decline \$100,000 as lower balances are being added to the tax bill. Delinquent collections increase \$40,600 to reflect actual collections and tax lien sale. Sales to other municipalities decline \$36,000. Interest earnings on investments decrease \$7,200 due to low rate environment. Net of other changes is a decrease of \$600.

Year-to-Year Comparison

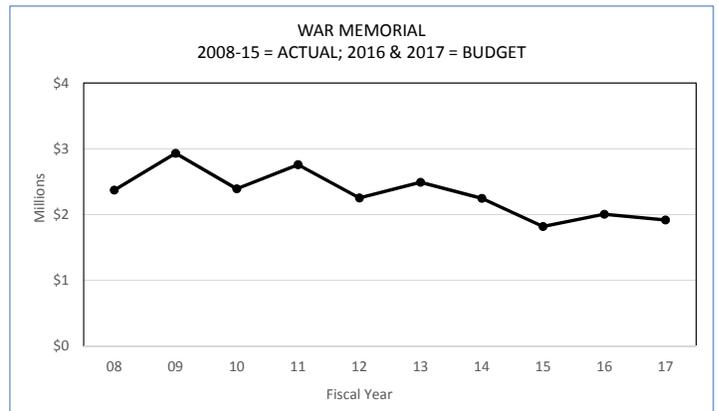
	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	42,627,900	41,685,100	-942,800

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

Suite revenues decrease \$102,500 as participation and the planned number of events decline. Transfer



REVENUE SUMMARY DESCRIPTIONS & CHANGES

from Premium & Interest increases \$14,000. Property tax support needed to balance the budget increases \$802,000.

Year-to-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	2,005,100	1,916,600	-88,500
Property Tax	<u>637,900</u>	<u>1,439,900</u>	<u>802,000</u>
Total	2,643,000	3,356,500	713,500

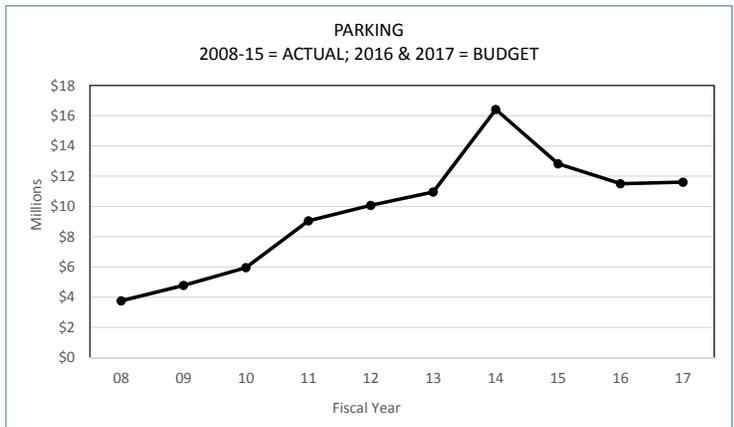
Parking Fund

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

Major Change

Appropriation of fund balance increases \$230,500 to offset planned capital expenditures. Transfer from Premium & Interest increases \$164,900.

Decrease in garage revenue to reflect the anticipated sale of Midtown Garage by the end of the first quarter \$149,900. Decrease in garage revenue due to loss of large group of parkers \$113,000. Proposed increase in parking garage rates results in \$88,700 additional revenue. Revenue decreases in the following garages to reflect actual experience: Washington Square \$88,400, Sister Cities \$70,200, Crossroads \$5,200 and Mortimer \$2,000. Revenue increases in East End, Court Street and High Falls Garages to reflect actual experience \$92,400, \$36,100 and \$24,400 respectively. On-street parking meter collections decrease a net of \$47,900. Fewer tickets issued as a result of the amendment to Chapter 11 of the Municipal Code to no longer allow the issuance of parking tickets for expired registrations \$32,700. Additional revenue is planned with the proposed elimination of Court Street rooftop parking rate \$20,400. Revenue declines for the Blue Cross Arena parking lot \$20,000. Use of truck tunnel revenue declines \$15,000 with the anticipated sale of Midtown Garage. Net of other changes is a reduction of \$6,700. Property tax support needed to balance the budget decreases \$131,700.

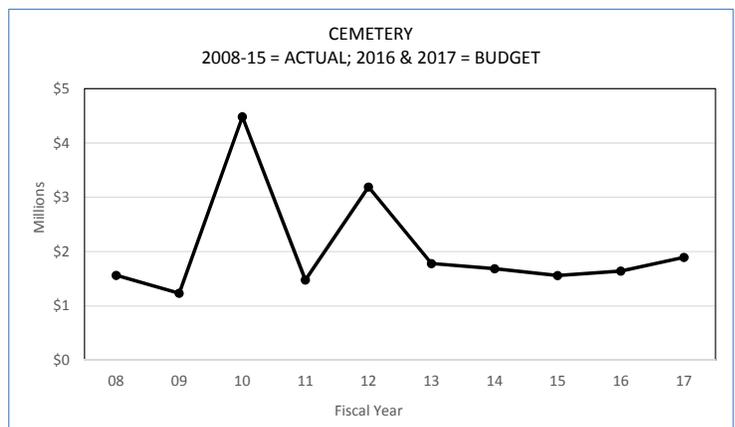


Year-to-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	11,505,700	11,612,100	106,400
Property Tax	<u>421,700</u>	<u>290,000</u>	<u>-131,700</u>
Total	11,927,400	11,902,100	-25,300

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

Appropriation of fund balance of \$352,400 is budgeted to offset planned capital expenditures. Cremation service fees decline \$71,000 due to the loss of a funeral director account. Sales of interment space decline \$20,000. Revenue from service fees decline \$6,500. Transfer from Premium & Interest decreases \$1,700. Interest earnings on perpetual care investments decline \$1,600. Property tax support needed to balance the budget remains the same.

Year-to-Year Comparison

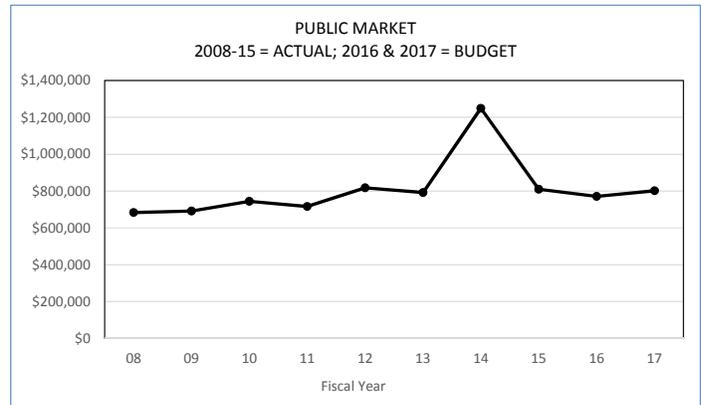
	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	1,641,000	1,892,600	251,600
Property Tax	<u>1,490,200</u>	<u>1,490,200</u>	<u>0</u>
Total	3,131,200	3,382,800	251,600

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 \$23,900 due to increased vendor participation. Transfer from Premium & Interest increases \$3,900. Collections for embellishment fees for snowplowing and security increase \$3,000. Property tax support needed to balance the budget remains the same. Net of other changes is a decrease of \$500.



Year-to-Year Comparison

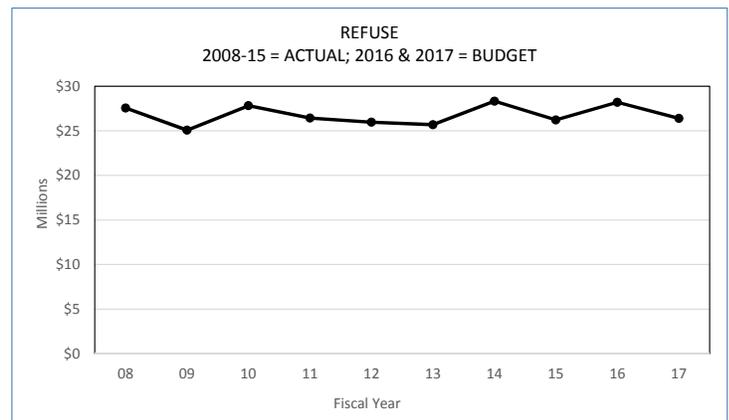
	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	771,000	801,300	30,300
Property Tax	<u>91,300</u>	<u>91,300</u>	<u>0</u>
Total	862,300	892,600	30,300

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 \$2,311,700 fund balance does not recur as planned capital expenditures decrease. Delinquent collections increase \$350,000 to reflect planned tax lien sale. Commercial collections increase \$154,000 as a result of approximately 100



REVENUE SUMMARY DESCRIPTIONS & CHANGES

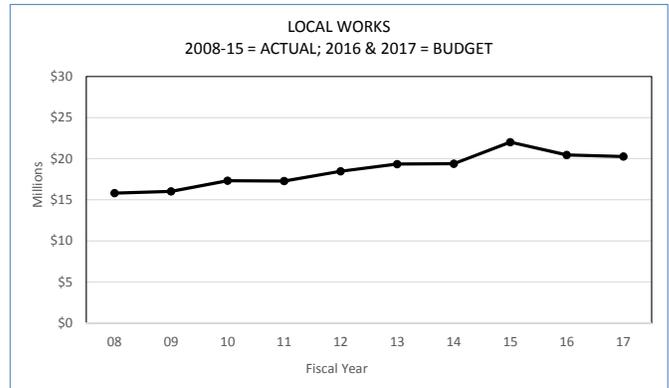
new customers. Violation revenue of \$50,000 from enforcement of the refuse code is now recorded in the Refuse Fund. Interest earnings on investments decrease \$20,500 due to low rate environment. Recycling revenue declines \$20,000. Net of other changes is a decrease of \$1,000.

Year-to-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	28,195,200	26,396,000	-1,799,200

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 \$628,200 as planned capital expenditures decrease.

Delinquent collections increase \$225,000 due to larger beginning delinquent balance. Additional \$200,000 in delinquent collections results from planned tax lien sale. Current collections increase \$31,000 due to slightly higher collection rate. One-time NYS reimbursement of \$21,700 capital expenditures does not recur. Interest earnings on investments decrease \$10,000 due to low rate environment. Transfer from Premium & Interest increases \$9,600.

Year-to-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Operating Revenue	20,451,000	20,256,700	-194,300

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
General				
Taxes				
Property Tax (City & School)	141,572,179	142,159,600	140,835,300	142,969,700
Delinquent & Supplemental Taxes	5,296,957	5,260,200	5,295,000	5,376,800
In-Lieu-of-Tax Payments	10,928,067	10,822,500	11,236,000	11,767,200
Interest & Penalties	2,079,592	1,528,000	1,710,000	1,958,000
Sales Tax	139,816,233	143,750,000	142,871,400	144,500,000
Utilities Gross Receipts Tax	5,858,687	5,100,000	5,800,000	5,200,000
Mortgage Tax	1,581,684	1,500,000	1,500,000	1,500,000
Taxes Total	<u>307,133,399</u>	<u>310,120,300</u>	<u>309,247,700</u>	<u>313,271,700</u>
Departmental Income				
Police Fees	1,308,105	1,476,600	1,111,200	1,481,700
Fire Fees	695,208	717,500	664,400	696,200
Finance Fees	146,293	207,000	272,000	290,000
Repairs & Clean-up Fees	675,863	395,000	245,000	275,000
Recreation Fees	842,565	750,600	806,900	814,400
Zoning Fees	105,222	80,000	80,000	80,000
Charges for Service	2,695,433	2,661,300	2,715,400	2,799,500
Other Dept. Income	2,003,540	1,512,300	1,467,100	1,460,100
Departmental Income Total	<u>8,472,229</u>	<u>7,800,300</u>	<u>7,362,000</u>	<u>7,896,900</u>
Use of Money & Property				
Interest Earnings	128,291	120,000	140,000	140,000
Rental of Real Property	246,022	86,400	86,400	235,000
Use of Money & Property Total	<u>374,313</u>	<u>206,400</u>	<u>226,400</u>	<u>375,000</u>
Fines & Forfeitures				
City Court Fines	23,066	20,400	41,000	23,100
Moving Violations	530,946	398,600	294,500	398,600
Parking Violations	0	1,040,700	950,400	1,013,100
Municipal Code Fines	1,966,931	1,712,900	800,000	1,300,000
Miscellaneous	612,513	377,900	235,000	300,000
Red Light Camera Violations	3,711,463	4,045,400	4,100,000	4,045,400
Fines & Forfeitures Total	<u>6,844,919</u>	<u>7,595,900</u>	<u>6,420,900</u>	<u>7,080,200</u>
Licenses & Permits				
Business & Occupational Licenses	329,397	325,100	328,300	315,100
Bingo Licenses	8,029	10,500	10,500	10,500
Professional Licenses	38,349	301,000	227,000	38,600
Other Licenses	68,044	81,500	64,300	70,600
Building Permits	2,003,388	2,323,600	1,588,000	1,873,000
Street Opening Permits	278,203	400,000	315,000	435,000
Licenses & Permits Total	<u>2,725,410</u>	<u>3,441,700</u>	<u>2,533,100</u>	<u>2,742,800</u>
Sale of Property & Compensation for Loss				
Sale of Scrap	352,584	200,000	250,000	250,000
Sale of Real Property	3,316,437	2,340,000	250,000	1,750,000
Sale of Unclaimed Property	283,299	287,200	256,000	281,500
Other Compensation for Loss	213,346	154,900	141,000	143,800
Sale of Property & Compensation for Loss Total	<u>4,165,666</u>	<u>2,982,100</u>	<u>897,000</u>	<u>2,425,300</u>

REVENUE SUMMARY
REVENUE ESTIMATES

1-19

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
Miscellaneous				
General Fund Surplus	4,870,000	5,152,000	5,152,000	5,030,000
Apr. Of Fund Balance Capital Projects	0	0	0	1,000,000
Apr. Of Fund Balance Retirement Costs	6,000,000	4,500,000	4,500,000	4,500,000
Apr. Of Fund Balance Tax Relief	2,619,100	4,019,100	4,019,100	5,138,800
Cable TV Franchise Revenue	3,060,227	1,825,700	1,825,600	1,842,900
Miscellaneous	1,533,548	1,064,000	550,000	500,000
First Responder Franchise Fee	323,067	331,200	331,200	339,400
Miscellaneous Total	<u>18,405,942</u>	<u>16,892,000</u>	<u>16,377,900</u>	<u>18,351,100</u>
Intergovernmental – New York State				
Aid & Incentives to Municipalities	88,234,464	88,234,400	88,234,400	88,234,400
STAR	12,129,696	12,106,800	12,025,000	11,533,300
Youth Aid	55,265	62,500	63,100	63,100
Consolidated Highway Improvements	3,956,572	4,066,700	4,066,700	4,488,300
Miscellaneous	2,817,564	2,329,000	1,761,500	1,333,200
Municipal Relief	6,000,000	0	0	0
Unrestricted Aid	0	2,000,000	2,000,000	6,000,000
Intergovernmental – New York State Total	<u>113,193,561</u>	<u>108,799,400</u>	<u>108,150,700</u>	<u>111,652,300</u>
Intergovernmental – Federal				
Community Development Block Grant	3,451,802	3,493,700	3,493,700	3,494,900
Transportation Grants	47,471	110,000	110,000	110,000
Federal Nutrition	301,481	250,400	337,700	329,500
Lead Programs	-50,869	0	0	97,500
Metro. Medical Response	-64,237	0	0	0
Substance Abuse Grant	115,319	43,400	26,100	0
Miscellaneous	1,334,670	1,753,000	1,947,000	1,483,200
Intergovernmental – Federal Total	<u>5,135,637</u>	<u>5,650,500</u>	<u>5,914,500</u>	<u>5,515,100</u>
Intergovernmental – Other				
Off Track Betting	197,730	254,000	200,000	200,900
Emergency Communications	17,336,822	17,201,800	17,998,400	17,982,600
Police Services-Firearms Instruction	55,675	55,700	55,700	55,700
Election Inspectors	222,192	267,100	246,900	211,100
Traffic Shares	152,317	178,000	178,000	204,000
STOP-DWI	167,295	194,500	199,500	63,100
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Miscellaneous	328,516	349,200	330,100	340,300
Intergovernmental – Other Total	<u>19,255,547</u>	<u>19,295,300</u>	<u>20,003,600</u>	<u>19,852,700</u>

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</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	18,133	18,000	35,000	35,000
Premium & Interest Fund	4,270,800	3,588,900	3,588,900	4,800,000
Foreign Insurance Fund	198,582	181,300	190,000	181,300
Downtown Enhancement District	715,800	724,100	724,100	666,300
Downtown Special Services District	529,171	0	0	0
Seized Property Fund	380,869	505,500	353,800	128,000
Capital Funds	372,000	394,600	394,600	394,600
Trans. Refunds & Overpayment	812,600	0	0	0
Bloomberg Innovation Fund	96,660	492,000	492,000	0
Recreation Trust Fund	0	0	0	60,000
Health Care Reserve Fund	0	0	0	2,000,000
Interfund Revenue & Transfers Total	-99,642,988	-101,182,900	-101,308,900	-98,822,100
General Total	386,063,635	381,601,000	375,824,900	390,341,000
Animal				
Animal Control Center Fees	173,548	217,900	198,100	211,400
Dog Licenses	39,408	34,400	36,500	34,600
Animal Fines	17,106	21,600	20,000	23,000
Miscellaneous	0	50,000	50,000	40,000
Appropriation of Fund Balance	0	350,000	350,000	144,000
Property Tax	1,491,400	1,568,000	1,568,000	1,924,700
Animal Total	1,721,462	2,241,900	2,222,600	2,377,700
Library				
Library Charges	2,844,678	2,831,900	2,831,900	2,655,000
County Reimbursement	6,870,000	6,770,000	6,770,000	6,770,000
State Aid	852,849	900,800	895,700	891,900
Miscellaneous	190,701	495,500	500,700	57,100
Intergovernmental – Federal	9,048	4,500	4,500	0
Trans. Premium & Interest	98,400	1,700	1,700	16,800
Trans. Trust Funds	0	150,000	150,000	0
Property Tax	5,783,600	6,282,500	6,282,500	5,987,800
Library Total	16,649,276	17,436,900	17,437,000	16,378,600

REVENUE SUMMARY
REVENUE ESTIMATES

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Water				
Metered Water Sales	33,123,272	33,400,000	33,756,000	34,186,000
Upland Sales/MCWA	2,289,915	2,063,500	2,299,500	2,087,500
Other Municipalities	351,401	285,000	316,000	280,000
Delinquent Collections	787,939	755,000	675,000	715,600
Service Charges	106,102	139,000	139,000	139,000
Interest & Penalties	908,229	900,000	1,050,000	950,000
State Aid	0	1,000	1,000	0
Miscellaneous	494,529	222,200	221,800	222,200
Interest Earnings	238	3,000	11,200	4,000
Intergovernmental – Federal	2,099	3,400	3,400	3,400
Trans. Premium & Interest	1,000,000	1,587,900	1,587,900	1,000,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Appropriation of Fund Balance	448,000	2,324,100	2,324,100	1,854,400
Water Total	<u>39,754,724</u>	<u>41,927,100</u>	<u>42,627,900</u>	<u>41,685,100</u>
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	913,166	996,500	1,099,000	996,500
Trans. Premium & Interest	0	1,100	1,100	15,100
Property Tax	850,500	637,900	637,900	1,439,900
War Memorial Total	<u>2,668,666</u>	<u>2,540,500</u>	<u>2,643,000</u>	<u>3,356,500</u>
Parking				
Parking Ramps	7,182,960	6,704,600	6,921,000	6,754,300
Parking Lots	152,178	209,000	209,000	189,000
Meters	1,081,300	1,107,300	1,178,900	1,131,000
Parking Fines	4,136,008	3,100,500	2,949,600	2,916,900
Miscellaneous	132,313	110,400	110,400	95,400
Intergovernmental – Federal	3,329	3,300	5,000	1,700
Trans. Premium & Interest	13,800	24,200	24,200	189,100
Appropriation of Fund Balance	0	50,000	50,000	280,500
Use of Money & Property	125,127	54,200	57,600	54,200
Property Tax	0	421,700	421,700	290,000
Parking Total	<u>12,827,015</u>	<u>11,785,200</u>	<u>11,927,400</u>	<u>11,902,100</u>

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Cemetery				
Sales	519,597	480,000	540,000	520,000
Service Charges	573,331	562,200	573,500	567,000
Miscellaneous	149,434	152,000	157,000	157,000
Interest Earnings	6,921	1,000	5,100	3,500
Trans. Premium & Interest	21,100	19,400	19,400	17,700
Appropriation of Fund Balance	0	0	0	352,400
Cremation Service fees	291,215	265,000	346,000	275,000
Property Tax	<u>1,606,300</u>	<u>1,490,200</u>	<u>1,490,200</u>	<u>1,490,200</u>
Cemetery Total	3,167,898	2,969,800	3,131,200	3,382,800
Public Market				
Market Fees	742,178	725,000	725,000	748,900
Embellishment Fees	47,245	45,000	45,000	48,000
Miscellaneous	20,000	0	0	0
Interest Earnings	0	500	1,000	500
Trans. Premium & Interest	0	0	0	3,900
Property Tax	<u>179,200</u>	<u>91,300</u>	<u>91,300</u>	<u>91,300</u>
Public Market Total	988,623	861,800	862,300	892,600
Refuse				
Current Collections	20,616,023	21,022,500	21,022,500	21,022,500
Commercial Charges	3,418,654	3,475,000	3,356,000	3,510,000
Delinquent Collections	1,820,445	1,830,000	1,350,000	1,709,000
Miscellaneous	328,361	115,000	95,000	115,000
Interest Earnings	7,481	5,000	25,000	4,500
Sale of Scrap	12,069	55,000	35,000	35,000
Appropriation of Fund Balance	<u>10,500</u>	<u>2,311,700</u>	<u>2,311,700</u>	<u>0</u>
Refuse Total	26,213,533	28,814,200	28,195,200	26,396,000
Local Works				
Current Collections	17,698,425	17,870,000	17,839,200	17,870,200
Delinquent Collections	1,104,799	1,099,000	875,000	1,300,000
State Aid	0	21,700	21,700	0
Miscellaneous	393,922	84,000	84,000	84,000
Interest Earnings	6,747	10,000	20,000	10,000
State Reimbursement-Snow & Ice Control	60,146	60,000	60,000	60,000
Trans. Premium & Interest	63,300	58,200	58,200	67,800
Appropriation of Fund Balance	<u>2,690,600</u>	<u>1,492,900</u>	<u>1,492,900</u>	<u>864,700</u>
Local Works Total	22,017,939	20,695,800	20,451,000	20,256,700
Total All Funds	512,072,771	510,874,200	505,322,500	516,969,100

**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 2016-17 STAR revenue of \$11,533,300 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) in 2016-17 is \$72,600. The assessed value for a typical commercial property (Non-Homestead) is \$285,200 in 2016-17. The Homestead value in 2015-16 was \$70,000 and \$262,100 for Non-Homestead.

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>	<u>Percent Change</u>
TAX RATE (per \$1,000)				
Homestead Class				
- City	6.21	6.11	-0.10	-1.61%
- School	<u>13.94</u>	<u>13.10</u>	<u>-0.84</u>	-6.03%
Total	20.15	19.21	-0.94	-4.67%
Non-Homestead Class				
- City	12.89	11.98	-0.91	-7.06%
- School	<u>29.03</u>	<u>25.78</u>	<u>-3.25</u>	-11.20%
Total	41.92	37.76	-4.16	-9.92%
TAX BURDEN				
Single Family Residence				
- City	\$434.70	\$443.59	\$8.89	2.05%
- School	<u>\$975.80</u>	<u>\$951.06</u>	<u>-\$24.74</u>	-2.54%
Total	\$1,410.50	\$1,394.65	-\$15.85	-1.12%
Commercial Property				
- City	\$3,378.47	\$3,416.70	\$38.23	1.13%
- School	<u>\$7,608.76</u>	<u>\$7,352.46</u>	<u>-\$256.30</u>	-3.37%
Total	\$10,987.23	\$10,769.16	-\$218.07	-1.98%

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of City 2016-17 Property Tax Levy

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
EXPENSE				
Operating	452,654,800			452,654,800
Cash Capital		28,506,000		28,506,000
Debt Service			35,808,300	35,808,300
Tax Reserve	<u>1,068,560</u>	<u>843,368</u>	<u>855,542</u>	<u>2,767,470</u>
Total	453,723,360	29,349,368	36,663,842	519,736,570
REVENUE				
Operating	432,352,170			432,352,170
Cash Capital		12,482,000		12,482,000
Debt Service			<u>19,553,000</u>	<u>19,553,000</u>
Total	<u>432,352,170</u>	<u>12,482,000</u>	<u>19,553,000</u>	<u>464,387,170</u>
TOTAL TAX LEVY	21,371,190	16,867,368	17,110,842	55,349,400
Homestead (41.81205%)**				23,142,719
Non-Homestead (58.18795%)**				32,206,681
ASSESSED VALUE				
Homestead				6,477,500,681
Non-Homestead				3,789,533,211
				2,687,967,470
TAX RATE				
Homestead	2.36	1.86	1.89	6.11
Non-Homestead	4.63	3.65	3.70	11.98

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2016-17 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2015-16 Homestead and Non-Homestead apportionment was 42.56026% and 57.43974%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of School 2016-17 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	76,905,911			76,905,911
Cash Capital		13,432,000		13,432,000
Debt Service			57,076,252	57,076,252
Tax Reserve	<u>4,047,679</u>	<u>526,316</u>	<u>1,381,005</u>	<u>5,955,000</u>
Total	80,953,590	13,958,316	58,457,257	153,369,163
REVENUE				
Operating	0	0	0	0
Cash Capital		3,432,000		3,432,000
Debt Service*	<u>0</u>	<u>0</u>	<u>30,837,163</u>	<u>30,837,163</u>
Total	0	3,432,000	30,837,163	34,269,163
TOTAL TAX LEVY	80,953,590	10,526,316	27,620,094	119,100,000
Homestead (41.81205%)**				49,798,152
Non-Homestead (58.18795%)**				69,301,848
ASSESSED VALUE				6,489,230,147
Homestead				3,801,119,149
Non-Homestead				2,688,110,998
TAX RATE				
Homestead	8.90	1.16	3.04	13.10
Non-Homestead	17.52	2.28	5.98	25.78

*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 2016-17 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2015-16 Homestead and Non-Homestead apportionment was 42.56026% and 57.43974% respectively.

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of Property Tax Revenue For The General Fund

City Property Tax Levy	55,349,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	174,449,400
Less: Allowance for Uncollectables (Tax Reserve)	8,722,470
Less: STAR Revenue	11,533,300
Combined City and School Property Tax Revenue	154,193,600
Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:	
Animal Control Fund	1,924,700
Library Fund	5,987,800
War Memorial Fund	1,439,900
Parking Fund	290,000
Cemetery Fund	1,490,200
Public Market Fund	91,300
Net General Fund Property Tax Revenue	142,969,700

Property Tax Cap

On June 24, 2011 New York State enacted a property tax cap that imposes a limit on the annual growth of property taxes levied by local governments to 2% or the rate of inflation, whichever is less. The calculation of the basic cap of up to 2% is subject to several exclusions or modifications. The calculation is adjusted by a tax base growth factor reflecting the "quantity change" in taxable property values in the base year which is reflective of actual physical changes including new construction. The levy limit is further impacted by the level of change for In Lieu of Tax Payments (PILOTs). The cap calculation is also adjusted by any pension contribution increases that exceed two percentage points of covered payroll. The final adjustment in the calculation is the ability of a local government to use a carryover of up to 1.5% of any unused tax levy growth from the prior year calculation. For 2016-17, the allowable levy growth factor is 0.12% as published by the NYS Office of the Comptroller. Since there was no increase in the tax levy for 2015-16, the City is eligible to use a carry-over in establishing the tax levy for 2016-17. The proposed increase in the tax levy for 2015-16 is \$2,500,000 or 1.45% which falls within the allowable levy growth factor when adjusted for the carry-over from 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 \$84,550 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 2016-17 program receive up to a \$43,750 and \$20,100 assessment exemption for the Enhanced program and Basic program respectively which are unchanged from the 2015-16 levels. 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 2015-16 for the Enhanced and Basic programs were \$854 and \$411 respectively. Due to the fact that the Homestead tax rate decreased in 2015-16 the actual savings for Enhanced was capped at \$854 and the savings for Basic was calculated at \$405; however the Non-Homestead savings was calculated at \$843. The 2016-17 maximum STAR savings is limited to \$859 for the Enhanced program and \$413 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 4,800 property owners will benefit from the existing Enhanced STAR program and 20,400 property owners for the Basic STAR program in 2016-17 on their property tax bill. As a result of recent NYS law changes, an additional 837 properties purchased since February 1, 2015 will be eligible to receive a STAR check directly from NYS instead of receiving a credit on their tax bill. The amount of the benefit will be the same. Current STAR exemption recipients will not be impacted as long they continue to own their current home.

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 2016-17 STAR revenue estimate to be reimbursed from the state for those enrolled in the original STAR program is as follows:

	Assessed Value <u>Exemption</u>	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	587,001,993	6.11	3,586,582	3,586,582
Non-Homestead	<u>5,620,186</u>	11.98	<u>67,330</u>	<u>67,330</u>
	592,622,179		3,653,912	3,653,912
School:				
Homestead	590,276,569	13.10	7,732,623	7,732,623
Non-Homestead	<u>5,689,486</u>	25.78	<u>146,675</u>	<u>146,675</u>
	595,966,055		7,879,298	7,879,297
Total	N/A	N/A	11,533,210	11,533,209

REVENUE SUMMARY PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Value – Changes

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

2016-17 Assessed Value	6,477,500,681
2015-16 Assessed Value	5,980,614,540
Change	496,886,141
Percent Change	8.31%

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

Non-Homestead Assessment:

Roll Section 6 (Utilities)	200,291,717
Roll Section 5 (Special Franchise)	49,500,424
691 St. Paul St (from COMIDA)	3,960,000
801 West Ave (from COMIDA)	3,948,000
100 S. Clinton (Xerox/Buckingham)	3,900,000
Roll Section 7 (Railroad)	2,968,997
46-110 Dodge Street (from COMIDA)	2,640,000
1135 Brooks Ave (from COMIDA)	1,880,000
651 N. Plymouth (Zweigles - from COMIDA)	1,369,000
55 Vanguard Parkway (from COMIDA)	1,050,000
125 East Main Street (Hotel - to COMIDA)	-14,800,000
1400 N. Goodman St (Legacy - to COMIDA)	-12,800,000
180 S. Clinton Ave (former Frontier)	-8,795,800
100 Chestnut St (HSBC Tower)	-5,470,600
186 Atlantic Avenue (to COMIDA)	-1,602,000
Non-Homestead net of other changes	<u>103,748,337</u>
Subtotal	<u>331,788,075</u>

Homestead Assessment :

Decrease in Veterans Exemption	-1,896,916
Homestead net of other changes	<u>166,994,982</u>
Subtotal	165,098,066

Total Assessment Change	496,886,141
-------------------------	-------------

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>
2016-17	6,477,500,681	11,729,466	6,489,230,147	496,368,503
2015-16	5,980,614,540	12,247,104	5,992,861,644	23,740,117
2014-15	5,922,584,257	46,537,270	5,969,121,527	37,771,486
2013-14	5,882,907,153	48,442,888	5,931,350,041	20,358,462
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2009-10	5,716,799,275	55,887,191	5,772,686,466	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

*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>
2015-16	213,822,938	198,864,717	93.00	14,958,221
2014-15	213,694,121	198,289,077	92.79	14,789,367
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

**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>
2015-16	24,042,857	9,619,718	40.01	14,423,139	28,115,150
2014-15	21,196,943	9,729,027	45.90	9,253,490	24,042,857
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

*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>
2016-17	6,489,230,147	97.14	6,680,286,336
2015-16	5,992,861,644	98.28	6,097,742,821
2014-15	5,969,121,527	99.72	5,985,881,997
2013-14	5,931,350,041	99.67	5,950,988,302
2012-13	5,910,991,579	99.64	5,932,348,032
Five Year Total			30,647,247,488
Five Year Average			6,129,449,498
Constitutional Percentage			2%
Constitutional Limit			122,588,990

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 2007-08 to 2016-17

<u>Fiscal Year</u>	<u>Limit</u>	<u>Amount Used</u>	<u>Tax Margin</u>
2016-17	122,588,990	86,682,510	35,906,480
2015-16	120,915,400	95,608,916	25,306,484
2014-15	120,630,471	87,869,202	32,761,269
2013-14	118,271,244	83,788,131	34,483,113
2012-13	117,713,012	81,464,027	36,248,985
2011-12	117,971,445	88,313,937	29,657,508
2010-11	117,705,892	83,918,841	33,787,051
2009-10	116,174,350	84,494,562	31,679,788
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043

Computation of Constitutional Tax Levy Margin for Fiscal Year 2016-17

Five Year Average Full Valuation	\$6,129,449,498
Two Per Centum of Five Year Average Full Valuation	\$122,588,990
Exclusion Added Thereto:	
School bonds and notes, principal and interest	\$26,239,090
Water bonds and notes, principal and interest	8,708,500
Appropriation for bonded indebtedness	21,695,500
Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law*	<u>36,564,000</u>
	<u>93,207,090</u>
	215,796,080
Less: Revenue Applied to Debt	<u>5,440,200</u>
Maximum Taxing Power	210,355,880
Total Tax Levy	<u>174,449,400</u>
Constitutional Tax Levy Margin	<u><u>\$35,906,480</u></u>

*Includes City School District Cash Capital

EXPENDITURE SUMMARY SUMMARY BY DEPARTMENT

Expense Changes – Highlights

The 2016-17 Proposed Budget of \$516,969,100 increases expenditures by \$11,646,600, 2.3% more than the 2015-16 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 and allowance for contracts currently under negotiations
- Cash Capital expenses
- Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care
- Personnel expense related to additional staffing
- Program enhancements
- Increase in overtime allocation for Police and Fire to reflect actual demand

MAJOR DECREASES

- Payments for debt service
- Utility expense including heat, light and power
- Departmental efficiencies and reductions
- Fuel costs

Change Detail

Salary & Wage <u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
333,700	438,300	-168,400	-1,121,000	-5,600	12,169,600	11,646,600

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

Year-to-Year Comparison

	Budget <u>2015-16</u>	Budget <u>2016-17</u>	<u>Variance</u>	<u>Percent</u>
City Council and Clerk	1,881,300	1,871,200	-10,100	-0.5
Administration:				
Mayor's Office	2,623,800	2,738,700	114,900	4.4
Management & Budget	824,600	829,200	4,600	0.6
Human Resource Management	2,401,100	2,330,700	-70,400	-2.9
Communications	2,911,700	2,983,200	71,500	2.5
Law	1,937,100	2,041,200	104,100	5.4
Information Technology	7,798,800	8,166,300	367,500	4.7
Finance (Excluding Parking)	5,078,700	4,889,200	-189,500	-3.7
Finance (Parking)	7,494,900	7,065,800	-429,100	-5.7
Neighborhood & Business Development	13,848,200	11,069,300	-2,778,900	-20.1
Environmental Services	83,704,200	86,101,000	2,396,800	2.9
Emergency Communications	13,709,600	13,792,600	83,000	0.6
Police	92,007,000	92,798,300	791,300	0.9
Fire	48,819,400	49,057,600	238,200	0.5
Library	11,443,100	11,926,700	483,600	4.2
Recreation & Youth Services	11,796,900	11,407,900	-389,000	-3.3
Undistributed Expense	133,165,000	137,531,100	4,366,100	3.3
Contingency	669,200	6,054,800	5,385,600	804.8
Cash Capital	25,614,900	28,506,000	2,891,100	11.3
Debt Service	<u>37,593,000</u>	<u>35,808,300</u>	<u>-1,784,700</u>	<u>-4.7</u>
TOTAL	<u>505,322,500</u>	<u>516,969,100</u>	<u>11,646,600</u>	<u>2.3</u>

**EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT**

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
City Council and Clerk	1,773,639	1,854,700	1,881,300	1,871,200
Administration				
Mayor's Office	2,191,086	2,597,800	2,623,800	2,738,700
Management & Budget	768,467	801,600	824,600	829,200
Human Resource Management	2,079,849	2,352,400	2,401,100	2,330,700
Communications	2,590,510	2,901,800	2,911,700	2,983,200
Law Department	1,756,765	1,876,800	1,937,100	2,041,200
	<u>9,386,676</u>	<u>10,530,400</u>	<u>10,698,300</u>	<u>10,923,000</u>
Information Technology	7,210,364	8,877,700	8,896,600	9,031,500
Interfund Credit	-136,052	-121,500	-121,500	-91,500
Intrafund Credit	-974,879	-976,300	-976,300	-773,700
	<u>6,099,433</u>	<u>7,779,900</u>	<u>7,798,800</u>	<u>8,166,300</u>
Finance				
Director's Office	414,690	521,900	566,600	571,500
Accounting	1,122,043	1,187,900	1,197,800	1,259,800
Treasury	1,686,957	1,796,500	1,812,600	1,766,900
Assessment	888,536	991,800	1,169,400	951,800
Parking & Municipal Violations	7,155,514	7,296,000	7,494,900	7,065,800
Purchasing	971,076	1,027,500	1,057,400	1,081,700
	<u>12,238,816</u>	<u>12,821,600</u>	<u>13,298,700</u>	<u>12,697,500</u>
Interfund Credit	-192,911	-320,400	-320,400	-224,100
Intrafund Credit	-510,876	-404,700	-404,700	-518,400
	<u>11,535,029</u>	<u>12,096,500</u>	<u>12,573,600</u>	<u>11,955,000</u>
Neighborhood & Business Development				
Commissioner	720,318	806,200	843,900	853,000
Business & Housing Development	5,792,913	6,066,900	6,409,300	3,535,500
Planning & Zoning	1,520,113	1,515,000	1,707,900	1,765,400
Neighborhood Preservation	1,348,676	1,359,100	1,444,600	1,452,200
Inspection & Compliance	3,180,012	3,248,200	3,442,500	3,463,200
Total	<u>12,562,032</u>	<u>12,995,400</u>	<u>13,848,200</u>	<u>11,069,300</u>
Environmental Services				
Office of the Commissioner	3,044,039	2,784,800	2,788,900	3,131,400
Architecture & Engineering	7,228,965	7,717,900	7,856,000	7,720,700
Operations	33,464,801	32,971,200	35,916,300	35,470,700
Buildings and Parks	12,951,475	13,414,500	13,753,100	16,358,500
Equipment Services	12,402,371	11,946,200	14,216,600	13,432,500
Water	21,587,668	21,967,800	23,271,500	22,855,800
	<u>90,679,319</u>	<u>90,802,400</u>	<u>97,802,400</u>	<u>98,969,600</u>
Interfund Credit	-6,713,769	-6,248,700	-7,117,000	-6,566,100
Intrafund Credit	-5,572,787	-5,482,200	-6,981,200	-6,302,500
	<u>78,392,763</u>	<u>79,071,500</u>	<u>83,704,200</u>	<u>86,101,000</u>

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

1-37

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
Emergency Communications	12,917,454	12,966,900	13,709,600	13,792,600
Police	87,511,613	90,300,500	92,007,000	92,798,300
Fire	46,204,681	47,312,400	48,819,400	49,057,600
Library				
Central Library	7,370,275	7,393,200	7,456,700	7,458,400
Community Library	<u>3,774,872</u>	<u>3,911,200</u>	<u>3,986,400</u>	<u>4,468,300</u>
	11,145,147	11,304,400	11,443,100	11,926,700
Recreation & Youth Services				
Office of the Commissioner	1,999,925	1,943,500	2,106,300	2,004,800
Recreation	7,427,612	7,333,200	7,606,000	7,689,900
BEST & YS	<u>1,780,640</u>	<u>1,815,300</u>	<u>2,084,600</u>	<u>1,713,200</u>
Total	11,208,177	11,092,000	11,796,900	11,407,900
Undistributed	131,745,751	129,588,600	133,575,900	137,940,300
Interfund Credit	-231,835	-200,700	-249,000	-258,000
Intrafund Credit	<u>-163,131</u>	<u>-151,600</u>	<u>-161,900</u>	<u>-151,200</u>
	131,350,785	129,236,300	133,165,000	137,531,100
Contingency	0	669,200	669,200	6,054,800
Capital				
Cash Capital	34,578,900	25,614,900	25,614,900	28,506,000
Debt Service	<u>36,080,224</u>	<u>37,593,000</u>	<u>37,593,000</u>	<u>35,808,300</u>
	70,659,124	63,207,900	63,207,900	64,314,300
TOTAL	490,746,554	490,418,000	505,322,500	516,969,100

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
PERSONNEL EXPENSES				
City Council and Clerk	1,560,201	1,613,800	1,618,000	1,623,100
Administration	7,110,430	7,845,200	7,950,000	8,190,800
Information Technology	3,908,550	4,357,200	4,431,600	4,529,600
Finance	5,896,072	6,234,300	6,305,400	6,364,900
Neighborhood & Business Development	8,849,378	8,860,600	9,503,600	9,521,700
Environmental Services	37,038,025	38,155,600	38,801,300	39,550,200
Emergency Communications	11,818,092	11,928,600	12,568,100	12,740,000
Police	75,117,063	77,610,000	77,685,500	79,691,600
Fire	43,035,463	44,253,600	45,177,900	45,648,100
Library	8,475,735	8,546,000	8,671,700	8,733,100
Recreation & Youth Services	7,096,539	7,475,900	7,768,500	7,809,400
Undistributed	<u>104,706,947</u>	<u>102,650,400</u>	<u>104,524,800</u>	<u>107,263,300</u>
	314,612,495	319,531,200	325,006,400	331,665,800
MATERIALS AND SUPPLIES				
City Council and Clerk	206,037	7,500	7,500	8,600
Administration	64,853	82,600	90,900	94,500
Information Technology	27,326	32,000	41,800	42,000
Finance	215,353	200,900	219,300	219,300
Neighborhood & Business Development	47,505	58,700	69,800	50,400
Environmental Services	10,623,521	9,444,300	12,367,300	11,186,700
Emergency Communications	93,301	102,900	136,000	130,200
Police	1,452,529	1,391,000	1,468,200	1,394,200
Fire	556,483	512,300	672,400	662,700
Library	758,516	747,800	747,800	721,600
Recreation & Youth Services	<u>310,890</u>	<u>317,700</u>	<u>356,500</u>	<u>309,500</u>
	14,356,315	12,897,700	16,177,500	14,819,700

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
SERVICES				
City Council and Clerk	7,401	233,400	255,800	239,500
Administration	2,211,393	2,602,600	2,657,400	2,637,700
Information Technology	3,274,488	4,488,500	4,423,200	4,459,900
Finance	6,127,391	6,386,400	6,774,000	6,113,300
Neighborhood & Business Development	3,541,820	3,719,100	3,899,300	1,408,700
Environmental Services	34,757,128	34,303,900	37,410,200	38,770,100
Emergency Communications	1,001,385	935,400	1,005,500	922,400
Police	10,886,662	11,298,400	12,748,100	11,672,500
Fire	2,598,589	2,534,100	2,924,000	2,708,900
Library	1,903,596	1,935,100	1,941,400	2,377,000
Recreation & Youth Services	3,800,748	3,298,400	3,629,300	3,289,000
Capital & Debt	39,400	39,400	39,400	39,400
	<u>70,150,002</u>	<u>71,774,700</u>	<u>77,707,600</u>	<u>74,638,400</u>
OTHER				
Neighborhood & Business Development	123,329	357,000	375,500	88,500
Environmental Services	8,260,645	8,898,600	9,223,600	9,462,600
Emergency Communications	4,676	0	0	0
Police	55,358	1,100	105,200	40,000
Fire	14,146	12,400	45,100	37,900
Library	7,300	75,500	82,200	95,000
Recreation & Youth Services	0	0	42,600	0
Undistributed	27,038,804	26,938,200	29,051,100	30,677,000
Contingency	0	669,200	669,200	6,054,800
Capital & Debt	70,619,724	63,168,500	63,168,500	64,274,900
	<u>106,123,982</u>	<u>100,120,500</u>	<u>102,763,000</u>	<u>110,730,700</u>
INTERFUND & INTRAFUND CREDITS	-14,496,240	-13,906,100	-16,332,000	-14,885,500
Total	490,746,554	490,418,000	505,322,500	516,969,100

EXPENDITURE SUMMARY
SUMMARY OF 2015-16 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. 2015-16 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

<u>Department</u>	<u>Approved Budget</u>	<u>Amended Budget</u>	<u>Variance</u>	<u>Ordinances</u>
City Council and Clerk	1,881,300	1,881,300	0	
Administration:	0	0	0	
-Mayor's Office	2,623,800	2,623,800	0	
-Management & Budget	824,600	824,600	0	
-Human Resource Management	2,401,100	2,401,100	0	
-Communications	2,911,700	2,911,700	0	
-Law	1,937,100	1,937,100	0	
Information Technology	7,798,800	7,798,800	0	
Finance (excl. Parking)	5,078,700	5,078,700	0	
Finance - Parking	7,494,900	7,494,900	0	
Neighborhood & Business Development	13,848,200	13,848,200	0	
Environmental Services	83,704,200	83,704,200	0	
Emergency Communications	13,709,600	13,709,600	0	
Police	90,921,100	92,007,000	1,085,900	2015-214; 2015-249; 2015-250; 2015-251; 2015-275; 2015-308; 2015-309; 2015-337; 2015-338; 2015-372; 2015-373; 2015-374; 2015-376; 2015-412; 2016-32; 2016-57; 2016-122
Fire	48,706,500	48,819,400	112,900	2015-271
Library	11,316,600	11,443,100	126,500	2015-283; 2015-343
Recreation & Youth Services	11,324,300	11,796,900	472,600	2015-252; 2015-272; 2015-339; 2015-343; 2015-379
Undistributed Expenses	135,556,000	133,165,000	-2,391,000	2015-252; 2015-271; 2015-343; 2015-379; 2015-412; 2016-64
Contingency	1,706,300	669,200	-1,037,100	2015-343; 2016-35; 2016-94
Cash Capital	21,226,000	25,614,900	4,388,900	2015-346; 2015-364; 2015-408; 2016-35; 2016-64; 2016-94
Debt Service	36,631,500	37,593,000	961,500	2015-219; 2015-383
TOTAL EXPENSE	501,602,300	505,322,500	3,720,200	

EXPENDITURE SUMMARY
SUMMARY OF 2015-16 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
2015-214	Project Safe	35,000	* Police
2015-219	Debt Service	855,000	* Debt
2015-249	PETCO	50,000	* Police
2015-250	GIVE Grant	558,700	* Police
	RIT PSN Grant	20,000	* Police
2015-251	GRANET	200,000	* Police
2015-252	Teenage Pregnancy Prev	273,800	* DRYS
		107,700	* Undistributed
2015-271	Homeland Security	112,900	* Fire
		18,000	* Undistributed
2015-272	RASA	43,200	* DRYS
2015-275	Grant Carry Overs	30,100	* RPD
2015-283	Bullet Aid	60,000	* Library
2015-308	NYS Office of Victim Services	1,600	* Police
2015-309	Forfeiture Funds	25,000	* Police
2015-337	NYS DCJS	27,600	* Police
2015-338	Gun Buy Back Grant	4,400	* Police
2015-339	World AIDS Day	10,000	* DRYS
2015-343	Americorps Grant	66,500	Library
		73,700	DRYS
		372,000	Undistributed
		<u>-180,800</u>	Contingency
		331,400	*
2015-346	RPL Master Space	400,000	* Cash Capital
2015-364	Marchiselli Aid - Inner Loop	120,300	* Cash Capital
2015-372	NYS Child Passenger Safety	3,600	* Police
2015-373	NYS DHSES Explosives	7,000	* Police
2015-374	Bomb Squad Grant	7,300	* Police
2015-376	Stop DWI Grant	65,800	* Police

EXPENDITURE SUMMARY
SUMMARY OF 2015-16 BUDGET AMENDMENTS

2015-379	Mural Arts	71,900	* DRYS
		5,500	* Undistributed
2015-383	Debt Repayment	106,500	* Debt
2015-408	Preventive Street Maintenance	115,500	* Cash Capital
2015-412	Gun Buy Back	7,400	* Police
		2,600	* Undistributed
2016-32	DCJS MVT	23,000	* Police
2016-35	Body Cameras	-356,300	Contingency
		<u>356,300</u>	Cash Capital
		0	
2016-57	Forfeiture Funds	14,400	* Police
2016-64	Deficit Reduction	-2,896,800	Undistributed
		<u>2,896,800</u>	Cash Capital
		0	
2016-94	Monroe County Court Space	-500,000	Contingency
		<u>500,000</u>	Cash Capital
		0	
2016-122	Stop DWI	5,000	* Police

*Appropriation of additional revenue

EXPENDITURE SUMMARY
APPLICATION OF RELATED
EXPENDITURES & REVENUES

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

The display also distributes revenue that is judged related to a department. The Application of Revenue section, pages 1-43 to 1-44, provides additional detail on the sources of this revenue. This applied revenue is subtracted from the total expenditures for the departments, yielding a net expense for each department. This net amount is funded by the property tax and other General Fund revenues that are not applied.

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current Expense Budget	Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
City Council and Clerk	1,871,200	847,400	0	0	2,718,600	647,400	2,071,200
Administration	10,923,000	4,919,200	819,000	3,253,900	19,915,100	2,233,000	17,682,100
Information Technology	8,166,300	2,810,200	770,000	0	11,746,500	0	11,746,500
Finance	11,955,000	3,667,300	0	0	15,622,300	14,488,100	1,134,200
Neighborhood & Business Development	11,069,300	5,674,000	4,065,000	1,401,300	22,209,600	9,690,800	12,518,800
Environmental Services	86,101,000	26,323,900	20,054,000	25,443,000	157,921,900	93,047,900	64,874,000
Emergency Communication	13,792,600	7,645,900	35,000	20,400	21,493,900	17,982,600	3,511,300
Police	92,798,300	47,902,900	622,000	0	141,323,200	9,185,000	132,138,200
Fire	49,057,600	27,395,700	1,198,000	1,463,200	79,114,500	3,012,600	76,101,900
Library	11,926,700	3,899,600	247,000	289,100	16,362,400	10,374,000	5,988,400
Recreation & Youth Services	11,407,900	4,622,600	696,000	915,100	17,641,600	3,359,000	14,282,600
Undistributed*	1,822,400	0	0	0	1,822,400	0	1,822,400
Contingency	6,054,800	0	0	0	6,054,800	0	6,054,800
Cash Capital	N/A	0	0	0	0	0	0
Debt Service**	N/A	0	0	3,022,300	3,022,300	0	3,022,300
Total		135,708,700	28,506,000	35,808,300	516,969,100	164,020,400	352,948,700

*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 2016-17.

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

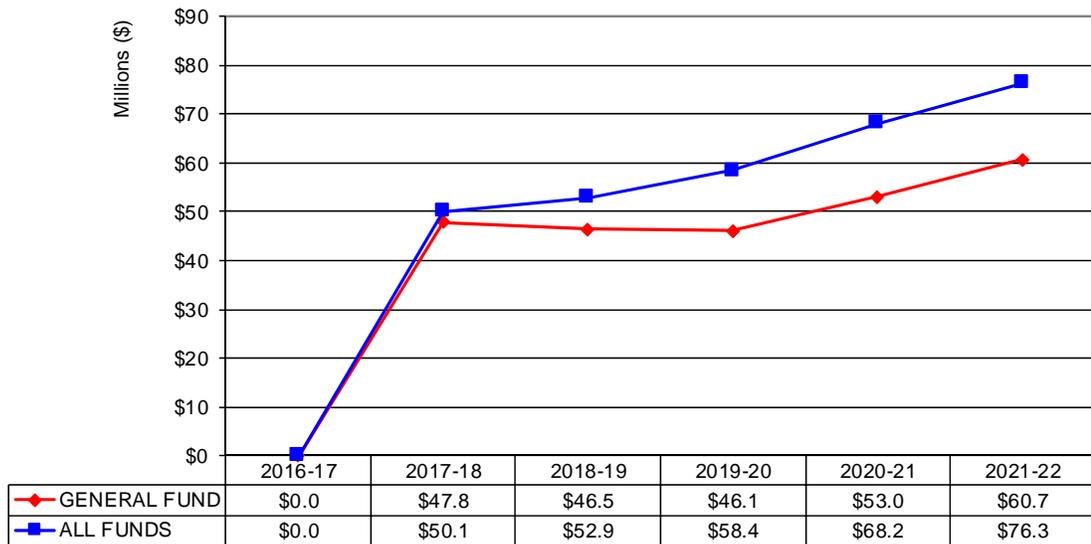
Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk Administration:	1,871,200										1,871,200
Mayor's Office	2,738,700										2,738,700
Management & Budget	829,200										829,200
Human Resource Management	2,330,700										2,330,700
Communications	2,983,200										2,983,200
Law	2,041,200										2,041,200
Information Technology	8,166,300						6,617,300				8,166,300
Finance	5,337,700										11,955,000
Neighborhood & Business Developme	11,069,300				976,700			1,842,900		19,516,100	11,069,300
Environmental Services	28,016,000			12,725,100	23,024,200						86,101,000
Emergency Communications	13,792,600										13,792,600
Police	91,349,600	1,448,700									92,798,300
Fire	49,057,600										49,057,600
Library			11,926,700								11,926,700
Recreation & Youth Services.	10,630,300								777,600		11,407,900
Undistributed Expense	117,091,300	578,000	3,906,700	3,588,300	5,145,400	12,300	1,121,500	537,900	63,800	5,485,900	137,531,100
Contingency	6,054,800										6,054,800
Cash Capital	15,584,000	351,000	247,000	3,461,000	4,807,000	888,000	878,000	850,000	46,000	1,394,000	28,506,000
Debt Service	21,397,300		298,200	482,300	8,708,500	1,479,500	3,285,300	152,000	5,200		35,808,300
	390,341,000	2,377,700	16,378,600	20,256,700	41,685,100	3,356,500	11,902,100	3,382,800	892,600	26,396,000	516,969,100
Revenue											
Property Tax (City & School)	142,969,700	1,924,700	5,987,800		1,439,900		290,000	1,490,200	91,300		154,193,600
Other Taxes	170,302,000										170,302,000
Departmental Income	7,896,900	286,000	2,655,000	19,170,200	38,519,900	996,500	8,076,500	1,519,000	796,900	26,276,500	106,193,400
Use of Money & Property	375,000			10,000	247,000		52,000	3,500	500	4,500	692,500
Fines & Forfeitures	7,080,200	23,000					2,916,900				10,020,100
Licenses & Permits	2,742,800										2,742,800
Sale of Property & Comp.	2,425,300										2,425,300
Miscellaneous	2,682,300		57,100	84,000	60,400		95,400			115,000	3,094,200
Intergovernmental State	111,652,300		891,900	60,000							112,604,200
Intergovernmental Federal	5,515,100				3,400		1,700				5,520,200
Intergovernmental Other	19,852,700		6,770,000			905,000					27,522,700
Interfund Revenue	-98,822,100										-98,822,100
Trans. Premium & Interest			16,800	67,800	1,000,000	15,100	189,100	17,700	3,900		1,310,400
Appropriation of Fund Balance	15,668,800	144,000	864,700	864,700	1,854,400		280,500	352,400			19,164,800
Total	390,341,000	2,377,700	16,378,600	20,256,700	41,685,100	3,356,500	11,902,100	3,382,800	892,600	26,396,000	516,969,100

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 \$50.1 million is expected for 2017-18. This gap accumulates to \$76.3 million in 2021-2022.

PROJECTED CITY OF ROCHESTER GAPS



Revenue

Property Tax

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

Sales Tax

A sales tax rate of 8.0% is assumed, with distributions according to current distribution formulas. The taxable sales growth rate assumed is 2.25% for 2017-18, and 2.5% through 2021-22.

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 2016-17 to 2021-22.
- Consolidated Highway Improvement Program funds continue at a maintenance of effort level.
- Funding of \$6.0 million to Rochester for unrestricted aid in the 2016-17 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

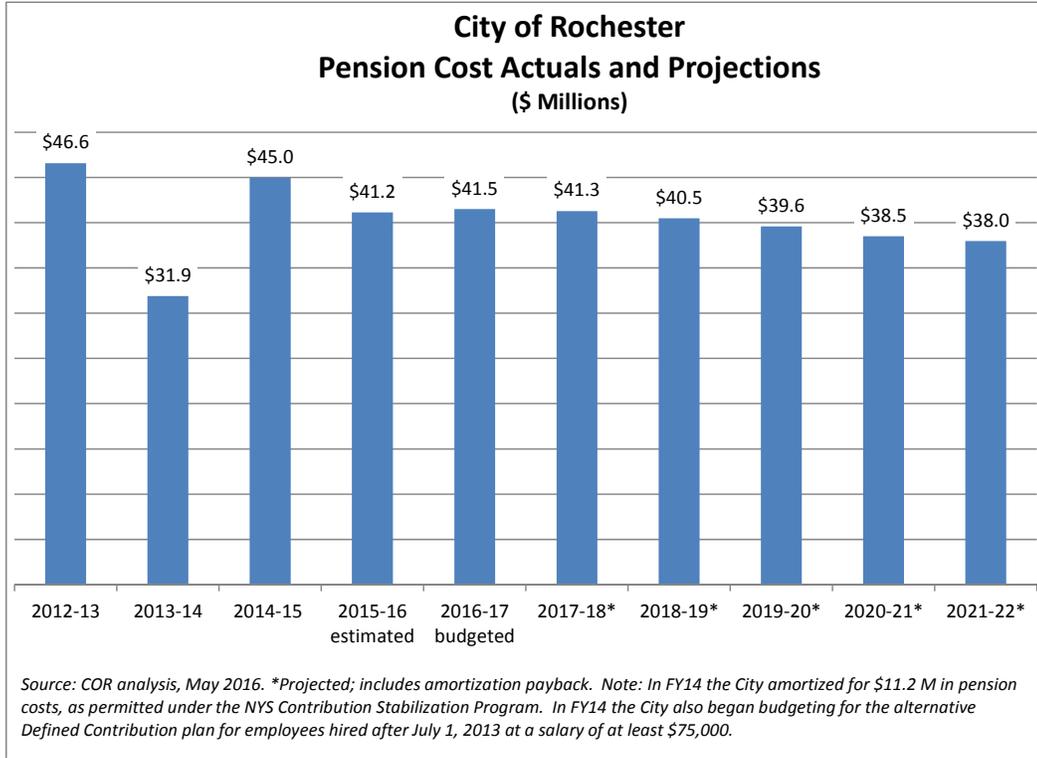
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

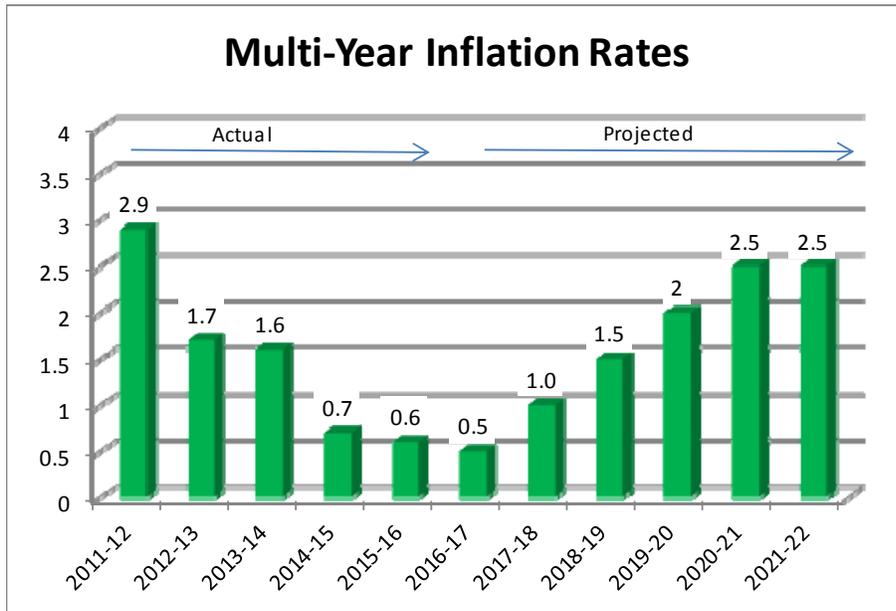
The multi-year projection assumes the appropriation of a rolling one percent General Fund surplus for 2017-18 to 2021-22.

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 \$41.5 million for 2016-17.



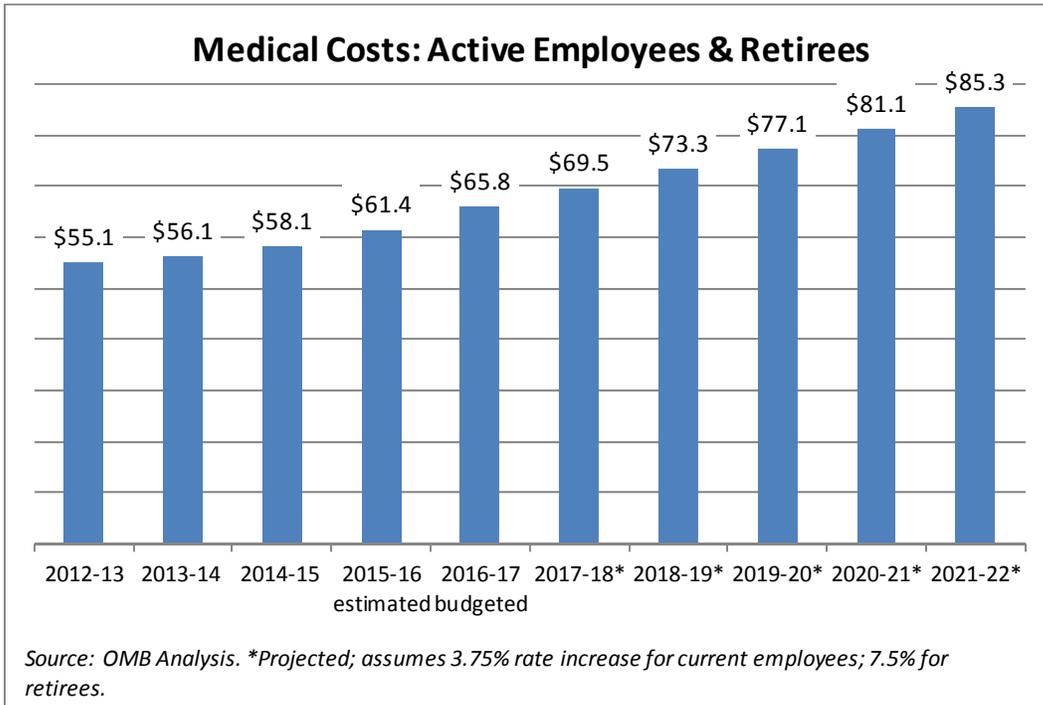
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected between 0.5% and 2.5% for 2017-18 through 2021-22. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and 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 2016-2020 Capital Improvement Program. The projected debt service reflects projects in the Capital Improvement Program.

A significant and growing impact on the projected expenditures is for medical costs for both current employees and for retirees. Projected costs for active employee hospitalization and medical insurance assume a 3.75% increase annually. Projections for retiree hospitalization and medical insurance assume a 7.5% increase in 2016-17 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

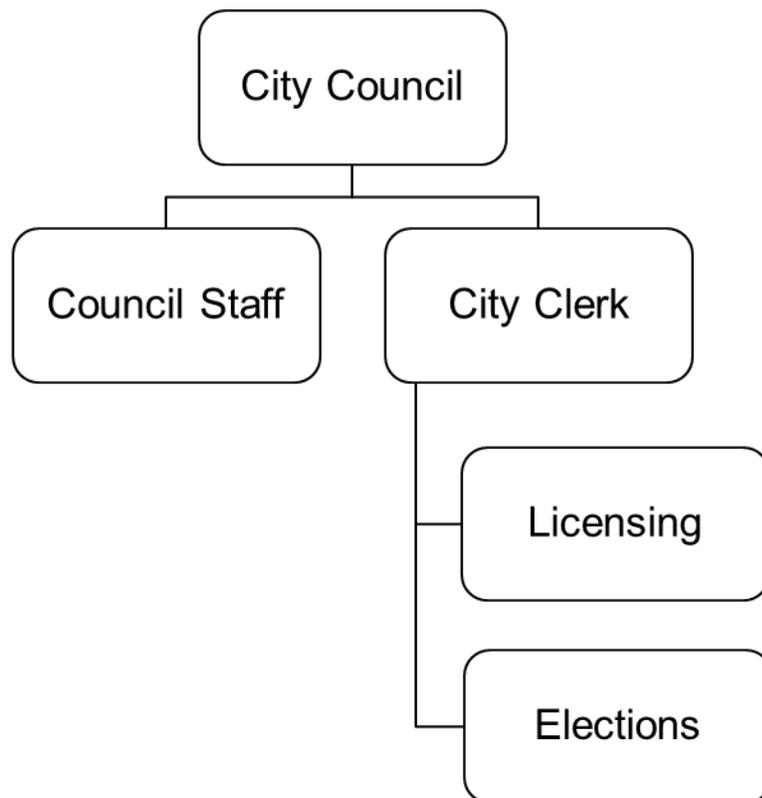
Major expenditure options to eliminate the gap are to:

- 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 permits and burglar alarm permits. It prepares related reports for City, County, and State agencies.

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

Key Performance Indicators

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
CUSTOMER PERSPECTIVE				
Licenses processed:				
• Dog	3,672	3,823	4,037	3,841
• Marriage	1,700	1,710	1,787	1,713
• Duplicate Marriage	1,539	1,497	1,493	1,517
• Commissioner of Deeds	152	134	117	129
• Business	1,304	1,265	1,248	1,265
• Hack Plates	278	251	257	255
• Taxicab drivers	424	430	439	435
• Other taxicab	308	304	309	294
• Animal and Poultry	45	43	41	42
Domestic Partnerships	184	186	175	188
Alarm permits	7,103	7,351	7,322	7,232
Handicapped parking	4,494	4,702	4,215	200
Marriage ceremonies	524	505	520	510
Passports	115	122	130	125
Corn Hill parking	N/A	N/A	N/A	190

N/A – Not Applicable

Year-To-Year Comparison

<u>Activity</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
City Council	1,018,800	1,032,600	13,800	1.4%
Office of the City Clerk	384,700	384,500	-200	-0.1%
Licensing	220,900	233,000	12,100	5.5%
Elections	<u>256,900</u>	<u>221,100</u>	<u>-35,800</u>	-13.9%
Total	1,881,300	1,871,200	-10,100	-0.5%
Employee Years	23.8	23.3	-0.5	-2.1%

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>
40,900	1,100	2,000	0	-3,400	-50,700	-10,100

Major Change

No Presidential primary election in Fiscal Year 2017	-35,800
National League of Cities dues moved to the Mayor's Office	-12,400
Council Professional Fees reduced due to budget constraints	-1,400
Council Contract Labor reduced due to budget constraints	-1,100

Program Changes

Corn Hill parking permits transfer from Municipal Parking to the Clerk's Office.

Handicap parking permits transfer from the Clerk's Office to the Department of Neighborhood and Business Development.

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

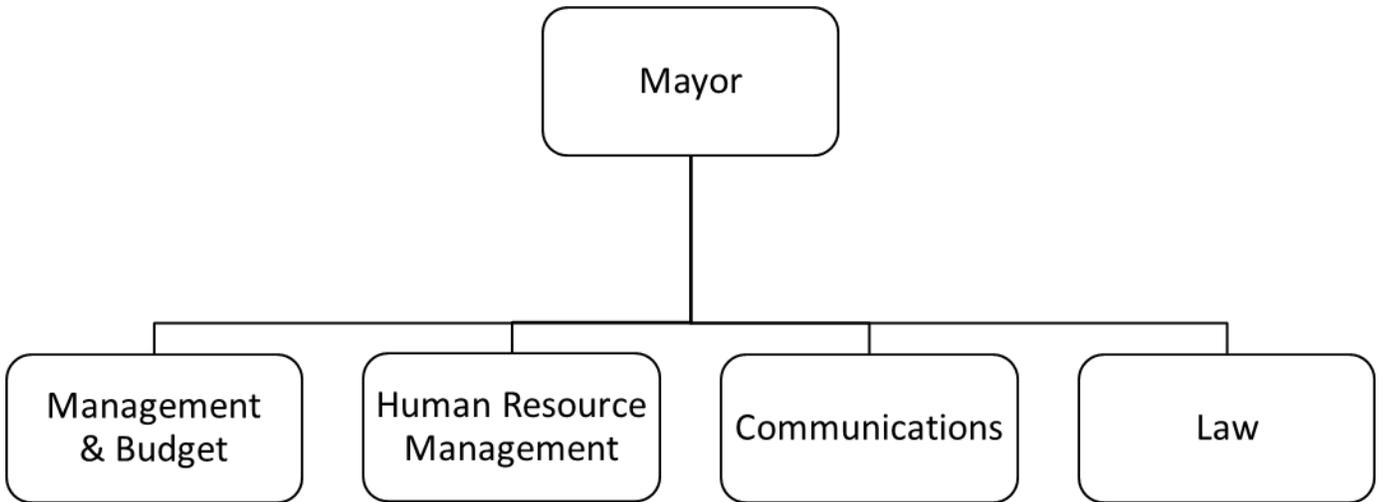
	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,560,201	1,613,800	1,618,000	1,623,100
Materials & Supplies	206,037	7,500	7,500	8,600
Services	7,401	233,400	255,800	239,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,773,639	1,854,700	1,881,300	1,871,200
Appropriation by Activity				
City Council	938,380	980,800	1,018,800	1,032,600
Office of the City Clerk	395,853	378,800	384,700	384,500
Licensing	207,213	218,000	220,900	233,000
Elections	<u>232,193</u>	<u>277,100</u>	<u>256,900</u>	<u>221,100</u>
Total	1,773,639	1,854,700	1,881,300	1,871,200
Employee Years by Activity				
City Council	7.2	7.2	7.2	7.2
Office of the City Clerk	4.4	4.4	4.4	4.4
Licensing	4.1	4.1	4.1	4.1
Elections	<u>7.4</u>	<u>8.1</u>	<u>8.1</u>	<u>7.6</u>
Total	23.1	23.8	23.8	23.3

CITY COUNCIL & CLERK
PERSONNEL SUMMARY

FULL TIME POSITIONS			City Council	Office of the City Clerk	Licensing	Elections	
Br.	Title	Budget 2015-16	Approved 2016-17				
36	Chief of Staff	1.0	1.0	1.0			
31	City Clerk	1.0	1.0		1.0		
28	Deputy City Clerk	1.0	1.0		1.0		
24	Chief Legislative Assistant	1.0	1.0			1.0	
24	Senior Legislative Analyst	1.0	1.0	1.0			
22	Senior Legislative Assistant	1.0	1.0	0.3	0.5	0.2	
18	Secretary to Council	1.0	1.0	1.0			
16	Legislative Assistant	1.0	1.0		1.0		
11	Receptionist to City Council	1.0	1.0	0.5	0.5		
11	Senior Legislative Clerk	1.0	1.0			1.0	
9	Legislative Clerk	2.0	2.0			2.0	
FX	President-City Council	(1)	(1)	(1)			
FX	Vice President-City Council	(1)	(1)	(1)			
FX	Council Member	(7)	(7)	(7)			
() = not in totals							
EMPLOYEE YEARS							
Full Time		12.0	12.0	3.8	4.0	4.2	0.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		13.3	12.8	3.6	0.5	0.0	8.7
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		23.8	23.3	7.2	4.4	4.1	7.6

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>2015-16</u>	Budget <u>2016-17</u>	<u>Change</u>	Percent <u>Change</u>
<u>Main Functions</u>				
Mayor's Office	2,623,800	2,738,700	114,900	4.4%
Management & Budget	824,600	829,200	4,600	0.6%
Human Resource Management	2,401,100	2,330,700	-70,400	-2.9%
Communications	2,911,700	2,983,200	71,500	2.5%
Law Department	<u>1,937,100</u>	<u>2,041,200</u>	<u>104,100</u>	5.4%
Total	10,698,300	10,923,000	224,700	2.1%
Employee Years	107.1	110.1	3.0	2.8%

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>
100,600	13,800	7,900	-68,800	-1,500	172,700	224,700

Major Change Highlights

Certain Innovation Office expenses are brought on-budget as The Bloomberg Grant does not recur	117,000
Professional services decreases for background checks	-79,900
No Firefighter exam planned in this year	-75,000
Funds are added for two part time Administrative Analysts in Communications	53,300
Funds added for a full time Paralegal position to support increased workload	51,100
A Benefits Assistant is added to support Affordable Care Act compliance and succession planning	46,300
An allocation is made for on-call positions in OMB to support succession planning	42,800
Net impact of a vacant Municipal Attorney III being converted to a Municipal Attorney II and the addition of a Municipal Attorney I to address workload	41,200

ADMINISTRATION
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	7,110,430	7,845,200	7,950,000	8,190,800
Materials & Supplies	64,853	82,600	90,900	94,500
Services	2,211,393	2,602,600	2,657,400	2,637,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	9,386,676	10,530,400	10,698,300	10,923,000
Appropriation by Activity				
Mayor's Office	2,191,086	2,597,800	2,623,800	2,738,700
Management & Budget	768,467	801,600	824,600	829,200
Human Resource Management	2,079,849	2,352,400	2,401,100	2,330,700
Communications	2,590,510	2,901,800	2,911,700	2,983,200
Law Department	<u>1,756,765</u>	<u>1,876,800</u>	<u>1,937,100</u>	<u>2,041,200</u>
Total	9,386,676	10,530,400	10,698,300	10,923,000
Employee Years by Activity				
Mayor's Office	23.6	27.8	27.8	28.0
Management & Budget	9.7	9.6	10.1	9.8
Human Resource Management	23.7	28.6	29.3	30.4
Communications	17.4	19.3	19.4	19.4
Law Department	<u>19.3</u>	<u>20.0</u>	<u>20.5</u>	<u>22.5</u>
Total	93.7	105.3	107.1	110.1

Mission Statement**Mayor's Office Administration:**

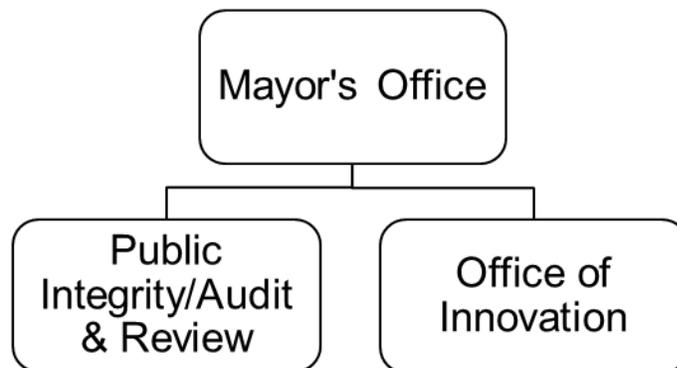
To make Rochester the best mid-sized city in the U.S. in which to live, raise a family, visit and grow a business. Our city will be renowned for its safe neighborhoods, vibrant economy, educational excellence and customer service.

Office of Public Integrity (OPI):

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

Office of Innovation:

The Office of Innovation and Strategic Initiatives supports the City of Rochester's *Vision Statement and Guiding Principles* by expanding the City's internal capacity for research, data-analysis, program evaluation, and resource optimization. The Office seeks to expand the City's adaptability by identifying opportunities for collaboration and funding, engaging residents, and leveraging best practices and existing programs that drive growth and maximize impact.

Organization**Vital Customers****Mayor's Office Administration:**

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

Office of Public Integrity (OPI):

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

Office of Innovation:

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

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

Office of Public Integrity (OPI):

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

Office of Innovation:

- Perform research, data analysis, and GIS mapping
- Identify opportunities to streamline and increase efficiency of internal departmental processes
- Perform internal program evaluations and develop data-driven improvement strategies
- Research barriers to employment, poverty reduction strategies, and opportunities for intervention
- Facilitate community engagement opportunities
- Promote and formalize inter-agency data-sharing processes and service coordination
- Coordinate with RMAPI and community partners to develop, launch and evaluate programs
- Promote downtown development
- Leverage funding opportunities for new or existing programs

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Provide underserved entrepreneurs access to affordable capital to launch and expand their businesses	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Streamline and promote data-sharing processes with key internal and external partners	Innovation and Efficiency	Second Quarter
Develop community- and neighborhood-informed strategies to reduce joblessness and poverty in the Pathways to Prosperity District	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Develop and implement community wealth building strategies focused in the Pathways to Prosperity District	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter

ADMINISTRATION
MAYOR'S OFFICE

Objective	Priorities Supported	Projected Completion
Improve access to quality transportation options for underserved residents	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Increase access to community resources and services for residents	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Maximize efficiency and impact of internal programs and processes	Innovation and Efficiency	Third Quarter
Collaborate with RMAPI and key partners to evaluate program performance according to individual outcome measures	Innovation and Efficiency	Fourth Quarter
Promote data-driven program development and analysis of procedures for internal and external partners	Innovation and Efficiency	Ongoing
Develop strategic partnerships with external organizations and leaders	Innovation and Efficiency	Ongoing
Actively guide the Office of Innovation & Strategic Initiatives to focus on independent and collaborative community anti-poverty efforts	Innovation and Efficiency	Ongoing
Continue to oversee and expand the Office of Public Integrity	Innovation and Efficiency	Ongoing
Investigate and pursue new sources of revenue for the City	Innovation and Efficiency	Ongoing
Rigorously pursue federal, state and private grant funding to enhance city programs and initiatives	Innovation and Efficiency	Ongoing
Continue the City's lobbying and advocacy efforts	Innovation and Efficiency	Ongoing
Continue the effort through budget control, efficiency and internal restructuring to create a sustainable expense base	Innovation and Efficiency	Ongoing
Develop programs which increase employment of city residents when city dollars are involved	More Jobs	Ongoing
Expand Operation Transformation Rochester's relationship with local business community, which will serve city youth and adults by offering comprehensive programs geared towards education, vocation and permanent employment	More Jobs	Ongoing
Monitor the reorganization of RPD in its new five-section model to enhance neighborhood policing	Safer and More Vibrant Neighborhoods	Ongoing
Monitor the implementation of the body-worn cameras for the RPD	Safer and More Vibrant Neighborhoods	Ongoing
Continue to oversee and expand the public safety diversity effort	Safer and More Vibrant Neighborhoods	Ongoing

ADMINISTRATION
MAYOR'S OFFICE

Objective	Priorities Supported	Projected Completion
Advocate for more education opportunities for city families through literacy initiatives, scholarship opportunities, early learning programming, and further development of a community-school model	Better Schools and Educational Opportunities	Ongoing

Key Performance Indicators

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
Office of Public Integrity (OPI)				
Audits completed	10	15	10	12
Audit findings and recommendations	7	12	15	15
Investigations initiated	16	15	20	15
Investigative findings and recommendations	6	10	10	10
Ethics awareness training sessions	8	10	6	10
Reviews and consultations completed	28	15	20	15
Investigations conducted by OPI involving financial loss	4	6	10	8

Office of Innovation

Data and Mapping Requests Completed	N/A	N/A	N/A	30
Program/Process Evaluations Completed	N/A	N/A	N/A	1
External Organizational Partnerships Formalized	N/A	N/A	N/A	5
Funds Secured/Leveraged for Internal Projects (\$)	N/A	N/A	N/A	100,000
Funds Secured/Leveraged Through Collaborative Proposals for External Projects	N/A	N/A	N/A	1,000,000
Residents Submitting Feedback	N/A	N/A	N/A	500
Residents Impacted by Internal and External Projects Executed	N/A	N/A	N/A	500
Project Concepts Reviewed	N/A	N/A	N/A	100
Projects Developed	N/A	N/A	N/A	20
Projects Executed	N/A	N/A	N/A	5
Student Projects Executed in Collaboration with Colleges/Universities	N/A	N/A	N/A	5

N/A – Not Available

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,623,800	2,738,700	114,900
Employee Years	27.8	28.0	0.2

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>		
-34,100	3,400	10,900	0	100	134,600		114,900

Major Changes

Certain Innovation Office expenses are brought on-budget as The Bloomberg Grant does not recur	117,000
--	---------

ADMINISTRATION
MAYOR'S OFFICE

Funds transfer from City Council to support National League of Cities	12,400
A full time Field Auditor position is created and is partially offset by elimination of a part time Field Auditor and Intern positions in the Office of Public Integrity	11,100
Professional Services decreases due to budget constraints	-5,900

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,751,047	2,151,600	2,176,200	2,155,200
Materials & Supplies	6,428	12,400	13,500	20,200
Services	433,611	433,800	434,100	563,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,191,086	2,597,800	2,623,800	2,738,700
Appropriation by Activity				
Mayor's Office	1,608,862	1,637,000	1,640,900	1,680,000
Public Integrity/Audit & Review	521,163	599,500	622,700	638,300
Office of Innovation	<u>61,061</u>	<u>361,300</u>	<u>360,200</u>	<u>420,400</u>
Total	2,191,086	2,597,800	2,623,800	2,738,700
Employee Years by Activity				
Mayor's Office	13.6	14.3	14.3	14.4
Public Integrity/Audit & Review	7.0	8.0	8.0	8.6
Office of Innovation	<u>3.0</u>	<u>5.5</u>	<u>5.5</u>	<u>5.0</u>
Total	23.6	27.8	27.8	28.0

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office	Public Integrity/ Audit & Review	Office of Innovation
Br.	Title	Budget 2015-16	Approved 2016-17			
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	2	2	1		1
29	Assistant to Mayor	1	1	1		
29	Business Analyst III	1	0			
27	Executive Staff Assistant III	2	1	1		
26	Associate Field Auditor	1	1		1	
26	Supervisor of Administrative Services	1	1	1		
23	Executive Staff Assistant II	2	2	1		1
23	Secretary to Mayor	1	1	1		
22	Secretary to Deputy Mayor	1	1	1		
20	Administrative Analyst	0	1			1
20	Executive Assistant	1	1		1	
20	Innovation Analyst	0	1			1
18	Management Trainee	1	1			1
18	Secretary to Chief of Staff	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	2	1	1		
14	Field Auditor	0	1		1	
EMPLOYEE YEARS						
Full Time		24.0	25.0	14.0	6.0	5.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		3.8	3.0	0.4	2.6	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		27.8	28.0	14.4	8.6	5.0

Mission Statement

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

Vital Customers

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

Critical Processes

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Improve integration of City and RCSD Capital planning efforts	Innovation and Efficiency	Second Quarter
Work with Law, Finance, and IT to explore options for local adjudication of moving violations	Innovation and Efficiency	Fourth Quarter
Investigate and pursue new sources of revenue for the City of Rochester	Innovation and Efficiency	Ongoing
Support the Mayor's lobbying and advocacy efforts	Innovation and Efficiency	Ongoing
Continue effort to maintain a sustainable expense base through budget control, efficiency, and internal restructuring	Innovation and Efficiency	Ongoing
Participate in HR Payroll project to facilitate implementation of position and budget control	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
FINANCIAL/COST				
Total Property Tax levy (\$000)	171,749	171,949	171,949	174,449
General Fund surplus (\$000)	4,870	5,152	5,152	5,030
Budget growth (%)	3.6	-0.4	-0.4	2.3
Non-Property Tax Revenue (\$000)*	353,640	353,996	350,275	362,775

*New Indicator

ADMINISTRATION
OFFICE OF MANAGEMENT AND BUDGET

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	824,600	829,200	4,600
Employee Years	10.1	9.8	-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>
27,100	100	0	-68,800	0	46,200		4,600

Major Change

An allocation is made for on-call positions to support succession planning	42,800
Training funds increase	3,400

Program Change

An anticipated vacancy will not be filled until an assessment of staffing needs can be completed. As a result, the vacancy allowance is increased to \$68,800 and an allocation is made for on-call positions to support succession planning.

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	753,075	783,000	797,600	798,700
Materials & Supplies	1,410	2,600	1,600	1,600
Services	13,982	16,000	25,400	28,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	768,467	801,600	824,600	829,200
Appropriation by Activity				
Management & Budget Analysis	768,467	801,600	824,600	829,200
Employee Years by Activity				
Management & Budget Analysis	9.7	9.6	10.1	9.8

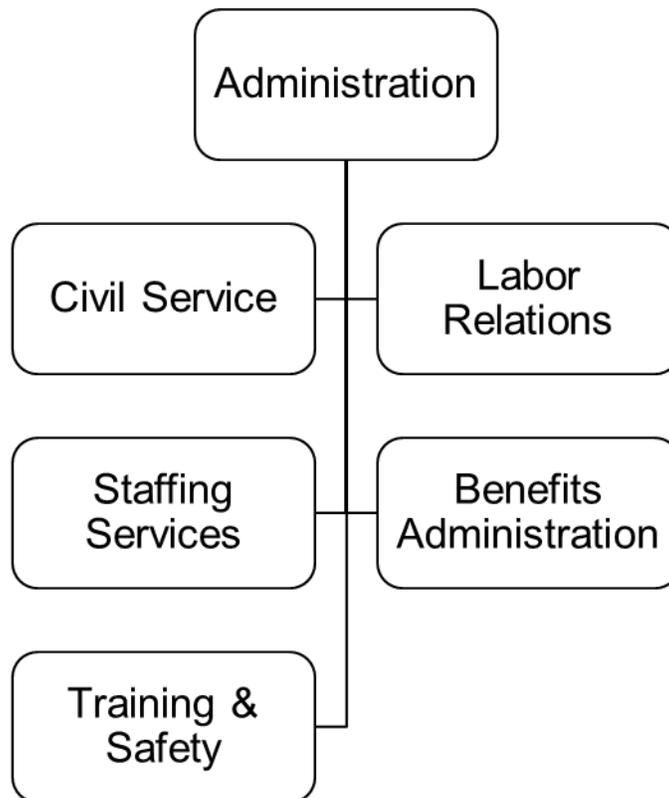
ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget	Approved
		2015-16	2016-17
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	1.0	1.0
26	Associate Administrative Analyst	1.0	1.0
26	Operations Analyst	1.0	1.0
24	Senior Administrative Analyst	2.0	2.0
23	Senior Management Analyst	0.0	1.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
18	Management Trainee	1.0	0.0
EMPLOYEE YEARS			
	Full Time	9.2	9.2
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.9	1.4
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.8</u>
	Total	10.1	9.8

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conclude the Request for Proposal process to establish the Third-Party Administrator for the City's Health Plan Effective 1/1/17	Innovation and Efficiency	Second Quarter
Process candidates for January 2017 Fire recruit class	More Jobs	Third Quarter
Partner with Finance and Information Technology for implementation of an Enterprise Process and System Solution for Phase One of Payroll/ Personnel Project	Innovation and Efficiency	Third Quarter
Provide additional targeted wellness programs that will result in more impactful, long-term outcomes. Increase attention on employees who need the most support and provide them with long-term assistance and solutions	Innovation and Efficiency	Ongoing
Continue to seek innovative solutions through data analysis and facilitation of the Labor Management Health Care Committee	Innovation and Efficiency	Ongoing
Negotiate successor agreements with both the Rochester Police Department and Rochester Fire Department unions. Negotiate Memorandum of Agreement with Police Locust Club in order to implement Body Worn Cameras (BWC) Policy and Standard Operating Procedures	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Grievances filed	35	40	55	50
Provisional positions at end of fiscal year	173	180	140	175
# Days for hiring process	62	50	50	60
Examinations administered	70	70	105	75
CUSTOMER PERSPECTIVE				
Employment applications received	11,613	11,800	11,800	11,000
Average number of employees participating in Wellness initiatives	1,001	2,705	2,575	2,535
FINANCIAL/COSTS				
Full time employee turnover	150	130	145	145
Number of full-time positions hired, promoted, transferred	1,353	860	900	900
Non-full time positions hired, promoted, transferred	895	890	900	900
Personal injury accidents	309	280	276	273
Average hours of sick leave per full time employee	91	65	85	80

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
LEARNING & INNOVATION				
Training hours per employee	19	19	20	24
WORKFORCE DIVERSITY				
New Hires - % females	39	35	36	36
New Hires - % minority	54	35	35	35
Employees - % females	27	33	28	28
Employees - % minority	31	42	32	32

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,401,100	2,330,700	-70,400
Employee Years	29.3	30.4	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>
38,600	2,900	-4,800	0	-100	-107,000	-70,400

Major Change

Professional services decreases for background checks	-79,900
No Firefighter exam planned in this year	-75,000
A Benefits Assistant is added to support Affordable Care Act compliance and succession planning	46,300
Funds increase for travel	2,200
Net impact of personnel changes	-600

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,799,163	1,879,600	1,913,700	1,998,000
Materials & Supplies	8,193	13,700	13,700	16,200
Services	272,493	459,100	473,700	316,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,079,849	2,352,400	2,401,100	2,330,700
Appropriation by Activity				
Administration	753,423	913,400	958,600	784,600
Civil Service	430,128	409,800	389,700	410,300
Staffing Services	209,368	313,200	317,400	315,900
Labor Relations	207,523	230,500	235,100	259,500
Benefits Administration	227,169	230,000	231,100	300,100
Training & Safety	<u>252,238</u>	<u>255,500</u>	<u>269,200</u>	<u>260,300</u>
Total	2,079,849	2,352,400	2,401,100	2,330,700
Employee Years by Activity				
Administration	7.3	7.2	8.2	7.2
Civil Service	4.5	6.5	6.2	6.2
Staffing Services	3.0	4.5	5.0	5.0
Labor Relations	1.9	3.4	2.9	3.5
Benefits Administration	4.0	4.0	4.0	5.5
Training & Safety	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
Total	23.7	28.6	29.3	30.4

**ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit
Br.	Title	Budget 2015-16	Approved 2016-17						
36	Director of Human Resource Management	1	1	1					
32	Manager of Labor Relations	1	1				1		
30	Benefits Manager	1	1					1	
29	Principal Staff Assistant	1	1			1			
26	Affirmative Action Officer	1	1	1					
26	Labor Relations Specialist	1	1				1		
26	Training & Safety Coordinator	1	1						1
25	Employee Safety Coordinator	1	1						1
24	Senior Human Resource Consultant	1	1		1				
23	Senior Payroll Auditor	1	1	1					
21	Human Resource Consultant II	1	1			1			
20	Executive Assistant	1	0						
18	Human Resource Consultant I	2	2	1		1			
18	Secretary to Director of Human Resource Management	1	1	1					
16	Benefits Assistant	0	1					1	
16	Human Resource Assistant	2	2	1					1
16	Research Assistant	0	1			1			
14	Exam Administrator	1	1		1				
14	Senior Human Resource Associate	1	1		1				
12	Human Resource Associate	1	1					1	
12	Human Resource Associate Bilingual	0	1			1			
12	Secretary to Labor Relations Manager	0	1				1		
9	Clerk II	1	1	1					
9	Clerk II with Typing	1	1					1	
9	Clerk II with Typing Bilingual	2	1		1				
7	Clerk III	1	1		1				
7	Clerk III with Typing	2	1					1	
EMPLOYEE YEARS									
	Full Time	27.0	28.0	7.0	5.0	5.0	3.0	5.0	3.0
	Overtime	0.7	0.7	0.0	0.7	0.0	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	3.0	3.1	0.6	1.5	0.0	0.5	0.5	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	29.3	30.4	7.2	6.2	5.0	3.5	5.5	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 in or visit the Greater Rochester Area, event sponsors, community members who organize festivals, parades, special events, block parties and races, and professional producers of large events and concerts

Critical Processes

Information and Graphic Services:

- Delivers information, graphics, photo, video, web and social media services, and administers Freedom of Information services
- Provides marketing, communications planning and consultation
- Provides media relations
- Develops and executes dedicated communications campaigns across multiple media platforms

Special Events:

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement efficiencies in FOIL system upgrade	Innovation and Efficiency	Ongoing
Continue to raise revenue and seek sponsorships to support the City's Special Events Trust Fund	Safer and More Vibrant Neighborhoods	Ongoing
Continue to refine City funding policy and process for city special events	Safer and More Vibrant Neighborhoods	Ongoing
Provide high quality service to bureau clients	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual</u> 2014-15	<u>Estimated</u> 2015-16	<u>Budget</u> 2015-16	<u>Budget</u> 2016-17
INTERNAL OPERATIONS				
Advertising/marketing/promotions	1,236	1,400	1,300	1,450
Still photography assignments	1,759	1,900	1,900	1,900
AV setups/presentations	488	500	350	500
Television/video program productions	218	200	200	200
Web site visitors	2,138,000	2,200,000	1,900,000	2,250,000
Web page views	5,500,000	5,600,000	5,580,000	5,650,000
CUSTOMER PERSPECTIVE				
Major promotional campaigns	85	90	90	100
FOIL applications	3,805	3,863	3,700	3,850
News releases	524	500	750	500
News conferences	122	120	200	120
Speeches and talking points	606	580	700	600
Mayoral recognitions	562	700	150	600
Facebook page likes	11,797	12,800	12,000	13,250
Twitter followers	30,000	37,000	19,000	38,000
Special Events permit applications processed	502	500	500	500
City produced events	44	45	45	30
Attendance at City permitted events	2,030,000	1,700,000	1,701,000	1,710,000
FINANCIAL/COST				
Special Events:				
Revenue generated for trust fund (\$)	282,276	260,000	260,000	265,000

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,911,700	2,983,200	71,500
Employee Years	19.4	19.4	0.0

ADMINISTRATION
COMMUNICATIONS

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>
36,200	6,400	4,300	0	0	24,600	71,500

Major Changes

Funds are added for two part time Administrative Analysts	53,300
A vacant Receptionist Typist Bilingual is eliminated an efficiency measure	-38,100
Funding for Rochester SummerFest is increased	25,000
Professional fees are reduced as an efficiency measure	-15,600

Program Changes

The 2016-17 performance indicator for FOIL applications does not include any volume relating to the RPD Body-Worn Camera initiative. Estimates are not available at this time.

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,246,198	1,371,500	1,363,000	1,414,400
Materials & Supplies	17,349	16,600	17,600	17,600
Services	1,326,962	1,513,700	1,531,100	1,551,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,590,510	2,901,800	2,911,700	2,983,200
Appropriation by Activity				
Communications	2,590,510	0	0	0
Administration	0	273,600	269,700	283,100
Information and Graphic Services	0	986,500	990,400	1,017,500
Special Events	<u>0</u>	<u>1,641,700</u>	<u>1,651,600</u>	<u>1,682,600</u>
Total	2,590,510	2,901,800	2,911,700	2,983,200
Employee Years by Activity				
Communications	17.4	0.0	0.0	0.0
Administration	0.0	3.0	3.0	3.0
Information and Graphic Services	0.0	12.8	12.8	12.8
Special Events	<u>0.0</u>	<u>3.5</u>	<u>3.6</u>	<u>3.6</u>
Total	17.4	19.3	19.4	19.4

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Information and Graphics Services	Special Events
Br.	Title	Budget 2015-16	Approved 2016-17			
36	Director, Communications	1	1	1		
32	Deputy Director of Communications	1	1		1	
31	Assistant to Director - Communications	0	1	1		
29	Assistant to Director - Communications	1	0			
29	Special Events Operations Manager	0	1			1
28	Communications Creative Coordinator	1	1		1	
27	Press Officer	1	1		1	
27	Special Events Operations Manager	1	0			
26	Process Improvement Specialist	1	0			
25	New Media Editor	1	1		1	
24	Assistant Special Events Operations Manager	0	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	
22	Special Events Coordinator Bilingual	0	1			1
18	Communications Assistant	1	1		1	
18	Special Events Program Assistant Bilingual	1	0			
16	Administrative Assistant Bilingual	0	1	1		
16	Communications Aide Bilingual	1	1		1	
13	Administrative Secretary Bilingual	1	0			
6	Receptionist Typist Bilingual	1	0			
EMPLOYEE YEARS						
Full Time		17.0	16.0	3.0	10.0	3.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.4	3.4	0.0	2.8	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		19.4	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.

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Coordinate with the Fire Department to negotiate renewal of the current contract with the Town of Brighton for primary fire protection and emergency medical first responder services within the West Brighton Fire Protection District	Safer and More Vibrant Neighborhoods	Second Quarter
Develop case tracking system for property code cases	Safer and More Vibrant Neighborhoods	Fourth Quarter
Develop standard procedures and forms for property abandonment cases	Safer and More Vibrant Neighborhoods	Fourth Quarter
Draft revisions to Charter Section 3-15 based on review of the nuisance abatement program	Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete a new management agreement for the Blue Cross Arena	More Jobs	Fourth Quarter
Develop legal guidelines for FOIL requests related to the RPD Body-Worn Camera initiative	Innovation and Efficiency	Fourth Quarter
Negotiate a new cable TV franchise agreement	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Claims filed against City	381	375	350	375
Collection cases started	128	75	70	75
Motions & Discovery	214	200	200	200
FOIL reviews & appeals	245	250	225	250
Real estate closings	552	525	500	500
Legislative items drafted	519	500	500	500
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	138	150	150	150
LEARNING & INNOVATION				
Average # of training hours per employee	8.25	7.5	7	7.5

ADMINISTRATION
LAW DEPARTMENT

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,937,100	2,041,200	104,100
Employee Years	20.5	22.5	2.0

Change Detail

Salary & Wage	General		Vacancy			Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
32,800	1,000	-2,500	0	-1,500	74,300	104,100

Major Change

Funds added for a full time Paralegal position to support increased workload	51,100
Net impact of a vacant Municipal Attorney III being converted to a Municipal Attorney II and the addition of a Municipal Attorney I to address workload	41,200
Professional fees adjusted to reflect actual need	-6,400
Educational supplies adjusted to reflect actual need	-5,000
Travel adjusted to reflect actual need	-3,000
Training adjusted to reflect actual need	-2,600
Contract labor reduced to meet budget	-1,000

Program Changes

The 2016-17 performance indicator for FOIL reviews & appeals does not include any volume relating to the RPD Body-Worn Camera initiative. Estimates are not available at this time.

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,560,947	1,659,500	1,699,500	1,824,500
Materials & Supplies	31,473	37,300	44,500	38,900
Services	164,345	180,000	193,100	177,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,756,765	1,876,800	1,937,100	2,041,200
Appropriation by Activity				
Legal Services	1,756,765	1,876,800	1,937,100	2,041,200
Employee Years by Activity				
Legal Services	19.3	20.0	20.5	22.5

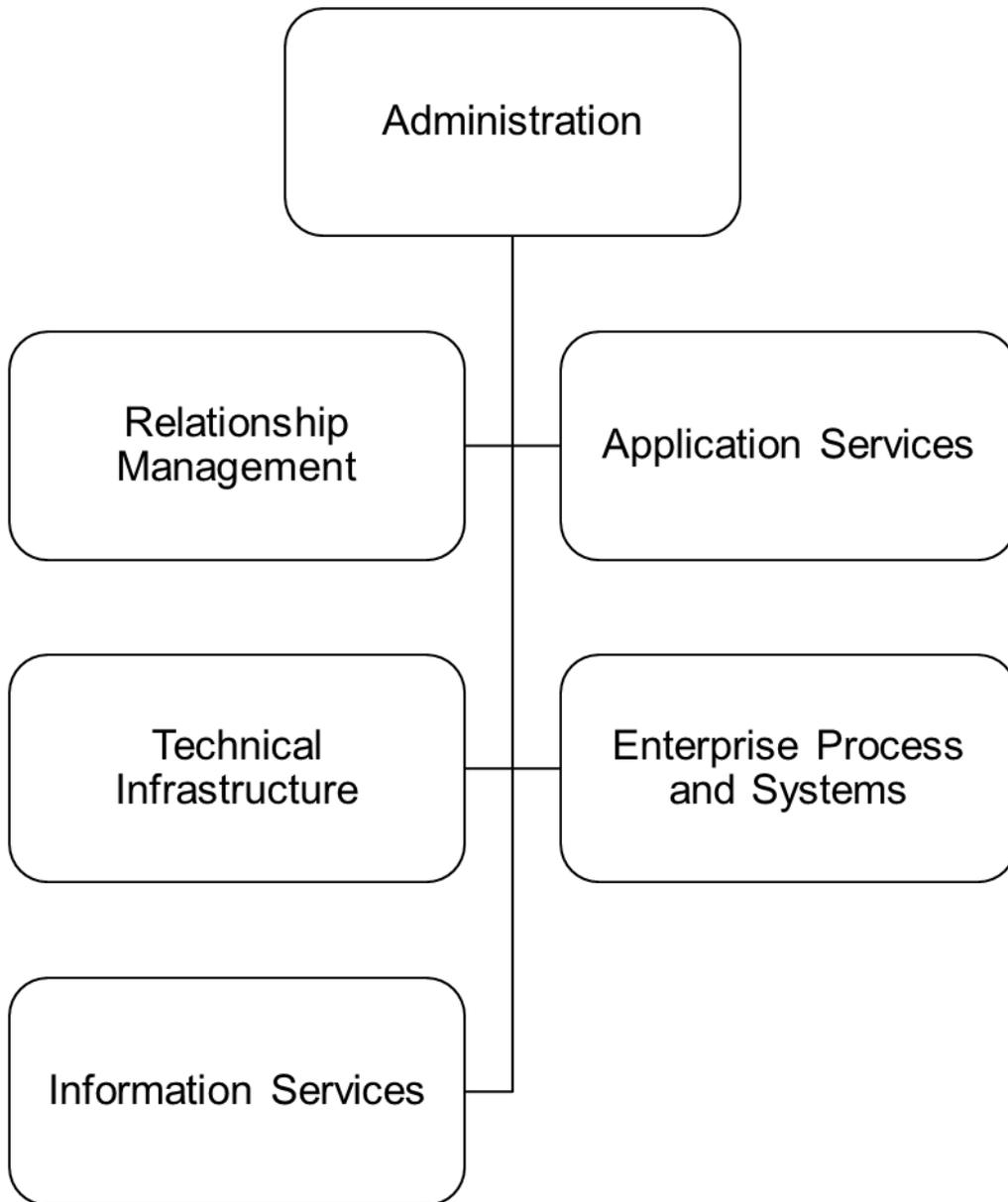
ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2015-16	Approved 2016-17
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	1	1
32	Municipal Attorney III	6	5
29	Municipal Attorney II	4	5
25	Municipal Attorney I	1	2
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	1
20	Legal Assistant/Real Estate	1	1
20	Paralegal	1	2
11	Senior Legal Secretary	1	1
9	Legal Secretary	1	2
7	Clerk III with Typing	1	0
EMPLOYEE YEARS			
	Full Time	20.0	22.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.5	0.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	20.5	22.5

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 implement body cameras and complete an upgrade to the camera network. IT will continue to increase focus on general information security initiatives in collaboration with other government entities.

City Wide PSI Solution

The Enterprise Solution initiative is a City wide program to optimize business processes and drive an organizational perspective to technology replacement throughout City Government. Over time it is anticipated that the deployment of the PSI solutions will drive significant improvements and efficiencies which will justify the investment in IT. Key focus areas include Human Resource Management (Payroll/Personnel), Content Management, Payment Processing, Geographical Information Services, and Parking Revenue and Control.

Information Technology Process Transformation

IT will continue to upgrade our server and network environments, which includes a replacement of the existing telephony system.

2016-17 Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
Complete upgrade of city phone system to Voice over Internet technology to improve capability and reduce operational cost	Innovation and Efficiency	Second Quarter
Implement additional 311 process improvements and upgrade the Call Center process and system solution	Innovation and Efficiency	Second Quarter
Complete Enterprise GIS Transformation Initiatives Phase IV, to expand GIS solutions for the public	Innovation and Efficiency	Second Quarter
Implement Enterprise Payment Processing - online and point of sale payment (process and systems) solutions Phases I thru III	Innovation and Efficiency	Second Quarter
Implement solutions and support for a new Digital Fingerprinting system	Safer and More Vibrant Neighborhoods	Third Quarter
Implement initial phase of Human Resources/Payroll enterprise process and system solution	Innovation and Efficiency	Third Quarter
Implement solutions and support for deployment of Body Worn Cameras throughout the Police Department	Safer and More Vibrant Neighborhoods	Fourth Quarter
Implement process improvements for high priority IT Services	Innovation and Efficiency	Fourth Quarter

Highlights	Priorities Supported	Projected Completion
Begin implementation of an Enterprise Content Management (ECM) solution	Innovation and Efficiency	Fourth Quarter
Continue implementation of the new Parking Access Revenue Control System for Sister Cities and Court Street Garages	Innovation and Efficiency	Fourth Quarter
Upgrade Video Surveillance Camera Network	Innovation and Efficiency	Fourth Quarter
Consolidate and revitalize our technical Infrastructure to support the Implementation of our new Enterprise Solutions	Innovation and Efficiency	Fourth Quarter
Incorporate Enterprise Planning into IT Governance to drive IT related work priorities and budgets	Innovation and Efficiency	Ongoing
Continue to work with RCSD and Monroe County on Broadband Assessment	More Jobs; Better Schools and Educational Opportunities	Ongoing

Key Performance Indicators

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	188	300	250	300
IT employees allocated to Strategic Projects	20%	24%	22%	28%
Percent of projects as part of the enterprise roadmap	N/A	30	N/A	31
Percent of enterprise applications compared to total applications	N/A	24	27	33
Percent of legacy applications with prioritized/planned replacement	N/A	20	N/A	21
Percent of legacy applications compared to total applications	N/A	56	58	54
Percent of projects where business need was met (Per business case)	N/A	N/A	N/A	80
IT Projects delivered on-time (Per Project Plan)	N/A	70	70	80
Percent of calls resolved at first level/Help Desk	N/A	49	45	55

N/A – Not Applicable

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Change</u>	<u>Percent</u> <u>Approved</u>
Administration	472,000	1,173,700	701,700	148.7%
Relationship Management	2,493,400	2,327,600	-165,800	-6.6%
Application Services	1,433,100	1,479,600	46,500	3.2%
Technical Infrastructure	2,877,200	2,601,600	-275,600	-9.6%
Enterprise Process and Systems	1,194,600	1,015,000	-179,600	-15.0%
Information Services	<u>426,300</u>	<u>434,000</u>	<u>7,700</u>	1.8%
Total	8,896,600	9,031,500	134,900	1.5%
Interfund Credit*	-121,500	-91,500	30,000	-24.7%
Intrafund Credit*	<u>-976,300</u>	<u>-773,700</u>	<u>202,600</u>	-20.8%
Total	7,798,800	8,166,300	367,500	4.7%
Employee Years	54.8	55.2	0.4	0.7%

*Reflects chargebacks for telephone service and office printers

Change Detail

<u>Salary & Wage</u>	<u>General</u>		<u>Vacancy</u>		<u>Major Change</u>	<u>Total</u>
<u>Approved</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>		
58,000	7,400	85,500	-143,700	3,200	357,100	367,500

Major Change

Decrease in funding in 2016-17 due to non-recurring costs associated with the Payroll/Personnel implementation -384,000

INFORMATION TECHNOLOGY DEPARTMENT

Transfer of Blue Light camera maintenance from Rochester Police Department	226,600
Additional funding for contractor services to accelerate City projects	200,000
Funding added to support Security software maintenance	126,800
Funding for maintenance and training added to support the Enterprise Content Management solution	100,000
Conversion from digital to IP telephony results in savings	-100,000
Systems Engineer added to support new infrastructure required for body cameras and newer technology platforms	65,800
Funding added to support disaster recovery networking between City locations and the disaster recovery site	45,400
One COBOL programmer added for succession planning partially funded by reduction in COBOL consulting fees	30,300
Net reduction in maintenance due to the expectation of a new disaster recovery site for the financial system	-30,000
Funding for new IT Security Analyst I position is partially offset by one-time staff augmentation funding in 2015-16 that does not recur	29,700
Funding added to support fiber connectivity associated with the RPD move from Lyell Avenue to South Clinton	15,000
Net increase in temporary salary cost for an on-call position to support succession planning	10,000
Funding added to support Blue Light camera maintenance	10,000
Funding added to support GIS software maintenance	7,500
Ongoing miscellaneous services associated with the Payroll/Personnel implementation	4,000

Telecom/ Data Network 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>2015-16</u>	<u>2016-17</u>	<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>
ENVIRONMENTAL SERVICES	131,800	113,400	POLICE	211,800	182,300
FIRE	67,000	57,600	EMERGENCY COMMUNICATIONS	14,300	12,300
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	93,800	80,600	INFORMATION TECHNOLOGY	35,000	30,100
CITY COUNCIL & CLERK	10,200	8,800	RECREATION & YOUTH SERVICES		
ADMINISTRATION			Commissioner	9,100	7,800
Mayor's Office	16,400	14,100	Recreation	28,600	24,600
Management & Budget	3,500	3,000	BEST	<u>10,800</u>	<u>9,300</u>
Human Resource Mgt.	17,700	15,200	Total	48,500	41,700
Communications	11,500	9,900	FINANCE		
Law	<u>9,700</u>	<u>8,300</u>	Director's Office	2,200	1,900
Total	58,800	50,500	Accounting	7,300	6,300
			Treasury	10,100	8,700
			Assessment	8,100	7,000
			Parking	12,200	10,500
			Purchasing	<u>4,100</u>	<u>3,500</u>
			Total	44,000	37,900
			Total Interfund	58,100	50,100
			Total Intrafund	<u>657,100</u>	<u>565,100</u>
			CITY TOTAL	715,200	615,200

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>2015-16</u>	<u>2016-17</u>
City Council/ Clerk's Office	2,200	1,400
Administration	36,800	24,100
Information Technology	13,800	9,100
Finance	38,900	25,400
Neighborhood & Business Development	22,200	14,500
Environmental Services	142,700	93,200
Police	65,500	42,800
Fire	25,300	16,500
Recreation & Youth Services	<u>35,200</u>	<u>23,000</u>
Total	382,600	250,000
Total Interfund	63,400	41,400
Total Intrafund	<u>319,200</u>	<u>208,600</u>
Total	382,600	250,000

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

	<u>Actual</u> 2014-15	<u>Estimated</u> 2015-16	<u>Amended</u> 2015-16	<u>Approved</u> 2016-17
Appropriation by Major Object				
Personnel Expenses	3,908,550	4,357,200	4,431,600	4,529,600
Materials & Supplies	27,326	32,000	41,800	42,000
Services	3,274,488	4,488,500	4,423,200	4,459,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,210,364	8,877,700	8,896,600	9,031,500
Interfund Credit*	-136,052	-121,500	-121,500	-91,500
Intrafund Credit*	<u>-974,879</u>	<u>-976,300</u>	<u>-976,300</u>	<u>-773,700</u>
Total	6,099,433	7,779,900	7,798,800	8,166,300
Appropriation by Activity				
Administration	282,756	465,800	472,000	1,173,700
Relationship Management	1,194,741	2,492,100	2,493,400	2,327,600
Application Services	1,391,817	1,413,400	1,433,100	1,479,600
Technical Infrastructure	2,797,558	2,870,400	2,877,200	2,601,600
Enterprise Process and Systems	1,029,349	1,220,400	1,194,600	1,015,000
Information Services	<u>514,143</u>	<u>415,600</u>	<u>426,300</u>	<u>434,000</u>
Total	7,210,364	8,877,700	8,896,600	9,031,500
Interfund Credit*	-136,052	-121,500	-121,500	-91,500
Intrafund Credit*	<u>-974,879</u>	<u>-976,300</u>	<u>-976,300</u>	<u>-773,700</u>
Total	6,099,433	7,779,900	7,798,800	8,166,300
Employee Years by Activity				
Administration	2.0	3.7	3.6	5.0
Relationship Management	3.0	3.0	3.0	3.0
Application Services	12.5	12.3	12.2	13.3
Technical Infrastructure	17.3	17.3	16.0	16.1
Enterprise Process and Systems	15.0	15.0	15.0	13.0
Information Services	<u>5.0</u>	<u>5.2</u>	<u>5.0</u>	<u>4.8</u>
Total	54.8	56.5	54.8	55.2

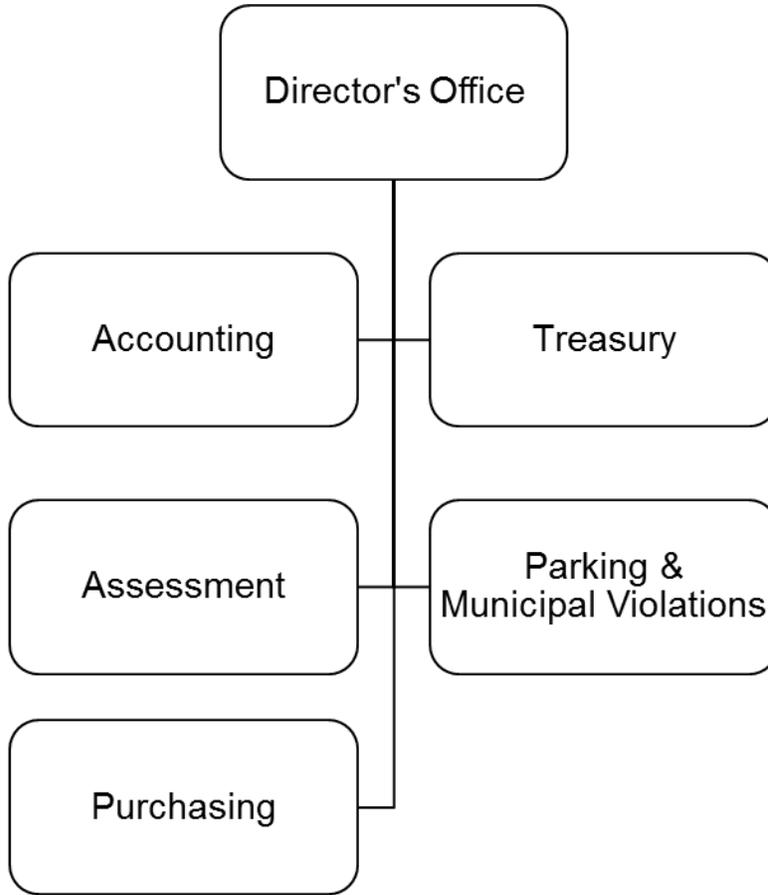
*Reflects chargebacks for telephone/network service and office printers

INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Enterprise Process and Systems	Information Services
Br.	Title	Budget 2015-16	Approved 2016-17						
36	Chief Information Officer	1	1	1					
31	Application Services Manager	1	1			1			
31	Business Process Services Manager	1	2	1				1	
31	IT Relationship Manager	3	3		3				
31	Technical Infrastructure Services Manager	1	1				1		
31	Information Services Manager	1	1						1
30	Systems Engineer IV	1	0						
29	IT Security Analyst III	1	1	1					
29	Business Analyst III	1	0						
29	GIS Coordinator	1	1						1
29	Systems Engineer III	3	2				2		
29	Information Services Analyst III	0	1						1
27	Application Services Analyst II	2	2			1		1	
27	Systems Engineer II	1	3				3		
27	Business Analyst II	1	0						
25	Application Services Analyst I	7	6			2	1	3	
25	Business Analyst I	2	4					4	
25	Information Services Analyst I	2	1						1
25	IT Transitions Analyst	3	4			4			
25	Systems Engineer I	2	2				2		
25	IT Security Analyst I	0	1	1					
25	GIS Engineer I	0	1						1
24	Records Management Coordinator	1	1			1			
23	Systems Engineer	1	2				2		
23	Business Analyst	4	4					4	
23	Client Support Analyst	4	4				4		
23	GIS Developer	1	0						
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	55.0	4.0	3.0	12.0	17.0	14.0	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	2.3	1.0	0.0	1.3	0.0	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>2.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.9</u>	<u>1.0</u>	<u>0.2</u>
Total		54.8	55.2	5.0	3.0	13.3	16.1	13.0	4.8

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

Highlights for FY16-17 include the completion of the multi-year implementation of a new payroll system for all City employees providing significant automated improvements over the current 30 year old system. This is a joint project of the Department of Finance with the Departments of Human Resource Management and Information Technology.

New software will be implemented to automate production of the City's Comprehensive Annual Financial Report (CAFR).

Implementation of Tyler cashiering will be completed in the second quarter of the fiscal year. The City tax bill will be redesigned to enable automated paper lockbox processing.

A review of all properties owned by non-profit organizations will be conducted to assure compliance with New York State guidelines and requirements with respect to their tax-exempt status. The review is expected to be completed by the third quarter of the fiscal year.

Implementation of best value purchasing and electronic bidding for City vendors is anticipated to start in the first quarter and second quarter respectively.

Municipal parking garage internal accounting and administrative control will continue to be enhanced as the new Parking Access Revenue Control System software is implemented in more garages. Installation is planned for Sister Cities Garage and Court Street Garage. The 2016-17 budget reflects the anticipated sale of Midtown Garage by the end of the first quarter.

2016-17 Strategic Goals & Objectives

Bureau	Highlights	Priorities Supported	Projected Completion
Accounting	Implement automated CAFR software	Innovation and Efficiency	Second Quarter
Accounting	Upgrade to an automated Payroll system	Innovation and Efficiency	Third Quarter
Treasury	Upgrade to a new Tyler Cashiering system	Innovation and Efficiency	Second Quarter
Treasury	Redesign City Tax Bill for automated paper lockbox processing	Innovation and Efficiency	Third Quarter
Assessment	Review of all properties owned by non-profit organizations receiving a tax abatement for religious, charitable or educational uses to ensure compliance with NYS guidelines and requirements	Innovation and Efficiency	Third Quarter
Parking & Municipal Violations	Continue installation and implementation of the new Parking Access Revenue Control system software for Sister Cities Garage and Court Street Garage	Innovation and Efficiency	Fourth Quarter

Bureau	Highlights	Priorities Supported	Projected Completion
Purchasing	Start to use best value as a basis for awarding public bid contracts	Innovation and Efficiency	First Quarter
Purchasing	Implement the process for bidders to submit bids electronically	Innovation and Efficiency	Second Quarter

Year-To-Year Comparison

Bureau	Budget 2015-16	Budget 2016-17	Change	Percent Change
Director's Office	566,600	571,500	4,900	0.9%
Accounting	1,197,800	1,259,800	62,000	5.2%
Treasury	1,812,600	1,766,900	-45,700	-2.5%
Assessment	1,169,400	951,800	-217,600	-18.6%
Parking & Municipal Violations	7,494,900	7,065,800	-429,100	-5.7%
Purchasing	<u>1,057,400</u>	<u>1,081,700</u>	<u>24,300</u>	2.3%
Total	13,298,700	12,697,500	-601,200	-4.5%
Interfund Credit*	-320,400	-224,100	96,300	-30.1%
Intrafund Credit*	<u>-404,700</u>	<u>-518,400</u>	<u>-113,700</u>	28.1%
Total	12,573,600	11,955,000	-618,600	-4.9%
Employee Years	110.5	109.8	-0.7	-0.6%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
94,600	61,700	-58,100	0	-500	-716,300	-618,600

Major Change Highlights

Miscellaneous services are reduced due to anticipated sale of Midtown Garage	-493,900
2016 Revaluation expenses do not recur	-211,700
Reductions in supplies and services reflect actual need	-195,400
Rent & utilities increase for temporary relocation of Parking Violations Bureau due to facility renovation	177,000
Increased funding for licensing fees for new accounting software	24,000
Increase in duplicating costs due to a 2015-16 midyear upgrade of black & white and color printers	17,100
Meter enforcement overtime decreases to reflect actual need	-15,500

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	5,896,072	6,234,300	6,305,400	6,364,900
Materials & Supplies	215,353	200,900	219,300	219,300
Services	6,127,391	6,386,400	6,774,000	6,113,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12,238,816	12,821,600	13,298,700	12,697,500
Interfund Credit*	-192,911	-320,400	-320,400	-224,100
Intrafund Credit*	<u>-510,876</u>	<u>-404,700</u>	<u>-404,700</u>	<u>-518,400</u>
Total	11,535,029	12,096,500	12,573,600	11,955,000
Appropriation by Activity				
Director's Office	414,690	521,900	566,600	571,500
Accounting	1,122,043	1,187,900	1,197,800	1,259,800
Treasury	1,686,957	1,796,500	1,812,600	1,766,900
Assessment	888,536	991,800	1,169,400	951,800
Parking & Municipal Violations	7,155,514	7,296,000	7,494,900	7,065,800
Purchasing	<u>971,076</u>	<u>1,027,500</u>	<u>1,057,400</u>	<u>1,081,700</u>
Total	12,238,816	12,821,600	13,298,700	12,697,500
Interfund Credit*	-192,911	-320,400	-320,400	-224,100
Intrafund Credit*	<u>-510,876</u>	<u>-404,700</u>	<u>-404,700</u>	<u>-518,400</u>
Total	11,535,029	12,096,500	12,573,600	11,955,000
Employee Years by Activity				
Director's Office	3.0	4.0	4.0	4.0
Accounting	18.3	18.0	18.3	18.2
Treasury	20.6	20.9	20.6	20.5
Assessment	13.1	13.5	13.4	13.4
Parking & Municipal Violations	39.7	41.3	42.1	41.7
Purchasing	<u>12.0</u>	<u>12.0</u>	<u>12.1</u>	<u>12.0</u>
Total	106.7	109.7	110.5	109.8

*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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
City BAN and Bond Refunding; RJSCB BAN	Innovation and Efficiency	First Quarter
City BAN	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
FINANCIAL/COST				
Total Entity General Obligation Debt (\$000)	373,630	374,920	370,315	377,165
Bond and Notes Sale	2	2	2	4
Sales Value (\$000)	83,495	125,895	171,290	218,170

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	566,600	571,500	4,900
Employee Years	4.0	4.0	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>
9,400	0	-100	0	100	-4,500	4,900

Major Change

Miscellaneous reductions due to budget constraints	-4,500
--	--------

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	309,811	330,400	326,200	335,700
Materials & Supplies	581	1,500	1,500	1,400
Services	104,298	190,000	238,900	234,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	414,690	521,900	566,600	571,500
Appropriation by Activity				
Director's Office	414,690	521,900	566,600	571,500
Employee Years by Activity				
Director's Office	3.0	4.0	4.0	4.0

DEPARTMENT OF FINANCE
 DIRECTOR'S OFFICE
 PERSONNEL SUMMARY

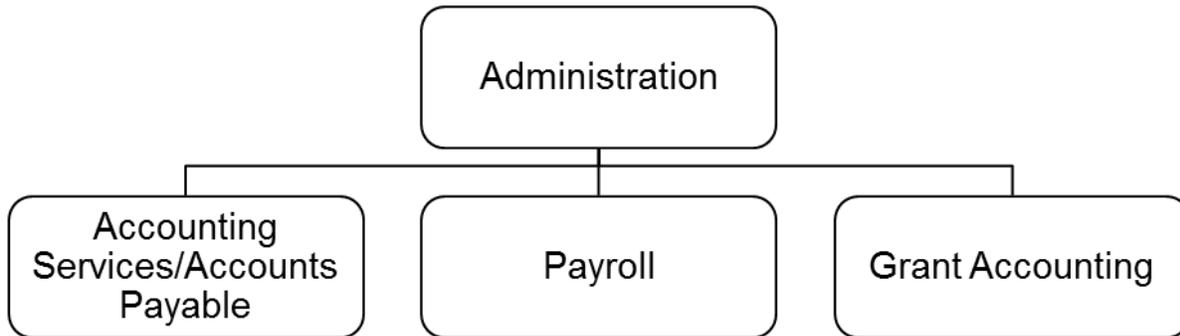
FULL TIME POSITIONS			
Br.	Title	Budget 2015-16	Approved 2016-17
36	Director of Finance	1	1
25	Business Analyst I	1	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
EMPLOYEE YEARS			
	Full	4.0	4.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	4.0	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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement automated CAFR software	Innovation and Efficiency	Second Quarter
Prepare Comprehensive Annual Financial Report	Innovation and Efficiency	Second Quarter
Upgrade to an automated Payroll system	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
CUSTOMER PERSPECTIVE				
Weekly invoices processed	1,400	1,175	1,400	1,125
Federal and New York State grants processed	188	210	180	175
Housing loans	131	126	129	124

DEPARTMENT OF FINANCE
ACCOUNTING

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
Business Development loans/leases	83	84	86	89

FINANCIAL/COST

In lieu of tax agreements billed	163	170	160	182
----------------------------------	-----	-----	-----	-----

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,197,800	1,259,800	62,000
Employee Years	18.3	18.2	-0.1

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>	
32,200	100	-3,900	0	2,100	31,500	62,000

Major Change

Increased funding for licensing fees for new accounting software	24,000
Increase in professional fees for a full year Other Post-Employment Benefits (OPEB) actuarial analysis in 2016-17	12,900
Reduction in temporary wages partially offset by an increase in overtime results in savings	-3,000
Reduction in travel due to budget constraints	-2,400

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,056,916	1,146,600	1,149,000	1,180,300
Materials & Supplies	2,199	1,900	1,900	1,900
Services	62,928	39,400	46,900	77,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,122,043	1,187,900	1,197,800	1,259,800
Appropriation by Activity				
Administration	251,536	237,900	242,900	289,600
Accounting Services/Accounts Payable	284,961	314,800	318,900	334,800
Payroll	354,731	321,300	324,000	315,400
Grant Accounting	<u>230,815</u>	<u>313,900</u>	<u>312,000</u>	<u>320,000</u>
Total	1,122,043	1,187,900	1,197,800	1,259,800
Employee Years by Activity				
Administration	2.0	2.0	2.0	2.0
Accounting Services/Accounts Payable	6.1	6.0	6.1	6.1
Payroll	5.5	5.0	5.2	5.1
Grant Accounting	<u>4.7</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
Total	18.3	18.0	18.3	18.2

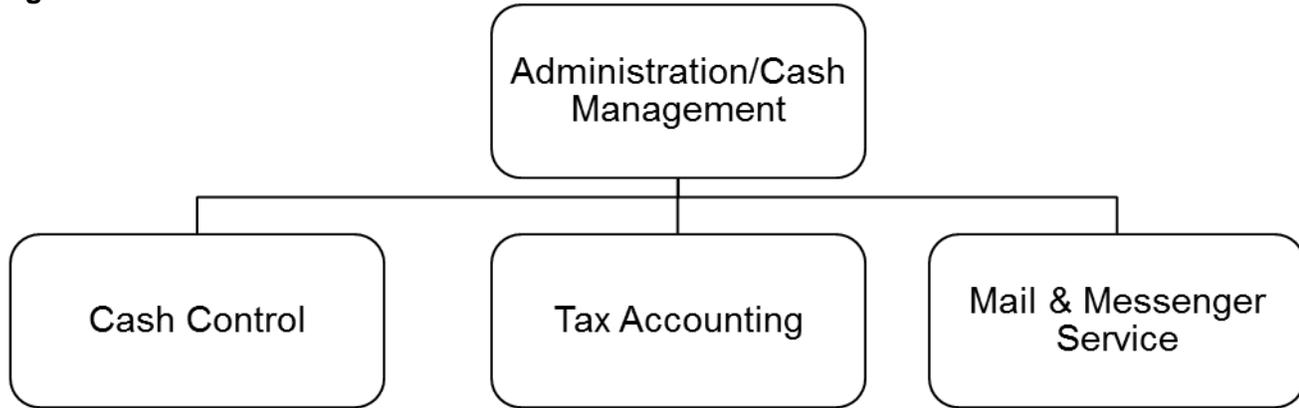
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Accounting Services/ Accounts Payable	Payroll	Grant Accounting
Br.	Title	Budget 2015-16	Approved 2016-17				
33	Deputy Director, Finance	1	1	1			
30	Assistant Director, Accounting	0	1	1			
28	Assistant Director, Accounting	1	0				
27	Payroll Systems Supervisor	1	1			1	
26	Assistant Payroll System Supervisor	0	1			1	
26	Principal Finance Officer	1	1				1
24	Associate Accountant	3	3		1		2
20	Senior Accountant	3	3		2	1	
18	Payroll Auditor	1	1			1	
17	Accountant	5	4		1	1	2
15	Principal Account Clerk	1	1		1		
9	Clerk II with Typing	1	1		1		
EMPLOYEE YEARS							
	Full Time	18.0	18.0	2.0	6.0	5.0	5.0
	Overtime	0.1	0.2	0.0	0.1	0.1	0.0
	Part Time, Temporary, Seasonal	0.2	0.0	0.0	0.0	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	18.3	18.2	2.0	6.1	5.1	5.0

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Skilled, highly motivated, cross-trained employees manage specialized receivable, disbursement, and investment systems
- 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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Upgrade to a new Tyler Cashiering system	Innovation and Efficiency	Second Quarter
Replace 40 year old obsolete equipment with new digital equipment in Mail Center	Innovation and Efficiency	Second Quarter
Redesign tax bill to accommodate automated paper lock box processing	Innovation and Efficiency	Third Quarter

DEPARTMENT OF FINANCE
TREASURY

5-13

Continue implementation of Enterprise Electronic Payment System	Innovation and Efficiency		Fourth Quarter		
Key Performance Indicators					
	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	
INTERNAL OPERATIONS					
Foreclosure notices mailed	1,109	1,619	3,000	3,200	
CUSTOMER PERSPECTIVE					
Tax accounts	62,542	62,351	62,500	62,600	
Tax information calls	29,696	32,664	30,000	33,000	
FINANCIAL/COSTS					
Delinquent tax accounts	10,094	10,296	9,000	10,300	
Percent of adjusted property tax balances collected – Current (%)	93.06	93.00	93.00	93.00	
Percent of adjusted property tax balances collected – Delinquent (%)	49.12	45.00	55.00	55.00	
Liens sold	2,041	2,500	2,500	2,500	
City initiated foreclosures	488	400	400	450	
Properties redeemed before foreclosure	316	687	1,250	1,600	
Average daily cash ledger balance (\$000)	351,700	317,600	386,900	323,900	
Average daily invested cash bank balance (\$000)	314,500	280,000	343,100	285,600	
Average investment rate (%)	.09	.08	.08	.09	
Year-To-Year Comparison					
	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>		
Budget	1,812,600	1,766,900	-45,700		
Employee Years	20.6	20.5	-0.1		
Change Detail					
Salary & Wage	General		Vacancy		
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>
-32,100	600	-5,100	0	-3,400	-5,700
Major Change					
Reduction in professional fees based on current contractual needs results in savings					-9,100
Increase in printing costs due to an increase in foreclosures					3,400

DEPARTMENT OF FINANCE
TREASURY

Postage Chargebacks

<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>
CITY COUNCIL & CLERK	15,500	15,600	ENVIRONMENTAL SERVICES	102,300	131,000
ADMINISTRATION			EMERGENCY COMMUNICATIONS	3,800	4,400
Mayor's Office	4,000	7,400	POLICE	35,800	39,100
Management & Budget	0	100	FIRE	1,100	1,200
Human Resource Management	9,500	10,500	LIBRARY	900	0
Communications	3,100	3,200			
Law	<u>4,200</u>	<u>5,300</u>	RECREATION & YOUTH SERVICES		
Total	20,800	26,500	Commissioner	0	300
			Recreation	3,400	4,300
INFORMATION TECHNOLOGY	100	100	BEST	<u>2,300</u>	<u>2,300</u>
FINANCE			Total	5,700	6,900
Director's Office	200	200	Total Interfund	145,100	174,400
Accounting	3,000	3,000	Total Intrafund	<u>273,600</u>	<u>242,800</u>
Treasury	43,400	44,000	CITY TOTAL	418,700	417,200
Assessment	85,300	30,000			
Parking & Municipal Violations	45,100	48,000			
Purchasing	<u>6,300</u>	<u>7,000</u>			
Total	183,300	132,200			
NEIGHBORHOOD & ECONOMIC DEVELOPMENT	49,400	60,200			

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,145,847	1,186,200	1,186,200	1,150,700
Materials & Supplies	28,637	34,900	34,900	35,100
Services	512,473	575,400	591,500	581,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,686,957	1,796,500	1,812,600	1,766,900
Interfund Credit*	-173,856	-273,600	-273,600	-174,400
Intrafund Credit*	<u>-258,186</u>	<u>-145,100</u>	<u>-145,100</u>	<u>-242,800</u>
Total	1,254,915	1,377,800	1,393,900	1,349,700
Appropriation by Activity				
Administration/Cash Management	629,824	649,700	670,700	699,200
Cash Control	221,256	222,500	220,000	210,400
Tax Accounting	359,231	396,300	394,200	327,600
Mail and Messenger Service	<u>476,646</u>	<u>528,000</u>	<u>527,700</u>	<u>529,700</u>
Total	1,686,957	1,796,500	1,812,600	1,766,900
Interfund Credit*	-173,856	-273,600	-273,600	-174,400
Intrafund Credit*	<u>-258,186</u>	<u>-145,100</u>	<u>-145,100</u>	<u>-242,800</u>
Total	1,254,915	1,377,800	1,393,900	1,349,700
Employee Years by Activity				
Administration/Cash Management	6.0	7.0	6.0	7.0
Cash Control	4.2	4.4	4.2	4.2
Tax Accounting	7.9	7.2	8.0	7.0
Mail and Messenger Service	<u>2.5</u>	<u>2.3</u>	<u>2.4</u>	<u>2.3</u>
Total	20.6	20.9	20.6	20.5

*Reflects chargeback for postage

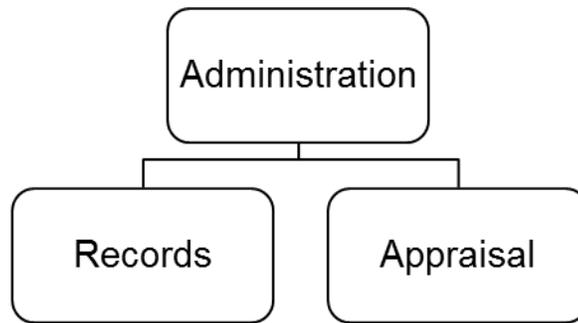
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2015-16	Approved 2016-17				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Associate Administrative Analyst	1	0				
26	Cash & Investment Manager	1	1	1			
24	Sr. Administrative Analyst	1	0				
23	Business Analyst	0	1	1			
20	Senior Accountant	1	2	2			
20	Executive Assistant	1	0				
18	Head Account Clerk	1	1			1	
18	Head Cashier	1	1		1		
16	Administrative Assistant	1	0				
15	Principal Account Clerk	0	1		1		
14	Junior Accountant	2	3	1		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	7.0	4.0	7.0	2.0
Overtime		0.2	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		0.4	0.3	0.0	0.0	0.0	0.3
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		20.6	20.5	7.0	4.2	7.0	2.3

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Review of all properties owned by non-profit organizations receiving a tax abatement for religious, charitable or educational uses to ensure compliance with NYS guidelines and requirements	Innovation and Efficiency	Third Quarter

DEPARTMENT OF FINANCE
ASSESSMENT

Key Performance Indicators

	<u>Actual</u> 2014-15	<u>Estimated</u> 2015-16	<u>Budget</u> 2015-16	<u>Budget</u> 2016-17
CUSTOMER PERSPECTIVE				
Reviews performed:				
• Exemptions (new and renewal)	11,871	11,900	11,500	11,900
• Inspection of building permits	2,503	2,500	2,300	2,500
• Non-profits & Other	3,414	1,850	1,250	3,850
• Owner reviews	548	3,700	4,800	1,000
• Notices and Letters	70,777	61,500	76,500	26,700

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,169,400	951,800	-217,600
Employee Years	13.4	13.4	0.0

Change Detail

Salary & Wage	General		Vacancy			<u>Total</u>
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
13,400	100	-17,900	0	-1,500	-211,700	-217,600

Major Change

2016 Revaluation expenses do not recur	-211,700
--	----------

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	821,088	869,000	852,400	865,400
Materials & Supplies	4,501	2,000	13,500	13,600
Services	62,947	120,800	303,500	72,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	888,536	991,800	1,169,400	951,800
Appropriation by Activity				
Administration	178,057	235,200	428,900	199,100
Records	200,653	234,700	200,400	222,600
Appraisal	<u>509,826</u>	<u>521,900</u>	<u>540,100</u>	<u>530,100</u>
Total	888,536	991,800	1,169,400	951,800
Employee Years by Activity				
Administration	1.0	1.0	1.0	1.0
Records	4.8	5.2	4.8	5.3
Appraisal	<u>7.3</u>	<u>7.3</u>	<u>7.6</u>	<u>7.1</u>
Total	13.1	13.5	13.4	13.4

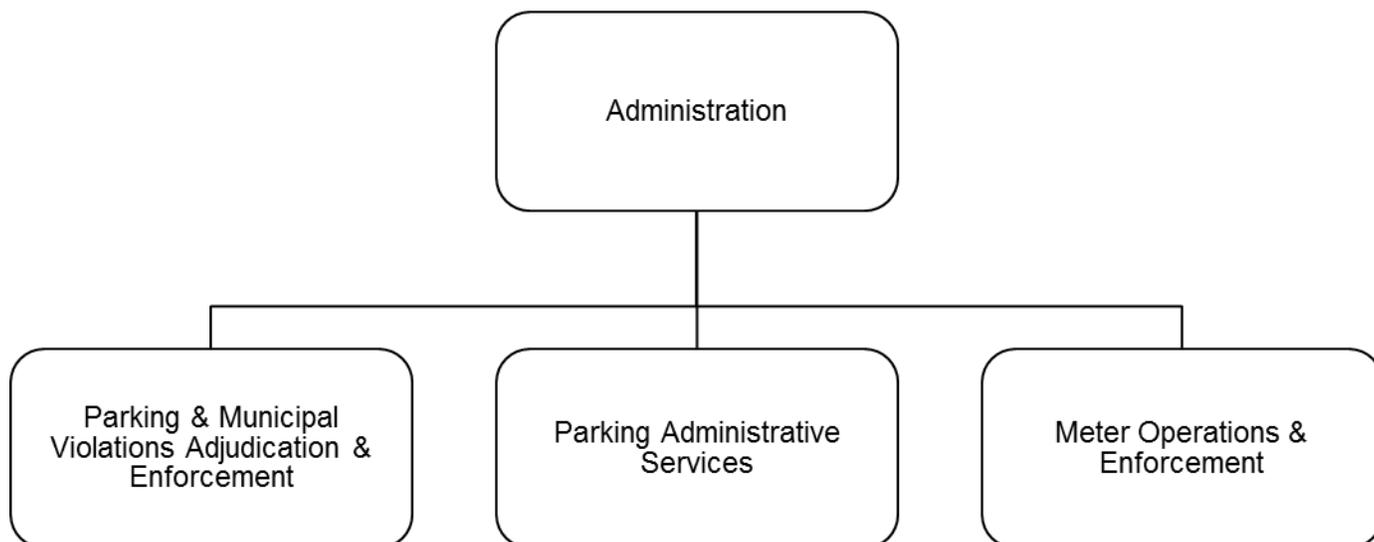
DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2015-16	Approved 2016-17			
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		0.7	0.4	0.0	0.3	0.1
Part Time, Temporary, Seasonal		0.7	1	0.0	1.0	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		13.4	13.4	1.0	5.3	7.1

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
- Coordinate booting program with third party vendor as part of the ticketing process

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue installation and implementation of the new Parking Access Revenue Control system software for Sister Cities Garage and Court Street Garage	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
CUSTOMER PERSPECTIVE				
Percent of booted vehicles that pay vs. being towed	86%	85%	85%	85%
FINANCIAL/COST				
Collection rate of Red Light Camera tickets (tickets paid as a % of new tickets issued)	95%	90%	90%	90%

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	7,494,900	7,065,800	-429,100
Employee Years	42.1	41.7	-0.4

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>
50,900	60,300	-12,500	0	0	-527,800	-429,100

Major Change

Miscellaneous services are reduced due to anticipated sale of Midtown Garage	-493,900
Reductions in supplies and services reflect actual need	-195,400
Rent & utilities increase for temporary relocation of Parking Violations Bureau due to facility renovation	177,000
Meter enforcement overtime decreases to reflect actual experience	-15,500

Program Change

Municipal parking garage internal accounting and administrative control will continue to be enhanced as the new Parking Access Revenue Control System software is implemented in more garages. Installation is planned for Sister Cities Garage and Court Street Garage. The 2016-17 budget reflects the anticipated sale of Midtown Garage by the end of the first quarter.

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,891,606	1,997,800	2,052,200	2,087,600
Materials & Supplies	100,076	83,800	96,700	96,200
Services	5,163,832	5,214,400	5,346,000	4,882,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,155,514	7,296,000	7,494,900	7,065,800
Appropriation by Activity				
Administration	226,055	360,500	375,200	373,900
Parking/Municipal Violations Adjud. & Enforcement	730,537	616,200	590,200	781,000
Parking Administrative Services	5,387,849	5,455,000	5,623,200	5,007,900
Meter Operations/Parking Enforcement	<u>811,073</u>	<u>864,300</u>	<u>906,300</u>	<u>903,000</u>
Total	7,155,514	7,296,000	7,494,900	7,065,800
Employee Years by Activity				
Administration	3.0	4.0	4.0	4.0
Parking/Municipal Violations Adjud. & Enforcement	11.5	11.1	10.6	10.6
Parking Administrative Services	11.3	11.0	11.5	11.5
Meter Operations/Parking Enforcement	<u>13.9</u>	<u>15.2</u>	<u>16.0</u>	<u>15.6</u>
Total	39.7	41.3	42.1	41.7

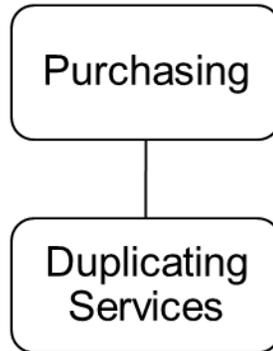
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2015-16	Approved 2016-17				
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	1	1			1	
16	Parking Enforcement Supervisor	0	2				2
15	Parking Enforcement Supervisor	2	0				
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	1	1		1		
11	Adjudication Assistant	1	1		1		
11	Secretary	1	1	1			
10	Parking Enforcement Officer	8	8				8
10	Parking Equipment Mechanic	1	1				1
9	Clerk II	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	0.5	0.0	0.1	0.2	0.2
	Part Time, Temporary, Seasonal	5.2	5.2	0.0	0.5	1.3	3.4
	Less: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0
	Total	42.1	41.7	4.0	10.6	11.5	15.6

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Oversees fair and open bidding process to ensure compliance and award to low bidder
- 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

DEPARTMENT OF FINANCE
PURCHASING

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Start to use best value as a basis for awarding public bid contracts	Innovation and Efficiency	First Quarter
Implement the process for bidders to submit bids electronically	Innovation and Efficiency	Second Quarter
Increase MWBE participation in City public works contracts	More Jobs	Ongoing
Reduce paper and mailing costs by increasing use of electronic distribution of bids to potential bidders	Innovation and Efficiency	Ongoing

DEPARTMENT OF FINANCE
PURCHASING

Key Performance Indicators

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
INTERNAL OPERATIONS				
Contracts awarded:				
• Construction (\$000)	64,262	42,500	46,500	44,900
• Construction M/WBE (\$000)	14,708	9,300	6,900	9,000
• Percent of MWBE to Total	22.9	21.9	14.8	20.0
• Number of Goods and Services contracts awarded	463	400	350	425
CUSTOMER PERSPECTIVE				
Service contracts without coverage gaps (%)	90	95	100	95
Number of public bids received electronically	N/A	N/A	N/A	10
FINANCIAL/COSTS				
Money recovered from sale of surplus property (\$)	352,584	180,000	250,000	250,000
LEARNING AND INNOVATION				
Ratio of specifications via internet versus U.S. mail (%)	52	50	55	55

N/A – Not Applicable

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,057,400	1,081,700	24,300
Employee Years	12.1	12.0	-0.1

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>	
20,800	600	-1,200	0	2,200	1,900	24,300

Major Change

Increase in duplicating costs due to a 2015-16 midyear upgrade of black & white and color printers	17,100
Reduction in temporary wages results in savings	-14,200
Reduction in overtime due to budget constraints	-1,000

DEPARTMENT OF FINANCE
PURCHASING

Duplicating Chargebacks

<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>
CITY COUNCIL & CLERK ADMINISTRATION	4,300	8,400	ENVIRONMENTAL SERVICES	67,700	51,000
Mayor's Office	45,500	67,100	EMERGENCY COMMUNICATIONS	1,900	3,000
Management & Budget	4,100	5,900	RPD	9,900	10,200
Human Resource Management	11,800	16,400	FIRE	20,300	15,500
Communications	7,500	13,300	RECREATION & YOUTH SERVICES		
Law	<u>400</u>	<u>800</u>	Commissioner	1,800	2,600
Total	69,300	103,500	Recreation	67,500	66,000
INFORMATION TECHNOLOGY	9,400	4,900	BEST	<u>8,300</u>	<u>11,300</u>
LIBRARY	200	200	Total	77,600	79,900
FINANCE			NEIGHBORHOOD & BUSINESS DEV.	38,400	40,200
Director's Office	600	800	Total Interfund	46,800	49,700
Accounting	800	300	Total Intrafund	<u>259,600</u>	<u>275,600</u>
Treasury	500	1,000	CITY TOTAL	306,400	325,300
Assessment	2,000	2,600			
Parking and Municipal Violations	800	1,000			
Purchasing	<u>2,700</u>	<u>2,800</u>			
Total	7,400	8,500			

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	670,804	704,300	739,400	745,200
Materials & Supplies	79,359	76,800	70,800	71,100
Services	220,913	246,400	247,200	265,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	971,076	1,027,500	1,057,400	1,081,700
Interfund Credit*	-19,055	-46,800	-46,800	-49,700
Intrafund Credit*	<u>-252,690</u>	<u>-259,600</u>	<u>-259,600</u>	<u>-275,600</u>
Total	699,331	721,100	751,000	756,400
Appropriation by Activity				
Purchasing	678,331	714,800	751,200	757,000
Duplicating Services	<u>292,745</u>	<u>312,700</u>	<u>306,200</u>	<u>324,700</u>
Total	971,076	1,027,500	1,057,400	1,081,700
Interfund Credit*	-19,055	-46,800	-46,800	-49,700
Intrafund Credit*	<u>-252,690</u>	<u>-259,600</u>	<u>-259,600</u>	<u>-275,600</u>
Total	699,331	721,100	751,000	756,400
Employee Years by Activity				
Purchasing	11.0	11.0	11.1	11.0
Duplicating Services	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total	12.0	12.0	12.1	12.0

*Reflects chargeback for duplicating

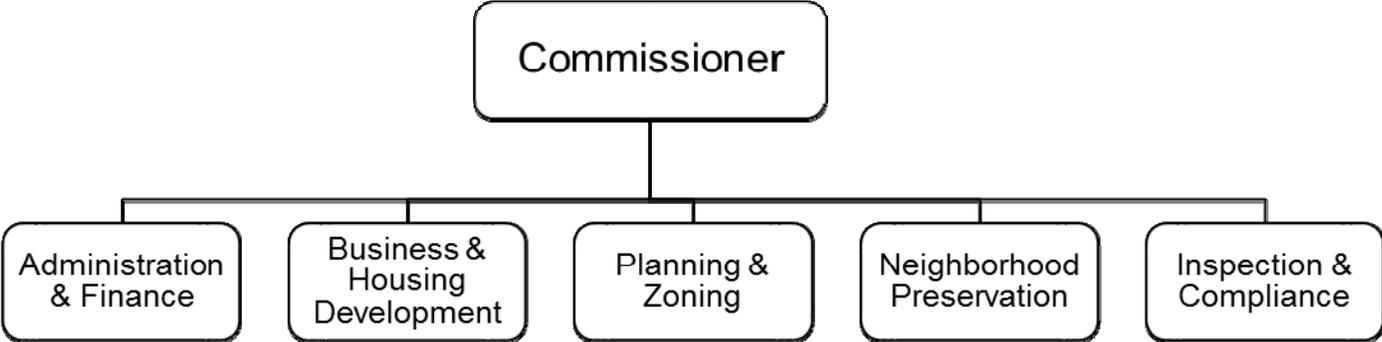
DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2015-16	Approved 2016-17		
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	1	2	2	
14	Purchasing Control Clerk	1	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
9	Clerk II with Typing	1	0		
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		1.0	0.9	0.9	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		12.1	12.0	11.0	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 2016-17 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Ensure Street Managers execute joint community and city plans to attract new businesses and encourage existing ones to stay or expand	Safer and More Vibrant Neighborhoods	First Quarter
Complete construction of Eastman Gardens and Wedgepoint	Safer and More Vibrant Neighborhoods	Second Quarter
Complete Monroe Avenue Parking Study	Safer and More Vibrant Neighborhoods	Second Quarter
Adopt Local Waterfront Revitalization Plan	More Jobs	Third Quarter
Initiate development of Inner Loop East	Safer and More Vibrant Neighborhoods	Third Quarter
Develop E Main Street Housing Project	Safer and More Vibrant Neighborhoods	Fourth Quarter
Engage community stakeholders and OISI to update quadrant plans	Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin implementation of MDCC to create jobs	More Jobs	Fourth Quarter
Increase access to capital and micro-lending resources for small businesses	More Jobs	Fourth Quarter
Initiate a Targeted Housing Rehabilitation Program for landlords and owner occupant homes in EMMA, Bulls Head and LaMarketa	Safer and More Vibrant Neighborhoods	Fourth Quarter
Update City's Comprehensive Plan	Safer and More Vibrant Neighborhoods	Ongoing
Reduce the number of lead poisoning cases for resident children	Safer and More Vibrant Neighborhoods	Ongoing
Initiate development of LaMarketa	Safer and More Vibrant Neighborhoods	Ongoing
Develop DePaul Housing Project (CONEA)	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	Budget <u>2015-16</u>	Budget <u>2016-17</u>	<u>Change</u>	Percent <u>Change</u>
Bureau	843,900	853,000	9,100	1.1%
Commissioner/Admin Finance	6,409,300	3,535,500	-2,873,800	-44.8%
Business & Housing Development	1,707,900	1,765,400	57,500	3.4%
Planning & Zoning	1,444,600	1,452,200	7,600	0.5%
Neighborhood Preservation	3,442,500	3,463,200	20,700	0.6%
Inspection & Compliance	<u>13,848,200</u>	<u>11,069,300</u>	<u>-2,778,900</u>	<u>-20.1%</u>
Total				
Employee Years	136	136.9	0.9	0.7%

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	Miscellaneous	<u>Major Change</u>	<u>Total</u>
19,300	2,000	-13,000	0	-2,000	-2,785,200	-2,778,900

Major Change Highlights

City facility management transfers to DES	-2,783,400
Productivity improvements result in savings	-48,900
Nuisance abatement activity funding is added	40,000
A part time Code Enforcement Officer for elevator program is added	32,200
Professional fees are reduced due to budget constraints	-15,400
Intern positions are added	12,000
Overtime is reduced due to budget constraints	-7,000

Program Change

City facility management transfers to DES

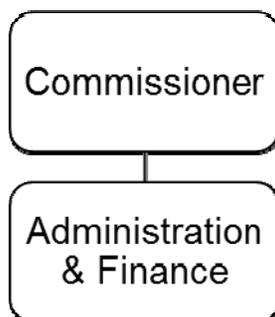
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	8,849,378	8,860,600	9,503,600	9,521,700
Materials & Supplies	47,505	58,700	69,800	50,400
Services	3,541,820	3,719,100	3,899,300	1,408,700
Other	<u>123,329</u>	<u>357,000</u>	<u>375,500</u>	<u>88,500</u>
Total	12,562,032	12,995,400	13,848,200	11,069,300
Appropriation by Activity				
Commissioner	720,318	806,200	843,900	853,000
Business & Housing Development	5,792,913	6,066,900	6,409,300	3,535,500
Planning & Zoning	1,520,113	1,515,000	1,707,900	1,765,400
Neighborhood Preservation	1,348,676	1,359,100	1,444,600	1,452,200
Inspection & Compliance	<u>3,180,012</u>	<u>3,248,200</u>	<u>3,442,500</u>	<u>3,463,200</u>
Total	12,562,032	12,995,400	13,848,200	11,069,300
Employee Years by Activity				
Commissioner	9.4	9.4	9.4	9.4
Business & Housing Development	39.2	38.7	39.7	39.1
Planning & Zoning	21.1	21.6	22.6	23.6
Neighborhood Preservation	19.1	17.1	17.1	17.1
Inspection & Compliance	<u>47.3</u>	<u>47.2</u>	<u>47.2</u>	<u>47.7</u>
Total	136.1	134.0	136.0	136.9
NBD Resource Allocation - Dollars				
NBD Allocation	12,562,032	12,995,400	13,848,200	11,069,300
Police Department NBD Allocation	<u>2,045,600</u>	<u>2,344,100</u>	<u>2,344,100</u>	<u>2,344,100</u>
Total NBD Allocation	14,607,632	15,339,500	16,192,300	13,413,400
NBD Resource Allocation - Employee Years				
NBD Allocation	136.1	134.0	136.0	136.9
Police Department NBD Allocation	<u>24.4</u>	<u>26.5</u>	<u>26.5</u>	<u>26.5</u>
Total NBD Allocation	160.5	160.5	162.5	163.4

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER

Key Performance Indicators

	<u>Actual</u> 2014-15	<u>Estimated</u> 2015-16	<u>Budget</u> 2015-16	<u>Budget</u> 2016-17
<u>ENHANCE NEIGHBORHOODS</u>				
General Billing Invoices (Rehab/Demo)				
Number issued	2,450	2,831	N/A	2,810
Amount billed	\$541,222	\$1,117,458	N/A	\$253,000
Percent collected	79%	37%	N/A	60%
Demolitions (BHD)	193	125	125	125
Homebuyer Assistance provided by the City	\$758,000	\$850,000	\$850,000	\$850,000
Rehabilitation Grants awarded (BHD) (millions)	\$6.3	\$6.1	\$5.1	\$6.1
Good Neighbor Agreements (BNP)	942	758	650	800

PROMOTE DEVELOPMENT

Grants/funding received – federal (millions)	\$11.3	\$14.7	\$12.1	\$13.0
Grants/funding received – all other sources	\$92,531	\$491,000	\$290,000	\$511,000
Leveraged private investment (commercial corridors) (millions)	\$268.3	\$148.7	N/A	\$150.0
Leveraged private investment (downtown) (millions)	\$18.5	\$15.2	N/A	\$125.0
Affordable housing units created (BHD)	126	170	159	175

N/A – Not Available

BHD – Business and Housing Development

BNP – Bureau of Neighborhood Preservation

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	843,900	853,000	9,100
Employee Years	9.4	9.4	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
8,500	0	-5,000	0	2,900	2,700	9,100

Major Changes

Training/travel funds are increased to meet demand	11,200
Productivity improvements result in savings	-8,500

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

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	592,099	621,400	637,400	645,900
Materials & Supplies	6,244	5,100	5,100	5,200
Services	121,975	179,700	201,400	201,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	720,318	806,200	843,900	853,000
Appropriation by Activity				
Commissioner	306,591	380,800	407,300	407,200
Administration & Finance	<u>413,727</u>	<u>425,400</u>	<u>436,600</u>	<u>445,800</u>
	720,318	806,200	843,900	853,000
Employee Years by Activity				
Commissioner	2.0	2.0	2.0	2.0
Administration & Finance	<u>7.4</u>	<u>7.4</u>	<u>7.4</u>	<u>7.4</u>
	9.4	9.4	9.4	9.4

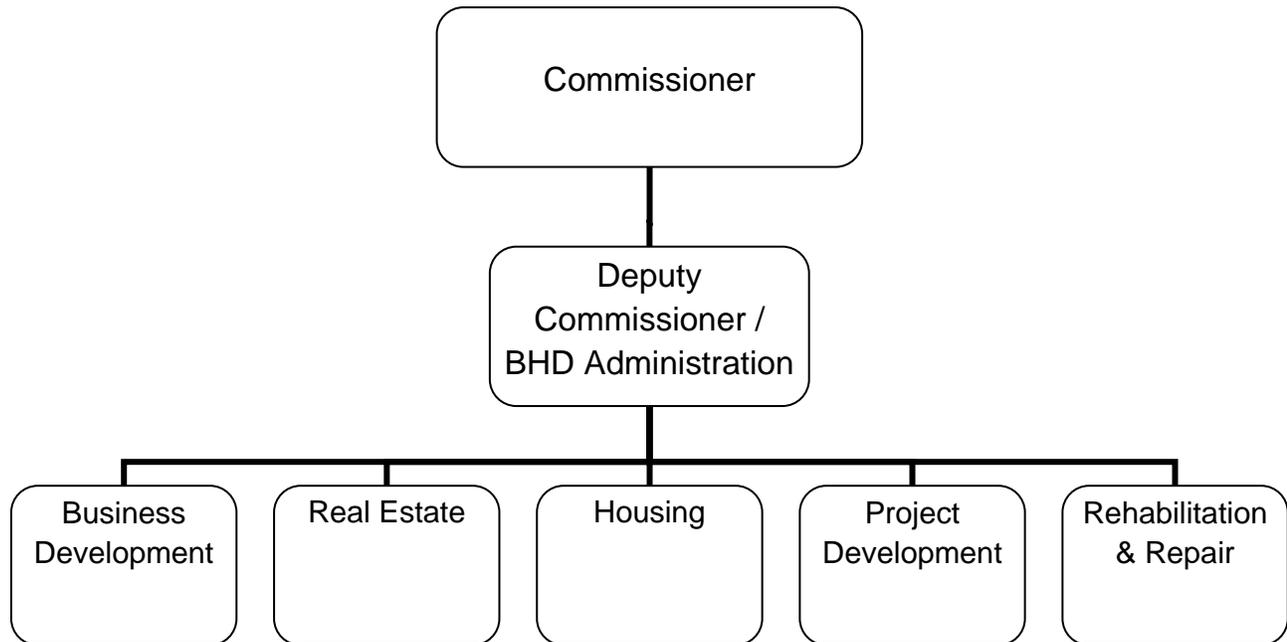
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Administration & Finance
Br.	Title	Budget 2015-16	Approved 2016-17		
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	2.0	2.0	1.0	1.0
12	Project Assistant	1.0	1.0		1.0
11	Clerk I	1.0	1.0		1.0
10	Senior Account Clerk	1.0	1.0		1.0
7	Clerk III/Typing	0.0	1.0		1.0
6	Receptionist/Typist	1.0	0.0		
EMPLOYEE YEARS					
	Full Time	8.8	8.8	2.0	6.8
	Overtime	0.1	0.1	0.0	0.1
	Part Time, Temporary, Seasonal	0.5	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	9.4	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.

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
<i>BUSINESS DEVELOPMENT:</i>		
Attract new businesses and generate growth in downtown businesses	More Jobs	Fourth Quarter
Support living wages for city residents	More Jobs	Fourth Quarter
Begin implementation of MDCC to create jobs	More Jobs	Fourth Quarter
Increase access to capital and micro-lending resources for small businesses	More Jobs	Fourth Quarter
Implement business corridor improvements	More Jobs	Ongoing
<i>HOUSING:</i>		
Complete construction of Eastman Gardens and Wedgepoint	Safer and More Vibrant Neighborhoods	Second Quarter
Improve quality of housing stock	Safer and More Vibrant Neighborhoods	Second Quarter
Increase owner occupancy/attract new residents	Safer and More Vibrant Neighborhoods	Fourth Quarter
Develop E Main Street Housing Project	Safer and More Vibrant Neighborhoods	Fourth Quarter
Develop DePaul Housing Project (CONEA)	Safer and More Vibrant Neighborhoods	Ongoing
<i>PROJECT DEVELOPMENT:</i>		
Begin redevelopment of Cox Building	Safer and More Vibrant Neighborhoods	Second Quarter
Initiate development of Inner Loop East	Safer and More Vibrant Neighborhoods	Third Quarter
Continue redevelopment of Port of Charlotte	Safer and More Vibrant Neighborhoods	Third Quarter
Begin redevelopment of Parcel #2 at Midtown Rising	Safer and More Vibrant Neighborhoods	Fourth Quarter
Facilitate development of LaMarketa	Safer and More Vibrant Neighborhoods	Ongoing
<i>REHABILITATION & REPAIR:</i>		
Initiate a commercial demolition program in targeted commercial corridors (EMMA, Beechwood, LaMarketa, Bulls Head)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Expand the Lead Hazard Control Program to include a Healthy Homes initiative	Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete a Healthy Homes Program in 14621 neighborhood	Safer and More Vibrant Neighborhoods	Fourth Quarter

Initiate a Targeted Housing Rehabilitation Program for landlords and owner occupant homes in EMMA, Bulls Head and LaMarketa Safer and More Vibrant Neighborhoods Fourth Quarter

Key Performance Indicators

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
<u>ENHANCE NEIGHBORHOODS</u>				
Demolitions	193	125	125	125
Rehabilitation Grants awarded (millions)	\$6.3	\$6.1	\$5.1	\$6.1
Owner occupied housing units created	9	9	13	9
City-assisted sales to owner occupants	196	245	245	245
Foreclosures prevented	244	191	211	132
Affordable housing units created	126	170	159	175
Market rate housing units created	370	155	100	105
Mixed-use projects	50	11	12	13
Total public/private housing investment (millions)	\$242.5	\$195.3	\$50.6	\$114.1
Total commercial/retail investment (millions)	\$268.6	\$75.0	\$75.0	\$75.0
<u>FACILITATE BUSINESS GROWTH</u>				
Total retention assistance (millions)	\$206.1	\$16.0	\$10.0	\$15.0
Jobs retained	11,618	1,500	1,500	1,700
Actual jobs created (Business Development, REDCO, Empire Zone)	884	900	900	850
Average income of jobs created	\$30,522	\$30,000	\$30,000	\$30,000
Total growth assistance (millions)	\$79.0	\$95.0	\$110.0	\$95.0
Businesses relocating into city	11	4	10	10
All grants/loans provided	432	341	N/A	400
Minority and Women Owned Business Enterprise (MWBE)/Disadvantaged Small Business Enterprise (MWDSBE)				
New MWBE businesses	16	10	15	15
Total MWBE assistance (millions)	\$11.5	\$6.0	\$1.5	\$2.0
Minority workforce %	N/A	37.84%	20%	20%
Women workforce %	N/A	8.22%	6.9%	6.9%
MWDSBE assistance	\$137,025	\$3,405,149	\$6,000,000	\$2,000,000
Workforce Residency				
Workforce city residents (all projects)	14%	21.85%	25%	25%
Workforce city residents (people count)	N/A	481	N/A	453

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
<u>PROMOTE DEVELOPMENT</u>				
Tax foreclosures	11	205	160	300
Property rental revenue	\$152,591	\$140,000	\$140,000	\$170,000
Properties sold thru auction/RFP	178	122	122	112
Property sales revenue	\$2,620,679	\$2,300,000	\$250,000	\$1,730,000

N/A – Not Available

Year-To-Year

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	6,409,300	3,535,500	-2,873,800
Employee Years	39.7	39.1	-0.6

Change Detail

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
-4,700	0	1,900	0	0	-2,871,000	-2,873,800	

Major Changes

City facility management transfers to DES	-2,783,400
A position transfers to Planning and Zoning	-76,300
A part time Project Assistant is eliminated due to budget constraints	-25,200
On-call position is added for succession planning, partially offset by wage adjustments	12,700
Intern positions are added	12,000
Productivity improvements result in savings	-10,800

Program Change

City facility management transfers to DES

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

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	2,815,124	2,823,700	3,038,200	2,931,700
Materials & Supplies	4,096	8,900	10,400	7,400
Services	2,850,364	2,877,300	2,985,200	507,900
Other	<u>123,329</u>	<u>357,000</u>	<u>375,500</u>	<u>88,500</u>
Total	5,792,913	6,066,900	6,409,300	3,535,500
Appropriation by Activity				
Administration	629,684	740,800	748,400	838,400
Business Development	570,009	455,500	504,700	507,400
Real Estate	635,779	732,200	803,900	822,900
Housing	624,797	551,300	606,100	477,700
Project Development	815,899	892,500	962,800	324,600
Rehabilitation & Repair	0	0	0	564,500
Rochester Riverside Convention Center	1,434,000	1,427,200	1,427,200	0
Blue Cross Arena at the Rochester War Memorial	889,134	974,300	1,003,500	0
High Falls	111,841	68,100	127,700	0
Soccer Stadium	<u>81,770</u>	<u>225,000</u>	<u>225,000</u>	<u>0</u>
	5,792,913	6,066,900	6,409,300	3,535,500
Employee Years by Activity				
Administration	2.5	4.0	4.0	7.0
Business Development	8.0	5.0	6.0	6.0
Real Estate	7.6	8.6	8.6	8.6
Housing	9.0	8.0	8.0	6.3
Project Development	12.1	13.1	13.1	4.1
Rehabilitation & Repair	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>7.1</u>
	39.2	38.7	39.7	39.1

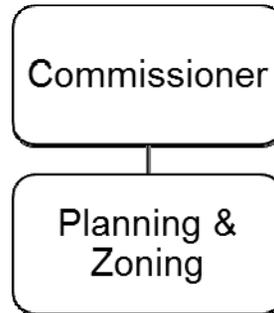
**DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT
PERSONNEL SUMMARY**

FULL TIME POSITIONS			Administration	Business Development	Real Estate	Housing	Project Development	Rehab/Repair	
Br.	Title	Budget 2015-16							Approved 2016-17
34	Deputy Commissioner	1	1	1					
30	Director of Real Estate	1	1		1				
30	Director of Strategic Business Development	0	1		1				
30	Manager of Downtown Development	1	1				1		
30	Manager of Housing	1	1			1			
30	Manager of Small Market Development	1	0						
29	Principal Staff Assistant	1	0						
28	Assistant Director of Real Estate	1	1		1				
27	Manager of Contract Services	0	1					1	
26	Associate Administrative Analyst	1	2			1	1		
26	Associate Community Housing Planner	2	2		1			1	
26	Credit Manager	1	1	1					
26	Economic Development Project Manager	1	2		2				
26	Sr. Marketing Specialist	1	0						
26	Sr. Marketing Specialist Bilingual	1	1		1				
24	Sr. Community Housing Planner	7	5			4	1		
24	Sr. Economic Development Specialist	3	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			
12	Project Assistant	2	2			2			
11	Secretary	1	1	1					
9	Clerk II with Typing	1	1	1					
7	Clerk III with Typing	1	1			1			
7	Clerk III 55a	0	1	1					
7	Clerk III	1	0						
EMPLOYEE YEARS									
	Full Time	39.0	38.0	7.0	6.0	8.0	6.0	4.0	7.0
	Overtime	0.2	0.3	0.0	0.0	0.1	0.0	0.1	0.1
	Part Time, Temporary, Seasonal	0.5	0.8	0.0	0.0	0.5	0.3	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	39.7	39.1	7.0	6.0	8.6	6.3	4.1	7.1

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Update list of designated buildings of historic value	Safer and More Vibrant Neighborhoods	Second Quarter
Complete Monroe Avenue Parking study	Safer and More Vibrant Neighborhoods	Second Quarter
Adopt Local Waterfront Revitalization Plan	More Jobs	Third Quarter
Engage with community stakeholders and OISI to update quadrant plans	Safer and More Vibrant Neighborhoods	Fourth Quarter
Update City's Comprehensive Plan	Safer and More Vibrant Neighborhoods	Ongoing

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
PLANNING & ZONING

Objective	Priorities Supported	Projected Completion
Increase planning focus for development of City of Rochester revitalization	More Jobs	Ongoing

Key Performance Indicators

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
<u>PROMOTE DEVELOPMENT</u>				
Permits issued	7,581	7,500	6,400	7,600
Permit fees collected	\$2,172,456	\$2,600,000	\$2,400,000	\$2,600,000
Certificates of Zoning Compliance	1,425	1,900	1,650	1,800
Planning Commission cases	112	100	125	110
Zoning Board of Appeals cases	117	105	125	110
Preservation Board cases	196	100	100	105
Site Plan Review cases	41	46	N/A	60
% Board & Commission vacancies (Avg)	4%	2%	2%	2%
Comprehensive Neighborhood Planning (% of plans complete)	N/A	N/A	N/A	50%

N/A – Not Available

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,707,900	1,765,400	57,500
Employee Years	22.6	23.6	1.0

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>
1,600	100	-3,900	0	0	59,700	57,500

Major Change

A position transfers from Business and Housing Development	76,300
Productivity improvements result in savings	-11,200
Professional fees are reduced due to budget constraints	-5,400

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 PLANNING & ZONING
 EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,403,434	1,372,000	1,555,600	1,633,500
Materials & Supplies	4,064	8,900	9,800	6,800
Services	112,615	134,100	142,500	125,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,520,113	1,515,000	1,707,900	1,765,400
Appropriation by Activity				
	1,520,113	1,515,000	1,707,900	1,765,400
Employee Years by Activity				
	21.1	21.6	22.6	23.6

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 PLANNING & ZONING
 PERSONNEL SUMMARY

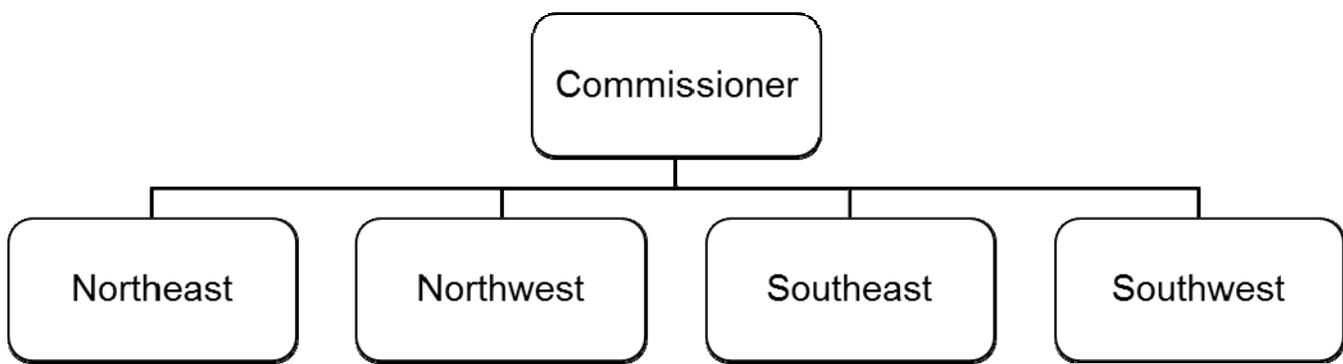
FULL TIME POSITIONS			
Br.	Title	Budget 2015-16	Approved 2016-17
33	Director of Planning and Zoning	1	1
29	Principal Staff Assistant	0	1
28	Permit Office Manager	1	1
27	Senior Architect	1	1
26	Associate City Planner	2	1
24	Preservation Planner	1	1
24	Senior City Planner	4	5
24	Senior City Planner/Urban Design Spec	1	1
24	Plans Examiner	1	1
21	Assistant Plans Examiner	1	1
20	GIS Analyst/City Planner	1	1
20	City Planner	2	2
16	Administrative Assistant	1	1
9	Clerk II with Typing	1	1
9	Clerk II	2	2
9	Clerk II Bilingual	1	1
7	Clerk III	1	1
EMPLOYEE YEARS			
	Full Time	22.0	23.0
	Overtime	0.1	0.1
	Part Time, Temporary, Seasonal	0.5	0.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	22.6	23.6

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Ensure Street Managers execute joint community and city plans to attract new businesses and encourage existing ones to stay or expand	Safer and More Vibrant Neighborhoods	First Quarter
Establish leadership training and succession planning course series for PLEX neighborhood (Southwest)	Safer and More Vibrant Neighborhoods	First Quarter
Complete Upper Falls Gateway Project (Northeast)	Safer and More Vibrant Neighborhoods	Second Quarter
Ensure completion of E. Main Street Development Project (EMMA/Beechwood) (Southeast)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Ensure effective communication between Charlotte Neighborhood Association and City for Port of Charlotte development project (Northwest)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Decrease number of businesses entering 3-15/Nuisance process	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,444,600	1,452,200	7,600
Employee Years	17.1	17.1	0.0

Change Detail

Salary & Wage	General		Vacancy		Miscellaneous	Major Change	Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>				
-17,000	1,900	-4,000	0	1,000	25,700	7,600	

Major Changes

Funding for nuisance abatement activities is added	40,000
Refreshment funding is eliminated due to budget constraints	-8,400
Productivity improvements result in savings	-3,900
Overtime is reduced due to budget constraints	-2,000

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION

6-21

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
<u>ENHANCE NEIGHBORHOODS</u>				
Good Neighbor Agreements	942	758	650	800
Commercial Corridor occupancy rates (avg)	N/A	78%	76%	80%
P3 (Private, Public, Partnership) established	N/A	N/A	N/A	8
Neighborhood Association meetings	1,758	1,055	1,200	1,050
Neighborhood Association meeting attendance	14,686	10,540	13,000	10,670
Neighborhood Association matching funds	\$206,250	\$137,400	\$82,400	\$60,000
Neighborhood cleanups	74	99	N/A	110
Block Clubs	74	90	N/A	100
Handicap Permits issued	4,494	4,702	4,215	4,000
<u>FACILITATE BUSINESS GROWTH</u>				
Business Permits issued (new permits only)	872	135	580	98
Business Permits renewed	795	559	470	584
Jobs yield	N/A	1,163	750	1,288
Business Association meetings	384	391	360	384
Business Association meeting attendance	2,153	1,687	2,600	1,727
Nuisance Letters issued	462	459	N/A	532

N/A – Not Available

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,160,072	1,125,300	1,171,600	1,155,900
Materials & Supplies	8,119	17,000	18,400	15,600
Services	180,485	216,800	254,600	280,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,348,676	1,359,100	1,444,600	1,452,200
Appropriation by Activity				
NSC - Administration	34,077	36,100	41,600	75,600
NSC - Northwest	300,049	296,600	321,900	309,500
NSC - Northeast	283,711	283,400	322,100	311,600
NSC - Southwest	320,369	332,800	339,600	341,000
NSC - Southeast	<u>410,470</u>	<u>410,200</u>	<u>419,400</u>	<u>414,500</u>
Total	1,348,676	1,359,100	1,444,600	1,452,200
Employee Years by Activity				
NSC - Northwest	4.5	4.0	4.0	4.0
NSC - Northeast	4.5	4.0	4.0	4.0
NSC - Southwest	4.5	4.0	4.0	4.0
NSC - Southeast	<u>5.6</u>	<u>5.1</u>	<u>5.1</u>	<u>5.1</u>
Total	19.1	17.1	17.1	17.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
PERSONNEL SUMMARY

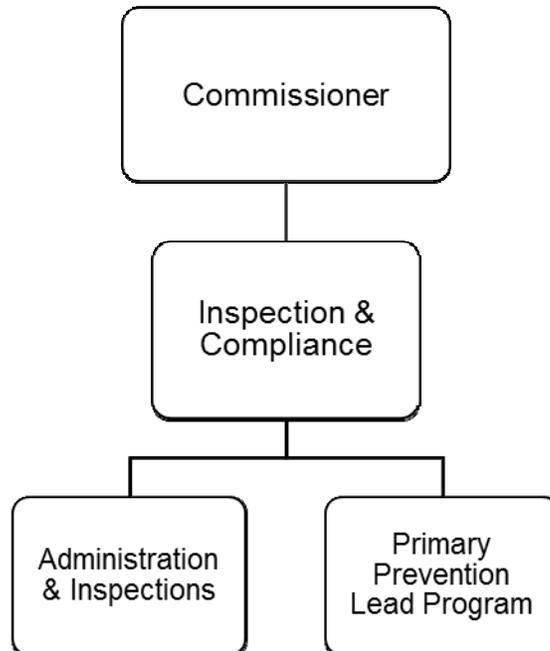
FULL TIME POSITIONS				Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2015-16	Approved 2016-17				
31	Administrator	4	4	1	1	1	1
24	Assistant to NSC Administrator	4	4	1	1	1	1
24	Sr. Community Program Planner	1	1				1
12	Customer Service Representative	4	3		1	1	1
12	Customer Service Rep Bilingual	0	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		4.0	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		17.1	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.

Br.	Title	2015-16	2016-17
94	Police Lieutenant	5.0	5.0
90	Police Officer	21.0	21.0
EMPLOYEE YEARS			
Full Time		26.0	26.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		26.5	26.5

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Reduce/Eliminate blight and ensure safe and habitable housing through renewable Certificate of Occupancy (C of O) program	Safer and More Vibrant Neighborhoods	Ongoing
Reduce the number of lead poisoning cases for resident children	Safer and More Vibrant Neighborhoods	Ongoing
Enhance vacant property management program	Safer and More Vibrant Neighborhoods	Ongoing
Enhance diversity within code enforcement inspector titles	More Jobs	Ongoing

Key Performance Indicators

	<u>Actual</u> 2014-15	<u>Estimated</u> 2015-16	<u>Budget</u> 2015-16	<u>Budget</u> 2016-17
<u>ENHANCE NEIGHBORHOODS</u>				
Units inspected for Lead Hazards	13,878	15,000	15,000	14,000
Certificates of Occupancy issued	3,645	4,000	4,000	4,000
Landlord/tenant issues identified	7,168	9,692	N/A	7,000
<u>PROMOTE DEVELOPMENT</u>				
Certificates of Compliance issued	5,754	5,000	5,000	6,000
Notice and Orders issued	21,719	20,000	20,000	20,000
Lead wipe tests conducted	2,794	2,500	2,500	2,600
Housing code tickets issued	4,134	4,500	4,500	4,300

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	3,442,500	3,463,200	20,700
Employee Years	47.2	47.7	0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	<u>Total</u>
30,900	0	-2,000	0	-5,900	-2,300	20,700

Major Changes

A part time Code Enforcement Officer for elevator program is added	32,200
Productivity improvements result in savings	-14,500
Professional fees are reduced due to budget constraints	-10,000
Private property maintenance is reduced due to budget constraints	-5,000
Overtime is reduced due to budget constraints	-5,000

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTIONS & COMPLIANCE
EXPENDITURE SUMMARY

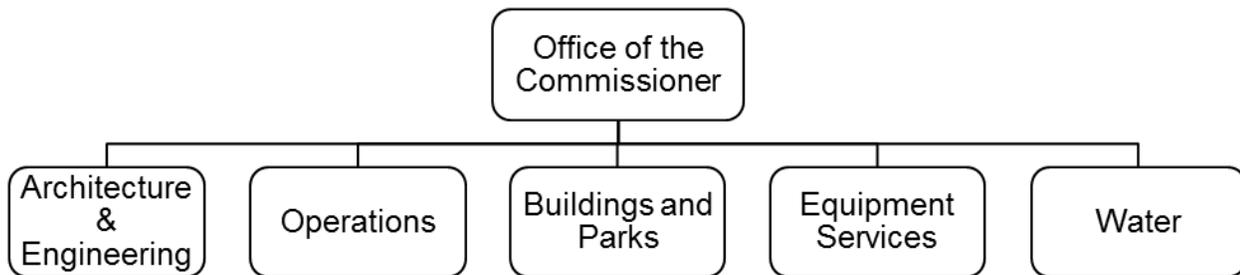
	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	2,878,649	2,918,200	3,100,800	3,154,700
Materials & Supplies	24,982	18,800	26,100	15,400
Services	276,381	311,200	315,600	293,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,180,012	3,248,200	3,442,500	3,463,200
Appropriation by Activity				
Administration & Inspections	3,010,984	3,069,700	3,247,600	3,264,400
Primary Prevention Lead Program	<u>169,028</u>	<u>178,500</u>	<u>194,900</u>	<u>198,800</u>
Total	3,180,012	3,248,200	3,442,500	3,463,200
Employee Years by Activity				
Administration & Inspections	44.8	44.7	44.7	45.2
Primary Prevention Lead Program	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>
Total	47.3	47.2	47.2	47.7

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTION & COMPLIANCE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration & Inspections	Primary Prevention Lead Program
Br.	Title	Budget 2015-16	Approved 2016-17		
33	Director of Inspection & Compliance	1	1	1	
28	Code Compliance Coordinator	1	1	1	
24	Code Enforcement Coordinator	1	0		
24	Lead Paint Coordinator	1	1	1	
24	Senior Administrative Analyst	1	1	1	
24	Senior Code Enforcement Officer	2	3	3	
21	Code Enforcement Officer	22	21	20	1
21	Code Enforcement Officer Bilingual	3	3	3	
21	Electrical Inspector	2	2	2	
21	Plumbing Inspector	2	2	2	
18	Code Enforcement Officer Trainee	3	4	3	1
11	Senior Service Assistant Bilingual	1	1	1	
9	Clerk II	1	2	2	
9	Clerk II Bilingual	1	1	1	
7	Clerk III	2	0		
7	Clerk III/Typing	0	1	1	
EMPLOYEE YEARS					
Full Time		44.0	44.0	42.0	2.0
Overtime		0.2	0.2	0.2	0.0
Part Time, Temporary, Seasonal		3.0	3.5	3.0	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		47.2	47.7	45.2	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 2016-17, the Bureau of Buildings and Parks will assume responsibility for the management of the Soccer Stadium, Rochester Riverside Convention Center, High Falls and Blue Cross Arena at the War Memorial.

Implementation of city-wide single-stream recycling collection operation will commence for residential customers by the end of the fourth quarter. This initiative will improve the effectiveness of the recycling program and increase operational efficiency.

Also, startup of the Port of Rochester Marina operations is scheduled for 2016-17.

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.

Highlights of the Department's 2016-17 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2016-17 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Office of Commissioner:		
Complete 68-92 Genesee Street phase II environmental investigation and subsurface cleanup cost estimate	Safer and More Vibrant Neighborhoods	First Quarter
Complete remedial investigation of City owned properties under New York State Brownfield Cleanup Program	More Jobs	First Quarter
Complete construction of 6.7 acre solar array facility under purchase power agreement with Solar Liberty	Innovation and Efficiency	Second Quarter
Complete community-wide Climate Action Report	Innovation and Efficiency	Second Quarter
Architecture & Engineering:		
Begin design of E. Henrietta Road at City Gate	More Jobs; Safer and More Vibrant Neighborhoods	First Quarter
Complete installation of LED street lighting phase I	Innovation and Efficiency	First Quarter
Complete construction of Port Boater Services facility	More Jobs; Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of East End Parking Garage rehabilitation	More Jobs	Third Quarter
Complete construction of Center City Two Way Conversion phase II	More Jobs	Fourth Quarter
Complete construction of Winton Road North Improvements	More Jobs	Fourth Quarter
Complete construction of Lake Avenue from Merrill to 600' south of Burley	More Jobs; Safer and More Vibrant Neighborhoods	Fourth Quarter

2016-17 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Operations:		
Introduction of Sweep Trax will allow city residents to check the status of street sweeping on arterial and residential streets	Innovation and Efficiency; Safer and More Vibrant Neighborhoods	First Quarter
Implement phase I of city-wide single stream recycling	Innovation and Efficiency; Safer and More Vibrant Neighborhoods	Fourth Quarter
Buildings & Parks:		
Develop and revitalize T- ball fields for Little League organizations	Safer and More Vibrant Neighborhoods	Fourth Quarter
Equipment Services:		
Continue Purchasing Program to identify and replace conventional vehicles with alternative fuel vehicles to reduce emission footprint	Safer and More Vibrant Neighborhoods	Ongoing
Enhance Technician Training program and upgrade shop repair capabilities	Innovation and Efficiency	Ongoing
Water		
Replace or rehabilitate 44,460 feet of distribution water mains to maintain system integrity	Safer and More Vibrant Neighborhoods	Fourth Quarter
Maintain high level (>90%) customer satisfaction	Safer and More Vibrant Neighborhoods	Fourth Quarter
Maximize production and operational efficiencies at Hemlock Filtration Plant	Innovation and Efficiency	Fourth Quarter
Reduce and maintain non-revenue water to a level of 6 MGD	Innovation and Efficiency	Fourth Quarter

Year-To-Year Comparison

<u>Bureau</u>	Budget	Budget	<u>Change</u>	Percent
	<u>2015-16</u>	<u>2016-17</u>		<u>Change</u>
Office of the Commissioner	2,788,900	3,131,400	342,500	12.3%
Architecture & Engineering	7,856,000	7,720,700	-135,300	-1.7%
Operations	35,916,300	35,470,700	-445,600	-1.2%
Buildings and Parks	13,753,100	16,358,500	2,605,400	18.9%
Equipment Services	14,216,600	13,432,500	-784,100	-5.5%
Water	<u>23,271,500</u>	<u>22,855,800</u>	<u>-415,700</u>	-1.8%
Total	97,802,400	98,969,600	1,167,200	1.2%
Interfund Credit*	-7,117,000	-6,566,100	550,900	-7.7%
Intrafund Credit*	<u>-6,981,200</u>	<u>-6,302,500</u>	<u>678,700</u>	-9.7%
	83,704,200	86,101,000	2,396,800	2.9%
Employee Years	728.3	731.6	3.3	0.5%

*Reflects chargeback for motor equipment services.

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>
545,600	235,600	461,300	-202,900	-8,800	1,366,000	2,396,800

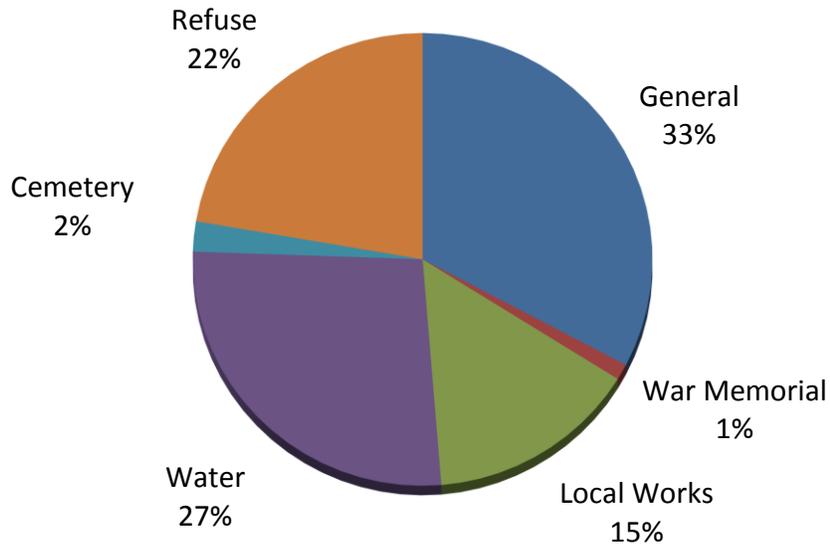
Major Change Highlights

Transfer management of Soccer Stadium, Convention Center, High Falls and Blue Cross Arena at the War Memorial from NBD	2,783,400
Reduce unit fuel cost by net .52 and consumption estimate by 2%	-712,200
In lieu of depreciation charge to fund future capital purchases	389,000
Reduce allocation for Heat, Light & Power	-281,500
Reduce purchase of road salt due to surplus from winter of 2015-16	-265,100
Reduction in purchase of water from MCWA reduces expense	-182,500
Increase in collection efforts in Water Bureau results in decrease in Allocation for Uncollectibles	-150,000
Energy expense reduction from conversion to more efficient street lighting fixtures	-100,000
Productivity improvements result in savings	-23,100

Fund Summary

Bureau/Division	<u>General</u>	<u>Local Works</u>	<u>Water</u>	<u>War Memorial</u>	<u>Cemetery</u>	<u>Refuse</u>	<u>Total</u>
Commissioner	2,714,800	100,900	168,400			147,300	3,131,400
Architecture & Engineering	7,593,600	127,100					7,720,700
Operations							
Director's Office	48,900	194,300				292,500	535,700
Solid Waste Collection						17,591,400	17,591,400
Special Services	3,555,900	12,302,800				1,484,900	17,343,600
Operations Total	3,604,800	12,497,100	0		0	19,368,800	35,470,700
Building & Parks	13,538,900			976,700	1,842,900		16,358,500
Equipment Services	13,432,500						13,432,500
Water Fund Operating Units & Fixed Charges			22,855,800				22,855,800
Subtotal	40,884,600	12,725,100	23,024,200	976,700	1,842,900	19,516,100	98,969,600
Interfund & Intrafund Credits - Equipment Services	12,868,600						12,868,600
Net Total	28,016,000	12,725,100	23,024,200	976,700	1,842,900	19,516,100	86,101,000

Operating Budget By Fund



ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	37,038,025	38,155,600	38,801,300	39,550,200
Materials & Supplies	10,623,521	9,444,300	12,367,300	11,186,700
Services	34,757,128	34,303,900	37,410,200	38,770,100
Other	8,260,645	8,898,600	9,223,600	9,462,600
Total	90,679,319	90,802,400	97,802,400	98,969,600
Interfund Credit*	-6,713,769	-6,248,700	-7,117,000	-6,566,100
Intrafund Credit*	<u>-5,572,787</u>	<u>-5,482,200</u>	<u>-6,981,200</u>	<u>-6,302,500</u>
Total	78,392,763	79,071,500	83,704,200	86,101,000
Appropriation by Activity				
Office of the Commissioner	3,044,039	2,784,800	2,788,900	3,131,400
Architecture & Engineering	7,228,965	7,717,900	7,856,000	7,720,700
Operations	33,464,801	32,971,200	35,916,300	35,470,700
Buildings and Parks	12,951,475	13,414,500	13,753,100	16,358,500
Equipment Services	12,402,371	11,946,200	14,216,600	13,432,500
Water	<u>21,587,668</u>	<u>21,967,800</u>	<u>23,271,500</u>	<u>22,855,800</u>
Total	90,679,319	90,802,400	97,802,400	98,969,600
Interfund Credit*	-6,713,769	-6,248,700	-7,117,000	-6,566,100
Intrafund Credit*	<u>-5,572,787</u>	<u>-5,482,200</u>	<u>-6,981,200</u>	<u>-6,302,500</u>
Total	78,392,763	79,071,500	83,704,200	86,101,000
Employee Years by Activity				
Office of the Commissioner	51.3	50.7	51.2	54.5
Architecture & Engineering	58.1	58.5	59.0	57.8
Operations	249.0	249.8	257.1	254.4
Buildings and Parks	154.0	155.2	157.6	163.9
Equipment Services	59.5	63.4	69.2	67.2
Water	<u>129.9</u>	<u>130.3</u>	<u>134.2</u>	<u>133.8</u>
Total	701.8	707.9	728.3	731.6

*Reflects chargeback for motor equipment service.

Mission Statement

Office of the Commissioner:

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

This is accomplished by:

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

Environmental Quality:

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

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

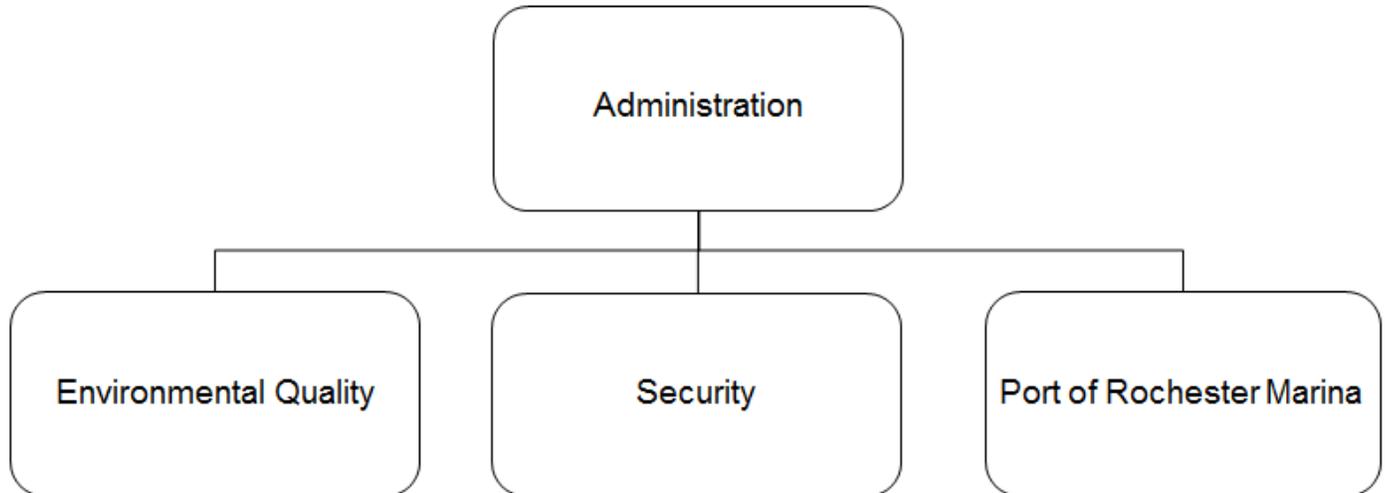
Security:

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

Port of Rochester Marina:

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

Organization



Vital Customers

Office of the Commissioner:

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

Environmental Quality:

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

Security:

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

Port of Rochester Marina:

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete 68-92 Genesee Street phase II environmental investigation and subsurface cleanup cost estimate	Safer and More Vibrant Neighborhoods	First Quarter
Complete remedial investigation of City owned properties under New York State brownfield Cleanup Program	More Jobs	First Quarter
Complete community-wide Climate Action Report	Innovation and Efficiency	Second Quarter
Complete construction of 6.7 acre solar array facility under purchase power agreement with Solar Liberty	Innovation and Efficiency	Second Quarter
Complete joint feasibility study with US Army Corps of Engineers to evaluate cruise ship potential for Port of Rochester	More Jobs	Third Quarter
Complete subsurface environmental cleanup of Coast Guard parcel prior to acquisition	Safer and More Vibrant Neighborhoods	Fourth Quarter
Integrate management of the major City-owned facilities that are transferring to the department from NBD	Innovation and Efficiency	Fourth Quarter
Increase customer outreach efforts	Innovation and Efficiency	Fourth Quarter
Submit nomination to place Mount Hope Cemetery on the National Register of Historic Places	Safer and More Vibrant Neighborhoods	Fourth Quarter

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-11

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
New York State cleanup agreements and orders	25	25	24	25
City Facility Compliance Inspections	30	99	N/A	37
Renewal Energy Generated at City Properties (KWh)	N/A	42,400	N/A	1,738,000
Cleanup cost per acre (\$):				
• Planned residential site reuse	0	1,503,700	1,503,700	526,300
• Planned commercial/industrial reuse	52,500	413,800	424,600	1,219,800
Sites remediated	2	3	4	4
Acres remediated	23.3	10.2	10.45	1.33
Marina Occupancy				
Seasonal Slips	N/A	25%	N/A	50%
Transient Slips	N/A	10%	N/A	25%

N/A – Not Applicable

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

FY16 Estimate: Andrews Street (1.5 Acres - \$2,255,500); Orchard Whitney (4 Acres - \$1,200,000); Port of Rochester (4.7 Acres - \$2,400,000)

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

FY17 Budget: 937-941 Genesee Street (.25 acre - \$200,000); 540 Jefferson Avenue (.27 Acre - \$400,000); 121-123 Reynolds Street (.19 Acre - \$100,000); 1200 E. Main Street (.62 Acre - \$790,600)

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,788,900	3,131,400	342,500
Employee Years	51.2	54.5	3.3

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>	
64,600	1,000	-14,100	0	0	291,000	342,500

Major Change

Add funding to support Port Marina operations	72,100
Add funding for part time security personnel	67,700
Increase administrative function in Security	63,100
Add funding for succession planning	47,200
Reallocate resources from Bureau of Architecture & Engineering for succession planning	40,900

Program Change

Environmental Quality will provide staff oversight and management of the Port of Rochester Marina contract operations.

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	2,357,090	2,526,100	2,517,400	2,800,900
Materials & Supplies	43,147	56,900	56,900	45,400
Services	643,802	201,800	214,600	285,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,044,039	2,784,800	2,788,900	3,131,400
Appropriation by Activity				
Administration	581,264	593,300	560,200	652,700
Environmental Quality	622,229	695,000	692,300	645,200
Security	1,840,546	1,496,500	1,536,400	1,702,000
Port of Rochester Marina	<u>0</u>	<u>0</u>	<u>0</u>	<u>131,500</u>
Total	3,044,039	2,784,800	2,788,900	3,131,400
Employee Years by Activity				
Administration	6.5	6.5	6.3	7.1
Environmental Quality	7.4	7.1	7.1	7.1
Security	<u>37.4</u>	<u>37.1</u>	<u>37.8</u>	<u>40.3</u>
Total	51.3	50.7	51.2	54.5

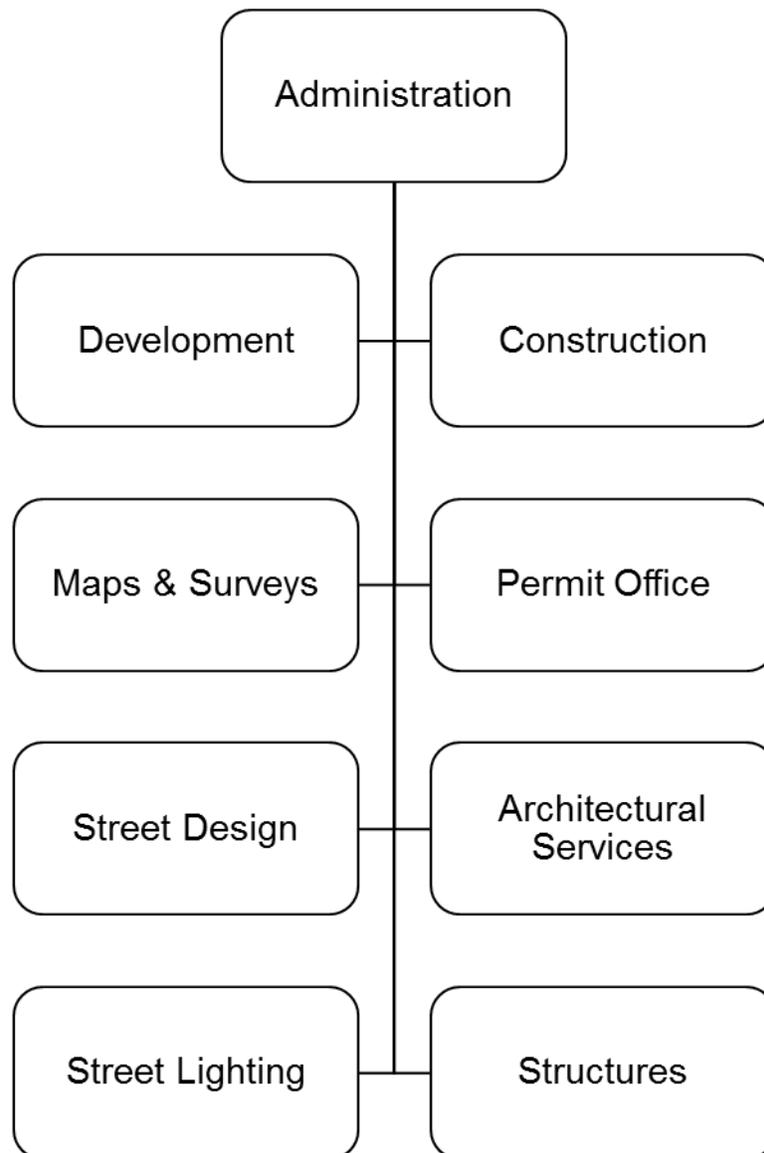
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Environmental Quality	Security
Br.	Title	Budget 2015-16	Approved 2016-17			
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
29	Associate Environmental Specialist	0	1		1	
28	Assistant to the Commissioner	0	1	1		
27	Senior Environmental Specialist/Compliance	1	0			
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
24	Community Liaison	0	1	1		
23	Assistant to Director of Security	0	1			1
23	Environmental Specialist/Remediation	1	1		1	
21	Environmental Technician	1	1		1	
18	Management Trainee	1	0			
18	Secretary to the Commissioner	1	1	1		
16	Supervising Security Guard	5	5			5
52	Security Guard	15	15			15
EMPLOYEE YEARS						
	Full Time	34.0	36.0	6.0	7.0	23.0
	Overtime	1.0	1.3	0.0	0.0	1.3
	Part Time, Temporary, Seasonal	16.4	17.6	1.1	0.1	16.4
	Less: Vacancy Allowance	<u>0.2</u>	<u>0.4</u>	<u>0.0</u>	<u>0.0</u>	<u>0.4</u>
	Total	51.2	54.5	7.1	7.1	40.3

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

2016-17 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Complete installation of LED street lighting phase I	Innovation and Efficiency	First Quarter
Begin design of E. Henrietta Road at City Gate	More Jobs; Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of three federally funded preventative maintenance contracts	More Jobs; Safer and More Vibrant Neighborhoods	First Quarter
Begin design of West River Wall project	More Jobs; Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Portland Avenue revitalization project	More Jobs; Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of South Avenue/Elmwood Avenue design	More Jobs; Safer and More Vibrant Neighborhoods	Second Quarter
Complete design of Main Street streetscape and wayfinding enhancement project	More Jobs; Safer and More Vibrant Neighborhoods	Second Quarter
Begin construction of Elmwood Avenue/Collegetown Cycle Track	Innovation and Efficiency; Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Port Boater Services Facility	More Jobs	Second Quarter
Begin construction of Driving Park Bridge preventative maintenance project	More Jobs; Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of Mt. Hope Avenue phase II	More Jobs; Safer and More Vibrant Neighborhoods	Third Quarter
Complete construction of East End Parking Garage rehabilitation	More Jobs	Third Quarter
Complete design of Campbell Street Recreation Center renovation and playground/waterpark	More Jobs; Safer and More Vibrant Neighborhoods	Third Quarter
Complete construction of Broad Street Bridge preventative maintenance project	More Jobs; Safer and More Vibrant Neighborhoods	Third Quarter
Complete construction of Center City Two Way Conversion Phase II	More Jobs	Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-17

Objective	Priorities Supported	Projected Completion
Complete construction of Winton Road North improvements	More Jobs	Fourth Quarter
Complete construction of Lake Avenue from Merrill to 600' south of Burley	More Jobs; Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete construction of Ridgeway Avenue	More Jobs; Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue construction of Inner Loop Transformation project	More Jobs; Safer and More Vibrant Neighborhoods	Ongoing
Complete construction of Rochester Public Market Winter Shed and site improvements	More Jobs; Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Development:				
Projects designed (\$000,000):				
• In-house	.239	.882	.30	.4
• Consultants	2.319	2.041	2.25	1.766
Structures:				
Projects designed (\$000,000):				
• Consultants	4.813	9.441	3.00	.466
Administration/Street Design:				
Value of street improvement projects designed (\$000,000):				
• In-house	6.359	11.907	7.00	8.306
• Consultants	16.780	12.122	13.00	8.059
Architectural Services:				
Facilities in building renovation program				
	147	148	148	148
Value of projects designed (\$000,000):				
• In-house	1.095	2.714	.75	1.00
• Consultant	6.875	8.979	7.50	7.50
Street Lighting:				
City maintained lights				
	28,110	28,135	28,110	28,200
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service				
	5,279	5,900	6,000	5,900

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-18

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	7,856,000	7,720,700	-135,300
Employee Years	59.0	57.8	-1.2

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>	
28,700	13,600	-25,100	0	0	-152,500	-135,300	

Major Change

Energy expense reduction from conversion to more efficient street lighting fixtures	-100,000
Reallocate resources to Commissioner's Office for succession planning	-40,900
Productivity improvements result in savings	-11,600

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

7-19

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	4,046,576	4,133,500	4,141,100	4,128,900
Materials & Supplies	253,830	307,700	310,700	315,700
Services	2,928,559	3,276,700	3,404,200	3,276,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,228,965	7,717,900	7,856,000	7,720,700
Appropriation by Activity				
Administration	1,364,765	1,533,800	1,560,200	1,550,900
Development	238,087	222,500	238,100	158,200
Construction	547,188	533,400	529,200	539,200
Maps & Surveys	457,128	427,900	447,400	456,200
Permit Office	316,018	300,600	294,100	256,400
Street Design	826,548	842,800	825,200	941,100
Architectural Services	755,996	792,500	770,000	783,100
Street Lighting	2,617,872	2,970,700	3,100,600	2,943,700
Structures	<u>105,363</u>	<u>93,700</u>	<u>91,200</u>	<u>91,900</u>
Total	7,228,965	7,717,900	7,856,000	7,720,700
Employee Years by Activity				
Administration	9.3	8.9	9.9	10.8
Development	3.0	2.8	2.9	2.0
Construction	6.3	6.7	6.4	6.6
Maps & Surveys	7.9	7.5	7.8	7.2
Permit Office	5.5	5.8	4.9	3.9
Street Design	11.2	11.8	11.5	12.7
Architectural Services	9.5	9.9	10.8	10.8
Street Lighting	3.5	3.9	3.9	2.9
Structures	<u>1.9</u>	<u>1.2</u>	<u>0.9</u>	<u>0.9</u>
Total	58.1	58.5	59.0	57.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

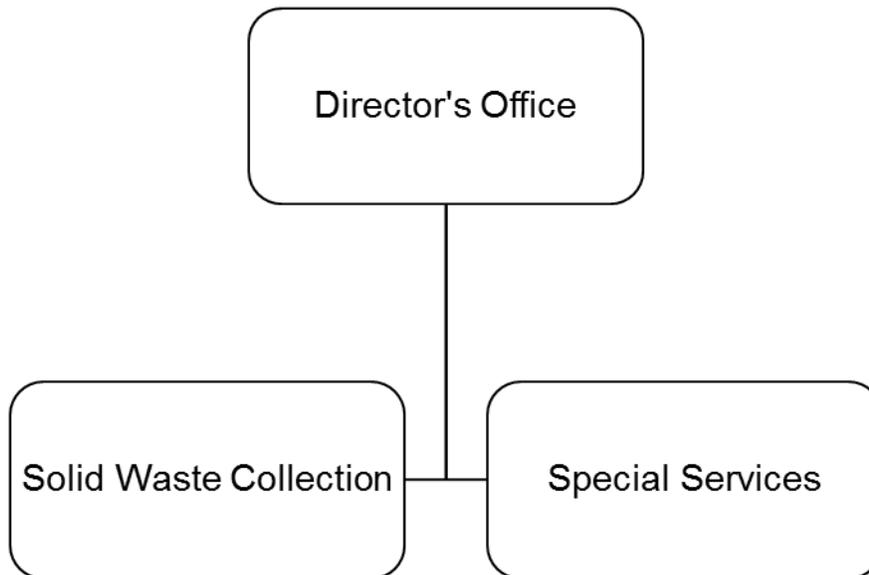
7-20

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2015-16	Approved 2016-17									
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	1	1	1								
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					
28	Street Program Coordinator	0	1						1			
27	Senior Architect	2	2							2		
27	Street Lighting Program Coordinator	1	1								1	
27	Street Program Coordinator	1	0									
27	Transportation Specialist	1	1	1								
26	Engineer III	3	4			2			1	1		
26	Landscape Architect II	1	0									
26	Permit Coordinator	1	1					1				
25	Asst. Street Lighting Program Coordinator	1	1								1	
24	Architect	3	2							2		
24	Associate Accountant	1	0									
24	Engineer II	6	7			2			5			
24	Field Surveyor	1	1				1					
24	Senior Administrative Analyst	1	1	1								
23	Project Manager	0	1	1								
23	Senior GIS Analyst	1	0									
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	1	1							1		
18	Principal Engineering Technician-CADD	1	1						1			
17	Accountant	0	1	1								
16	Administrative Assistant	1	1	1								
16	Senior Survey Technician	2	2				2					
15	Senior Engineering Technician	3	4					3	1			
14	Junior Accountant	1	0									
12	Engineering Technician	1	0									
11	Secretary	1	1							1		
10	Senior Account Clerk	0	1	1								
9	Clerk II	1	1				1					
9	Clerk II with Typing	2	1								1	
EMPLOYEE YEARS												
Full Time		58.0	57.0	11.0	2.0	6.0	7.0	4.0	12.0	11.0	3.0	1.0
Overtime		1.2	0.8	0.1	0.1	0.2	0.2	0.1	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		1.6	1.8	0.0	0.0	0.6	0.2	0.0	1.0	0.0	0.0	0.0
Less: Vacancy Allowance		<u>1.8</u>	<u>1.8</u>	<u>0.3</u>	<u>0.1</u>	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	<u>0.3</u>	<u>0.3</u>	<u>0.1</u>	<u>0.1</u>
Total		59.0	57.8	10.8	2.0	6.6	7.2	3.9	12.7	10.8	2.9	0.9

Mission Statement

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

Organization



Vital Customers

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

2016-17 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Introduction of Sweep Trax will allow city residents to check the status of street sweeping on arterial and residential streets	Innovation and Efficiency; Safer and More Vibrant Neighborhoods	First Quarter
Implement phase I of city-wide single stream recycling	Innovation and Efficiency; Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue collaboration with Center for Disability Rights to improve accessibility issues	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	89,103	89,735	93,100	91,355
Commercial refuse tons collected and disposed	10,199	10,200	11,000	11,000
Recycling tons collected and diverted from landfill	7,148	7,148	N/A	7,900
Special Services:				
Roadway plow runs	18	8	17	17
Sidewalk plow runs	11	7	12	12
Arterial sidewalk plow runs	4	0	6	6
Roadway plow runs completed successfully	95.7%	96.0%	N/A	95.0%
Compost returned through materials Give Back site	305	350	N/A	350
% of streets swept on schedule	91.6%	90.0%	N/A	90.0%
% of potholes filled within 2 business days	89.2%	97.0%	N/A	95.0%

N/A – Not Applicable

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-23

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	35,916,300	35,470,700	-445,600
Employee Years	257.1	254.4	-2.7

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
121,600	153,200	-475,300	0	5,000	-250,100	-445,600

Major Change Highlights

In lieu of depreciation charge to fund future capital purchases	389,000
Reduce purchase of road salt due to surplus from winter of 2015-16	-265,100
Efficiencies result from single stream recycling	-260,000
Reallocate resources from Lots & Yards Cleaning to Bureau of Buildings & Parks to align resources with service requirements	-114,000

Program Change

Implementation of phase I of city-wide single stream recycling.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS
EXPENDITURE SUMMARY

7-24

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	13,204,163	13,161,400	13,430,800	13,441,100
Materials & Supplies	2,008,855	1,902,400	2,475,500	2,223,400
Services	18,251,783	17,907,400	20,010,000	19,417,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>389,000</u>
Total	33,464,801	32,971,200	35,916,300	35,470,700
Appropriation by Activity				
Director's Office	701,683	503,100	566,000	535,700
Solid Waste Collection	17,232,980	17,320,400	17,600,500	17,591,400
Special Services	<u>15,530,138</u>	<u>15,147,700</u>	<u>17,749,800</u>	<u>17,343,600</u>
Total	33,464,801	32,971,200	35,916,300	35,470,700
Employee Years by Activity				
Director's Office	6.7	6.5	4.6	4.3
Solid Waste Collection	105.6	110.8	110.7	107.8
Special Services	<u>136.7</u>	<u>132.5</u>	<u>141.8</u>	<u>142.3</u>
Total	249.0	249.8	257.1	254.4

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

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	566,000	535,700	-30,300
Employee Years	4.6	4.3	-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>		
2,800	500	-5,700	0	0	-27,900	-30,300		
Transfer funding to Special Services to provide administrative support							-27,900	

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

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	616,487	367,900	423,400	398,300
Materials & Supplies	2,497	10,700	10,700	10,700
Services	82,699	124,500	131,900	126,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	701,683	503,100	566,000	535,700
Appropriation by Activity				
Director's Office	701,683	503,100	566,000	535,700
Employee Years by Activity				
	6.7	6.5	4.6	4.3

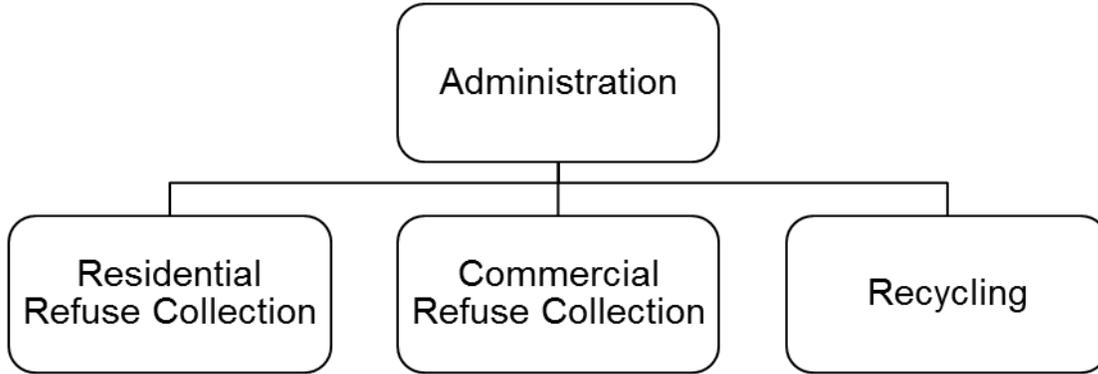
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – DIRECTOR’S OFFICE
 PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2015-16	Approved 2016-17
35	Director of Operations	1	1
28	Manager of Administrative Services	1	1
24	Senior Administrative Analyst	1	1
23	Senior GIS Analyst	1	1
EMPLOYEE YEARS			
	Full Time	4.0	4.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.6	0.3
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	4.6	4.3

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

7-28

Organization



Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	17,600,500	17,591,400	-9,100
Employee Years	110.7	107.8	-2.9

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>			
36,400	57,700	-237,200	0	5,000	129,000	-9,100

Major Change

In lieu of depreciation charge to fund future capital purchases	389,000
Efficiencies result from single stream recycling	-260,000

Program Change

Implementation of phase I of city-wide single stream recycling.

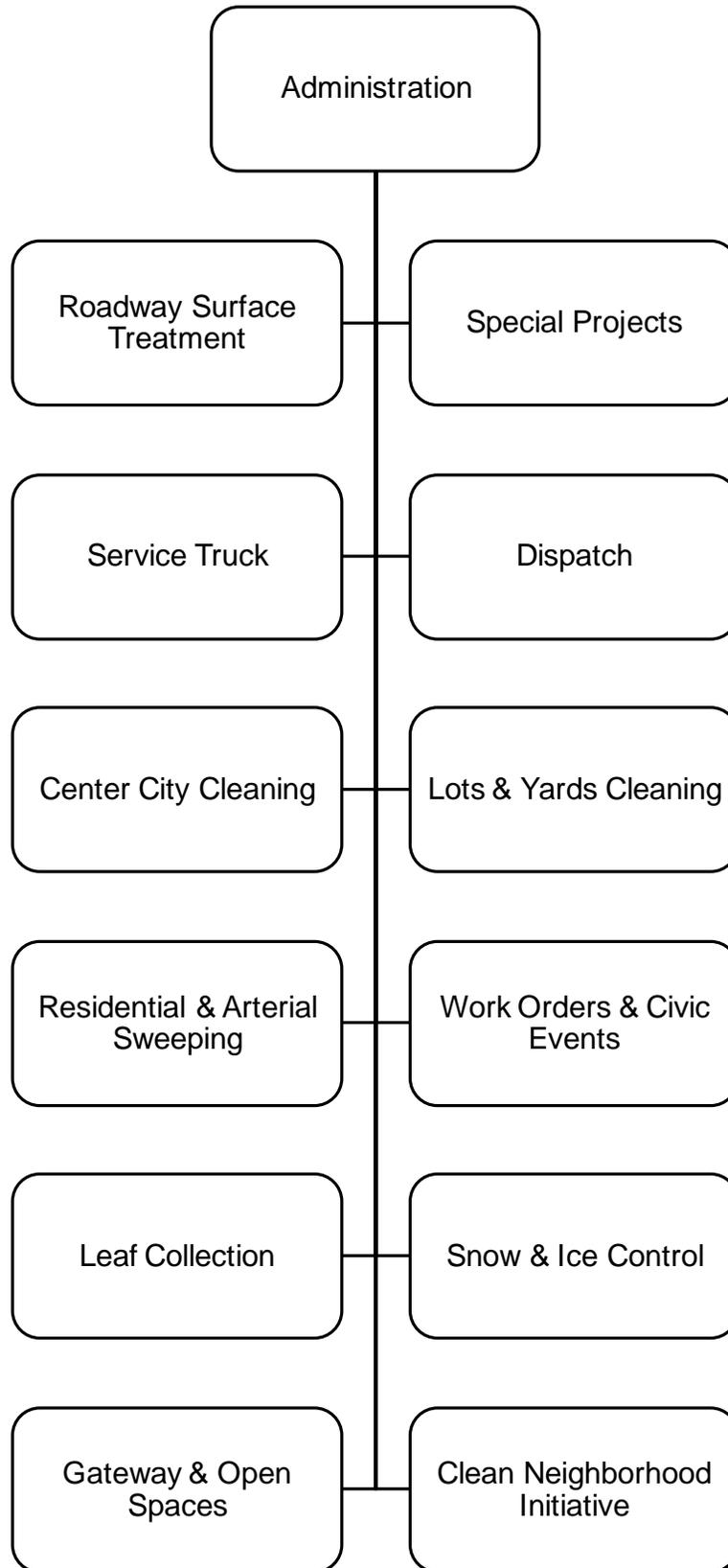
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
 EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	6,254,549	6,402,800	6,338,800	6,263,900
Materials & Supplies	114,113	236,400	241,400	242,600
Services	10,864,318	10,681,200	11,020,300	10,695,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>389,000</u>
Total	17,232,980	17,320,400	17,600,500	17,591,400
Appropriation by Activity				
Administration	2,691,716	2,987,500	2,962,600	3,425,600
Residential Refuse Collection	10,663,303	10,744,200	10,780,800	10,507,200
Commercial Refuse Collection	1,984,342	1,939,300	2,052,500	2,024,000
Recycling	<u>1,893,619</u>	<u>1,649,400</u>	<u>1,804,600</u>	<u>1,634,600</u>
Total	17,232,980	17,320,400	17,600,500	17,591,400
Employee Years by Activity				
Administration	8.8	9.6	12.0	11.6
Residential Refuse Collection	62.4	65.7	64.3	63.8
Commercial Refuse Collection	15.2	16.1	16.3	16.3
Recycling	<u>19.2</u>	<u>19.4</u>	<u>18.1</u>	<u>16.1</u>
Total	105.6	110.8	110.7	107.8

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 2015-16	Approved 2016-17				
30	Refuse Operations Manager	1	1	1			
25	Assistant Manager of Solid Waste Refuse	0	1	1			
25	Operations Superintendent	1	0				
23	Asst. Operations Superintendent	4	4		2		2
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	82	79		53	14	12
64	Dispatcher	1	1	1			
EMPLOYEE YEARS							
	Full Time	95.0	92.0	8.0	55.0	15.0	14.0
	Overtime	10.8	11.2	0.5	6.7	1.6	2.4
	Part Time, Temporary, Seasonal	6.4	6.1	3.1	3.0	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	110.7	107.8	11.6	63.8	16.3	16.1

Organization



DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

7-32

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	17,749,800	17,343,600	-406,200
Employee Years	141.8	142.3	0.5

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
82,400	95,000	-232,400	0	0	-351,200	-406,200

Major Change

Reduce purchase of road salt due to surplus from winter of 2015-16	-265,100
Reallocate resources from Lots & Yard Cleaning to Bureau of Building & Parks to align resources with service requirements	-114,000
Transfer of funding from Director's Office to provide administrative support	27,900

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

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	6,333,127	6,390,700	6,668,600	6,778,900
Materials & Supplies	1,892,245	1,655,300	2,223,400	1,970,100
Services	7,304,766	7,101,700	8,857,800	8,594,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	15,530,138	15,147,700	17,749,800	17,343,600
Appropriation by Activity				
Administration	2,213,827	2,278,500	2,423,900	2,462,400
Roadway Surface Treatment	948,435	1,321,300	1,154,700	1,149,900
Special Projects	1,017,818	1,183,800	1,209,200	1,197,900
Service Truck	104,830	109,300	125,600	123,000
Dispatch	260,493	254,800	237,400	241,200
Center City Cleaning	325,185	317,100	311,700	307,000
Lots & Yards Cleaning	1,100,702	1,522,200	1,482,400	1,364,200
Residential & Arterial Sweeping	700,899	828,800	736,900	726,300
Work Orders & Civic Events	854,284	889,100	960,200	945,600
Leaf Collection	961,298	960,100	1,154,200	1,135,000
Snow & Ice Control	6,682,125	4,978,700	7,463,000	7,197,600
Gateway & Open Spaces	132,714	160,900	142,900	143,600
Clean Neighborhood Initiative	<u>227,528</u>	<u>343,100</u>	<u>347,700</u>	<u>349,900</u>
Total	15,530,138	15,147,700	17,749,800	17,343,600
Employee Years by Activity				
Administration	12.4	11.7	12.7	13.2
Roadway Surface Treatment	15.3	15.6	15.6	15.7
Special Projects	13.4	13.5	13.5	13.2
Service Truck	1.8	1.4	1.9	1.9
Dispatch	3.5	3.9	3.7	3.7
Center City Cleaning	5.3	5.6	5.6	5.6
Lots & Yards Cleaning	8.9	8.8	8.8	8.6
Residential & Arterial Sweeping	6.1	6.3	6.3	6.2
Work Orders & Civic Events	10.3	10.1	10.8	10.6
Leaf Collection	10.8	9.0	11.0	11.2
Snow & Ice Control	46.7	43.9	49.5	49.9
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>0.5</u>
Total	136.7	132.5	141.8	142.3

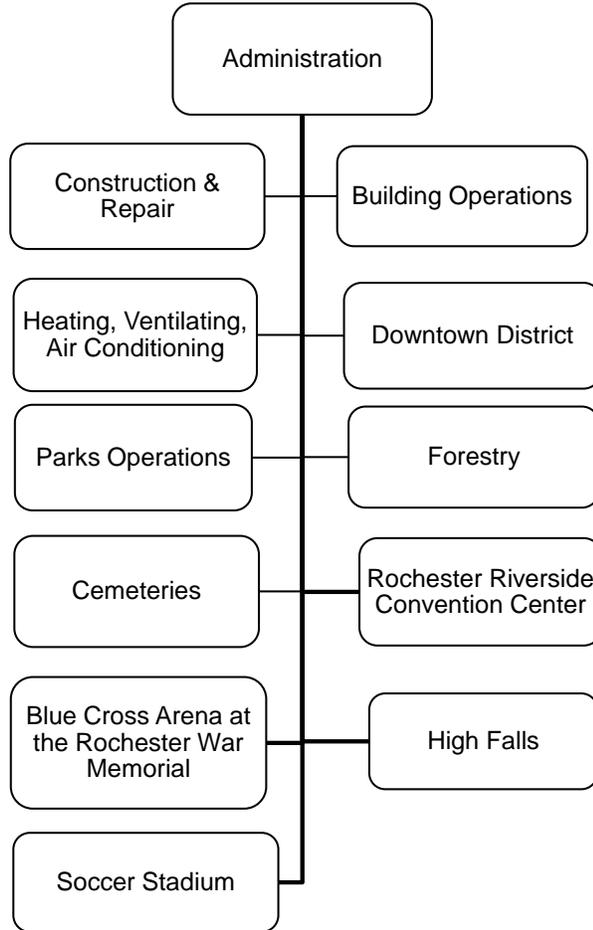
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS		Budget 2015-16	Approved 2016-17	Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	Gateway & Open Spaces	Clean Neigh- borhood Initiative	
Br. Title																	
26	Assistant to Director of Operations	1.0	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	5.0	5.0	1.0						0.6	0.6	1.0	0.3	1.0	0.5		
23	Technology Applications Specialist	1.0	1.0	1.0													
19	Operations Supervisor	2.6	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									
9	Clerk II Bilingual	1.0	1.0	1.0													
9	Clerk II	1.0	1.0	1.0													
64	Dispatcher	2.0	2.0					2.0									
64	Special Equipment Operator	4.0	4.0		2.0	1.0								1.0			
62	Senior Operations Worker	26.2	26.2		1.5	3.9				3.3	3.8	2.8	2.1	8.8	0.6		
57	Construction Supply Handler	1.0	1.0	1.0						0.6				0.3			
56	Grounds Equipment Operator	1.6	1.6							2.7	1.0	5.2	0.1	0.3	0.6		
41	Operations Worker	43.9	43.9		8.0	5.5	1.0		4.5				2.2	13.8			
EMPLOYEE YEARS																	
Full Time				100.3	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				31.3	2.7	1.4	0.6	0.8	0.9	1.2	0.4	0.8	3.6	17.3	0.0	0.5	0.0
Part Time, Temporary, Seasonal				14.7	0.9	1.3	0.4	0.0	0.4	0.6	0.0	0.4	3.0	6.8	1.0	0.0	0.0
Less: Vacancy Allowance				4.5	0.7	0.6	0.1	0.1	0.2	0.4	0.2	0.3	0.4	1.1	0.1	0.0	0.0
Total				141.8	15.7	13.2	1.9	3.7	5.6	8.6	6.2	10.6	11.2	49.9	2.0	0.5	

Mission Statement

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

Organization



Vital Customers

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Perform pre-maintenance on Ash trees	Safer and More Vibrant Neighborhoods	Fourth Quarter
Upgrade to LED lighting in several City buildings	Innovation and Efficiency	Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

7-36

Objective	Priorities Supported	Projected Completion
Develop and revitalize T- ball fields for Little League organizations	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
INTERNAL OPERATIONS				
Building Services:				
City building inventory	176	181	181	182
Buildings maintained (excludes foreclosed properties)	176	176	181	182
CUSTOMER PERSPECTIVE				
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	13,753,100	16,358,500	2,605,400
Employee Years	157.6	163.9	6.3

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>
182,000	10,100	-156,200	-20,000	-13,800	2,603,300	2,605,400

Major Change

Transfer of Soccer Stadium, High Falls, Rochester Riverside Convention Center and Blue Cross Arena at the War Memorial from Neighborhood and Business Development	2,783,400
Reduce allocation for Heat, Light & Power based upon historical usage	-235,300
Reallocate resources from Special Services Division to fund one full time Assistant Operations Superintendent position and increase funding for Temporary Help	114,000
Reduce subsidy to Rochester Riverside Convention Center	-51,000
Productivity improvements result in savings	-7,800

Program Change

Transfer management of Soccer Stadium, Convention Center, Blue Cross Arena at the War Memorial and High Falls from NBD.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

Rochester Riverside Convention Center

	2015-16 Budget	2016-17 Budget
Revenues		
Building & equipment rental	1,030,500	1,144,000
Service Fees	289,000	360,175
Commissions: Decorator/AV	76,500	110,000
Food & beverage service	4,636,956	4,676,269
Riverside Production	441,000	450,000
Riverside Parking	1,465,102	1,487,202
Convention Services	290,000	290,000
Interest	<u>1,000</u>	<u>600</u>
TOTAL REVENUES	8,230,058	8,518,246
Expenses		
Administration	770,245	843,794
Operations	3,012,334	3,046,134
Sales	384,160	422,944
Food and Beverage	3,591,999	3,635,130
Riverside Productions	375,888	383,888
Riverside Parking	1,232,631	1,272,556
Convention Services	290,000	290,000
Capital Improvements	<u>137,000</u>	<u>2,510,000</u>
TOTAL EXPENSES	9,794,257	12,404,446
Operating Deficit:	-1,564,199	-3,886,200
Monroe County Hotel/Motel Tax	<u>795,000</u>	<u>795,000</u>
City Subsidy	769,199	3,091,200

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	7,203,739	7,657,000	7,590,800	8,030,900
Materials & Supplies	1,390,031	1,337,600	1,362,600	1,450,900
Services	4,357,705	4,419,900	4,799,700	6,876,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12,951,475	13,414,500	13,753,100	16,358,500
Appropriation by Activity				
Administration	618,662	827,500	868,400	856,100
Construction & Repair	1,950,825	1,980,500	2,026,600	1,918,200
Building Operations	3,614,175	3,689,600	3,879,600	3,717,300
Heating, Ventilating, Air Conditioning	1,264,102	1,027,000	1,033,000	1,217,700
Rochester Riverside Convention Center	0	0	0	1,376,200
Blue Cross Arena at the Rochester War Memorial	0	0	0	976,700
High Falls	0	0	0	78,500
Soccer Stadium	0	0	0	204,600
Parks Operations	2,245,332	2,407,800	2,360,500	2,432,700
Forestry	981,401	969,800	1,069,900	1,051,900
Downtown District	630,606	701,800	683,200	685,700
Cemeteries	<u>1,646,372</u>	<u>1,810,500</u>	<u>1,831,900</u>	<u>1,842,900</u>
Total	12,951,475	13,414,500	13,753,100	16,358,500
Employee Years by Activity				
Administration	4.8	6.4	8.2	8.1
Construction & Repair	22.2	22.2	22.1	22.1
Building Operations	39.4	38.9	38.5	41.0
Heating, Ventilating, Air Conditioning	13.1	12.0	12.2	13.2
Parks Operations	26.8	27.6	27.2	31.3
Forestry	15.8	16.0	16.1	15.1
Downtown District	11.5	11.4	11.2	11.0
Cemeteries	<u>20.4</u>	<u>20.7</u>	<u>22.1</u>	<u>22.1</u>
Total	154.0	155.2	157.6	163.9

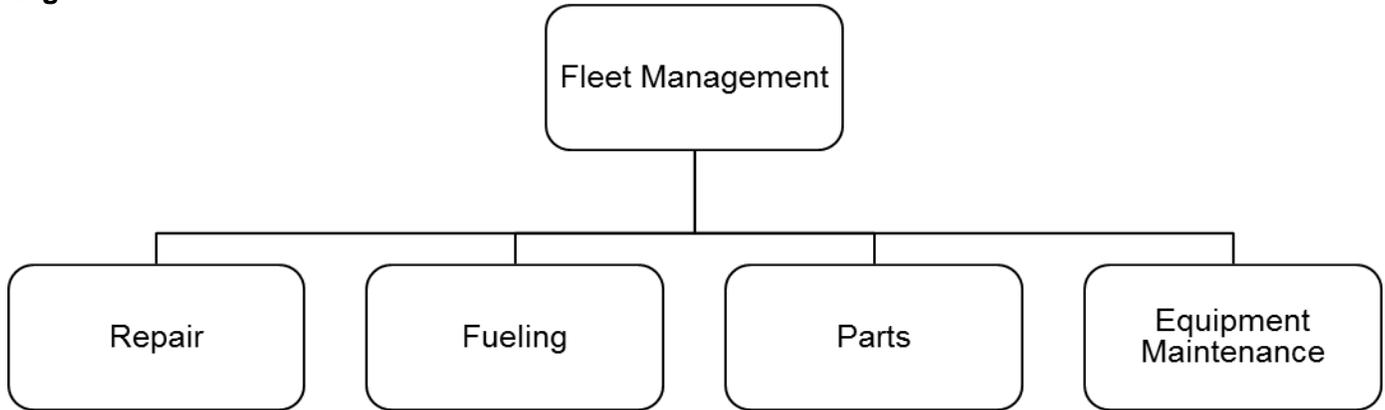
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin- istration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	Forestry	Downtown District	Cemeteries
Br.	Title	Budget 2015-16	Approved 2016-17								
35	Director of Buildings & Parks	1.0	1.0	1.0							
31	Manager of Building Services	1.0	1.0	1.0							
30	Cemetery Manager	1.0	1.0								1.0
30	City Forester	0.0	1.0						1.0		
27	City Forester	1.0	0.0								
26	Assistant to the Director	1.0	1.0	1.0							
25	Operations Superintendent	1.0	0.0								
24	Superintendent of Construction & Repair	1.0	1.0		1.0						
23	Asst Cemetery Operations Superintendent	0.0	1.0								1.0
23	Assistant Operations Superintendent	1.0	3.0					2.0		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	GIS Analyst/Forestry	0.0	1.0						1.0		
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	1.4	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	1.0	1.0								1.0
18	Municipal Assistant	2.0	1.0	1.0							
18	Senior Supervising Stock Clerk	1.0	1.0	1.0							
17	Forestry Technician	4.0	3.0						3.0		
16	Cemetery Sales Coordinator	1.0	1.0								1.0
13	Cemetery Sales Counselor	1.0	1.0								1.0
11	Cemetery Service Representative	1.0	1.0								1.0
11	Cemetery Service Representative Bilingual	1.0	1.0								1.0
11	Secretary	1.0	1.0	1.0							
10	Senior Account Clerk	1.0	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 Operator	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				
149	Assistant HVAC Engineer Trainee	0.0	1.0				1.0				
EMPLOYEE YEARS											
	Full Time	125.7	127.7	8.0	21.0	26.0	12.0	25.9	13.0	8.8	13.0
	Overtime	10.7	11.2	0.1	1.8	2.0	0.7	3.0	1.0	1.2	1.4
	Part Time, Temporary, Seasonal	26.5	30.5	0.2	0.2	14.6	1.0	3.6	1.8	1.3	7.8
	Less: Vacancy Allowance	5.3	5.5	0.2	0.9	1.6	0.5	1.2	0.7	0.3	0.1
	Total	157.6	163.9	8.1	22.1	41.0	13.2	31.3	15.1	11.0	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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue Purchasing Program to identify and replace conventional vehicles with alternative fuel vehicles to reduce emission footprint	Safer and More Vibrant Neighborhoods	Ongoing
Enhance Technician Training program and upgrade shop repair capabilities	Innovation and Efficiency	Ongoing

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

7-42

Key Performance Indicators	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	84%	83%	80%	80%
FINANCIAL/COST				
Equipment Services:				
Dollars collected from warranted in-house repairs (\$)	129,654	135,000	89,000	89,000
LEARNING & INNOVATION				
Equipment Services:				
Mechanics who possess Automotive Service Excellence certificates	78%	74%	75%	75%
Equipment Services Technician Training Hours	24	N/A	24	24
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	118,400	563,900	445,500
Employee Years	69.2	67.2	-2.0

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>
58,800	38,400	1,197,600	-109,000	0	-740,300	445,500

Major Change

Reduce unit fuel cost \$1.00 per gallon due to lower fuel costs	-1,287,200
Add funding to Parts based upon historical usage	300,000
Add funding for contract vehicle repairs based upon historical usage	291,400
Reduce fuel consumption by 2%	-63,500
Add funding to Heat, Light and Power based upon historical usage	25,000
Reduce allocation for Building Maintenance based upon historical usage	-6,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

7-43

Chargebacks

<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>
CITY COUNCIL & CLERK	600	600	ENVIRONMENTAL SERVICES		
ADMINISTRATION			Commissioner	71,100	64,100
Mayor's Office	21,300	5,500	Architecture & Engineering	25,000	23,700
Management & Budget	300	300	Operations	6,979,500	6,430,700
Communications	1,200	1,100	Buildings & Parks	842,400	816,000
Human Resource Mgt.	<u>5,600</u>	<u>5,200</u>	Equipment Services	218,900	214,800
Total	28,400	12,100	Water	<u>593,500</u>	<u>523,500</u>
INFORMATION TECHNOLOGY	16,300	15,900	Total	8,730,400	8,072,800
FINANCE			POLICE	4,721,100	4,268,300
Treasury	8,900	8,400	FIRE	378,300	297,900
Accounting	400	300	LIBRARY		
Purchasing	300	300	Central Library	3,600	3,500
Parking	<u>83,200</u>	<u>76,900</u>	Community Library	<u>4,800</u>	<u>4,200</u>
Total	92,800	85,900	Total	8,400	7,700
NEIGHBORHOOD & BUSINESS DEVELOPMENT	15,700	8,800	RECREATION & YOUTH SERVICES		
LAW	600	300	Commissioner	3,000	2,800
EMERGENCY COMMUNICATIONS	10,300	9,500	Recreation	<u>92,300</u>	<u>86,000</u>
			Total	95,300	88,800
			Total Interfund	7,117,000	6,566,100
			Total Intrafund	<u>6,981,200</u>	<u>6,302,500</u>
			CITY TOTAL	14,098,200	12,868,600

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

7-44

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	3,244,993	3,526,700	3,808,900	3,758,700
Materials & Supplies	5,486,000	4,428,400	6,620,300	5,602,600
Services	1,815,778	1,741,100	1,537,400	1,821,200
Other	<u>1,855,600</u>	<u>2,250,000</u>	<u>2,250,000</u>	<u>2,250,000</u>
Total	12,402,371	11,946,200	14,216,600	13,432,500
Interfund Credit*	-6,713,769	-6,248,700	-7,117,000	-6,566,100
Intrafund Credit*	<u>-5,572,787</u>	<u>-5,482,200</u>	<u>-6,981,200</u>	<u>-6,302,500</u>
Total	115,815	215,300	118,400	563,900
Appropriation by Activity				
Fleet Management	2,594,154	3,254,800	3,283,600	3,310,700
Repair	3,728,769	3,639,300	3,709,300	3,904,100
Fueling	2,929,912	2,052,500	4,447,500	3,119,000
Parts	3,031,203	2,889,900	2,652,700	2,972,300
Equipment Maintenance	<u>118,333</u>	<u>109,700</u>	<u>123,500</u>	<u>126,400</u>
Total	12,402,371	11,946,200	14,216,600	13,432,500
Interfund Credit*	-6,713,769	-6,248,700	-7,117,000	-6,566,100
Intrafund Credit*	<u>-5,572,787</u>	<u>-5,482,200</u>	<u>-6,981,200</u>	<u>-6,302,500</u>
Total	115,815	215,300	118,400	563,900
Employee Years by Activity				
Fleet Management	4.7	6.5	7.7	7.6
Repair	46.9	48.1	52.4	50.6
Parts	6.4	7.7	7.7	7.6
Equipment Maintenance	<u>1.5</u>	<u>1.1</u>	<u>1.4</u>	<u>1.4</u>
Total	59.5	63.4	69.2	67.2

*Reflects chargeback for motor equipment service.

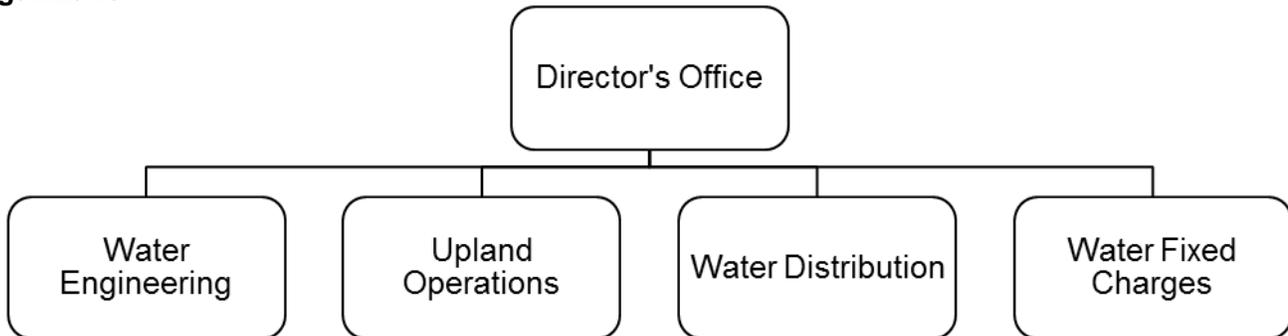
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2015-16	Approved 2016-17				
33	Director of Equipment Services	1	1	1			
25	Service Manager	1	1		1		
25	Technology Application Coordinator	1	1	1			
25	Warranty Specialist	1	1		1		
24	Automotive Parts & Materials Manager	1	1			1	
24	Senior Administrative Analyst	1	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	4	5		5		
14	Senior Auto Parts Clerk	3	3			3	
14	Sr. Auto Maintenance Mechanic	6	8		8		
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	2	2			2	
10	Senior Account Clerk	1	1	1			
71	Master Truck Technician	16	15		15		
70	Master Automotive Technician	10	8		8		
65	Auto Machinist	1	1			1	
61	Tire Repairer	1	1		1		
59	Heavy Equipment Aide	1	1		1		
58	Auto Aide	1	1		1		
EMPLOYEE YEARS							
	Full Time	62.0	62.0	7.0	47.0	7.0	1.0
	Overtime	6.4	6.3	0.1	5.4	0.7	0.1
	Part Time, Temporary, Seasonal	1.6	1.5	0.5	0.4	0.1	0.5
	Less: Vacancy Allowance	<u>0.8</u>	<u>2.6</u>	<u>0.0</u>	<u>2.2</u>	<u>0.2</u>	<u>0.2</u>
	Total	69.2	67.2	7.6	50.6	7.6	1.4

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Replace or rehabilitate 44,460 feet of distribution water mains to maintain system integrity	Safer and More Vibrant Neighborhoods	Fourth Quarter
Maintain high level (>90%) customer satisfaction	Safer and More Vibrant Neighborhoods	Fourth Quarter
Maximize production and operational efficiencies at Hemlock Filtration Plant	Innovation and Efficiency	Fourth Quarter
Reduce and maintain non-revenue water to a level of 6 MGD	Innovation and Efficiency	Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER

7-47

Key Performance Indicators

	<u>Actual</u> 2014-15	<u>Estimated</u> 2015-16	<u>Budget</u> 2015-16	<u>Budget</u> 2016-17
INTERNAL OPERATIONS				
Engineering:				
Distribution system water main breaks & leaks per 100 miles of water main	13.5	12	N/A	12
Percentage of water mains in distribution system with corrosion inhibited lining	71.8%	73.4%	N/A	74.8%
Water Production & Treatment:				
Filtration plant production (million gallons per day)	37.5	37.4	37.4	37.4
Water Distribution:				
Non-Revenue Water (MGD)	7.5	6.4	N/A	6.0
Customer satisfaction callbacks – percent of customers satisfied with service	98.6%	98%	N/A	95%
Radio Read Meter installations	5,338	3,700	N/A	4,000
Percent of customer meters converted to radio read	48%	55%	N/A	61%

N/A – Not Applicable

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	23,271,500	22,855,800	-415,700
Employee Years	134.2	133.8	-0.4

Change Detail

Salary & Wage <u>Adjustment</u>	General		Vacancy		<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>		
89,900	19,300	-65,600	-73,900	0	-385,400	-415,700

Major Change Highlights

Reduction in purchase of water from MCWA reduces expense	-182,500
Increase in collection efforts in Water Bureau results in decrease in Allocation for Uncollectibles	-150,000
Reduce allocation for Heat, Light & Power	-94,300
Add funding for succession planning	42,900
Add funding for Water Plant security	18,500
Miscellaneous category expense reduction	-16,300
Productivity improvements result in savings	-3,700

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

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,044,800	2,048,500	3,700
Employee Years	13.8	14.1	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>
23,100	4,700	2,400	0	0	-26,500	3,700

Major Changes

Reallocate resources to Uplands to increase training opportunities	-25,000
Reduce allocation for Heat, Light & Power	-20,000
Add funding to enhance water plant security	18,500

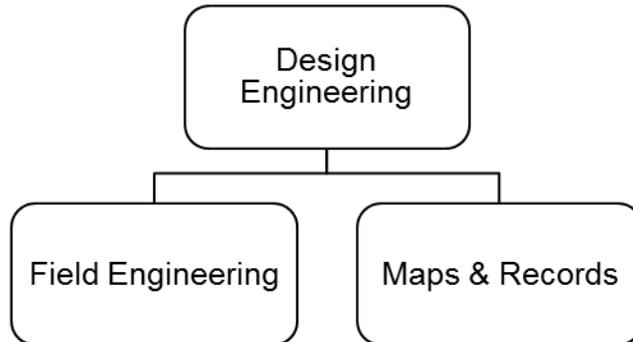
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF WATER – DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	793,789	788,600	808,500	850,100
Materials & Supplies	541,034	495,100	545,100	547,800
Services	497,228	602,300	691,200	650,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,832,051	1,886,000	2,044,800	2,048,500
Appropriation by Activity				
Director's Office	1,832,051	1,886,000	2,044,800	2,048,500
Employee Years by Activity				
Director's Office	12.8	13.4	13.8	14.1

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

FULL TIME POSITIONS			
Br.	Title	Budget 2015-16	Approved 2016-17
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
25	Materials, Equip & Facilities Coordinator	1	1
24	Senior Administrative Analyst	1	1
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
13	Supervising Stock Clerk	1	1
9	Clerk II	1	1
7	Clerk III w/Typing	1	1
65	Sr. Maintenance Mechanic-Welder	1	1
63	Water Maintenance Worker/Construction	1	1
57	Garage Attendant	1	0
57	Laborer	0	1
EMPLOYEE YEARS			
	Full Time	12.0	12.0
	Overtime	0.5	0.5
	Part Time, Temporary, Seasonal	1.3	1.6
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	13.8	14.1

Organization



Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,083,100	1,085,400	2,300
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>				
11,000	100	-8,800	0	0	0	2,300	

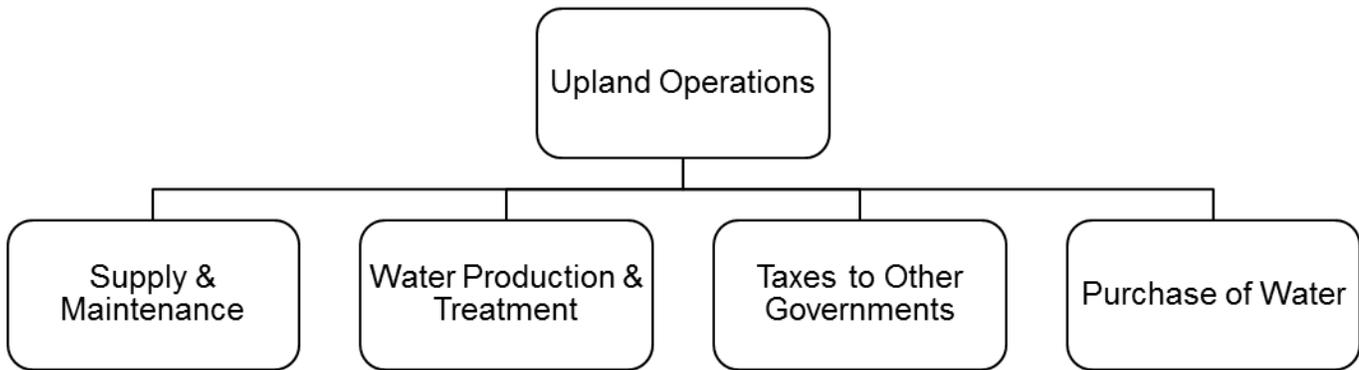
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	905,476	914,800	979,000	990,000
Materials & Supplies	3,093	15,100	15,100	15,100
Services	48,768	74,300	89,000	80,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	957,337	1,004,200	1,083,100	1,085,400
Appropriation by Activity				
Design Engineering	775,746	795,200	859,400	860,900
Field Engineering	121,068	133,100	152,000	154,200
Maps & Records	<u>60,523</u>	<u>75,900</u>	<u>71,700</u>	<u>70,300</u>
Total	957,337	1,004,200	1,083,100	1,085,400
Employee Years by Activity				
Design Engineering	10.5	9.7	10.1	10.1
Field Engineering	2.0	2.5	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	13.1	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 2015-16	Approved 2016-17			
32	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	2	1	1		
28	Engineer IV/Water	0	1	1		
26	Engineer III/Water	1	1	1		
24	Engineer II/Water	1	1	1		
23	Senior GIS Analyst	1	1	1		
21	Supervising Engineering Technician	1	1	1		
18	Principal Engineering Technician	2	1			1
18	Principal Engineering Technician-CADD	2	3	2	1	
12	Engineering Technician	1	1		1	
EMPLOYEE YEARS						
	Full Time	12.0	12.0	9.0	2.0	1.0
	Overtime	1.1	1.1	0.2	0.9	0.0
	Part Time, Temporary, Seasonal	1.0	1.0	1.0	0.0	0.0
	Less: Vacancy Allowance	<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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	6,080,100	5,903,300	-176,800
Employee Years	37.8	38.7	0.9

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>
18,300	10,200	-16,400	0	0	-188,900		-176,800

Major Change

Reduction in purchase of water from MCWA reduces expense	-182,500
Reduce allocation for Heat, Light & Power	-74,300
Add funding for succession planning	42,900
Reallocate resources from Director's Office to increase training opportunities	25,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

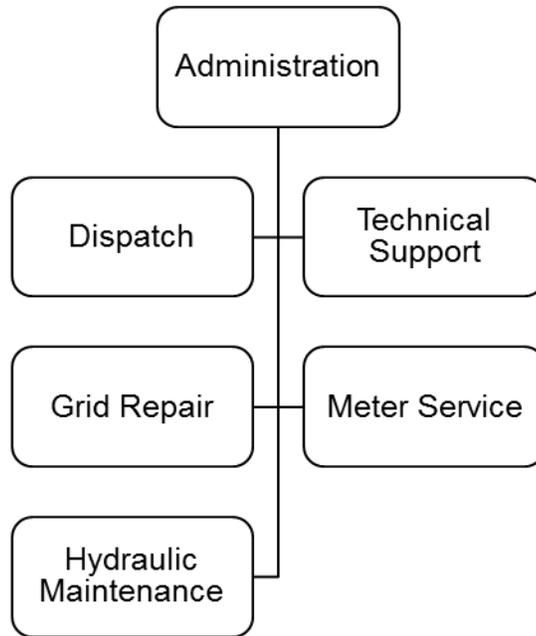
	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	2,052,194	2,112,000	2,152,000	2,213,200
Materials & Supplies	846,789	848,200	928,200	932,600
Services	2,679,442	2,548,200	2,999,900	2,757,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,578,425	5,508,400	6,080,100	5,903,300
Appropriation by Activity				
Supply & Maintenance	831,865	861,500	928,500	921,100
Water Production & Treatment	2,752,306	2,850,400	2,984,100	2,992,500
Taxes to Other Governments	778,664	790,000	941,100	945,800
Purchase of Water	<u>1,215,590</u>	<u>1,006,500</u>	<u>1,226,400</u>	<u>1,043,900</u>
Total	5,578,425	5,508,400	6,080,100	5,903,300
Employee Years by Activity				
Supply & Maintenance	10.5	10.3	10.3	10.3
Water Production & Treatment	<u>26.4</u>	<u>26.6</u>	<u>27.5</u>	<u>28.4</u>
	36.9	36.9	37.8	38.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

7-56

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2015-16	Approved 2016-17		
32	Manager of Water Production	1	1		1
30	Chief of Water Quality Operations	1	1		1
28	Assistant Manager of Water Production	1	0		
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	0	1	1	
23	Asst Superintendent Water Plant Maint	1	1		1
23	Automated System Control Specialist	1	1		1
23	Supt. of Water Supply Maintenance	1	0		
23	Water Quality Chemist	1	1		1
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Operations Supervisor/Corrosion	1	1	1	
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Reservoir Operator	1	1		1
18	Water Operations Supervisor/Upland	1	1	1	
18	Senior Water Plant Operator	1	3		3
16	Administrative Assistant	1	1		1
16	Water Plant Operator	5	3		3
15	Sr. Maint. Mech./Water Treatment	1	1		1
15	Water Quality Lab Assistant	0	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		3.6	3.4	1.2	2.2
Part Time, Temporary, Seasonal		0.8	1.9	0.3	1.6
Less: Vacancy Allowance		<u>0.6</u>	<u>0.6</u>	<u>0.2</u>	<u>0.4</u>
Total		37.8	38.7	10.3	28.4

Organization



Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	4,637,100	4,542,200	-94,900
Employee Years	68.8	67.5	-1.3

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>
37,500	4,300	-42,800	-73,900	0	-20,000	-94,900

Major Change

Reduce miscellaneous category expense allocation	-16,300
Productivity improvements result in savings	-3,700

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

7-58

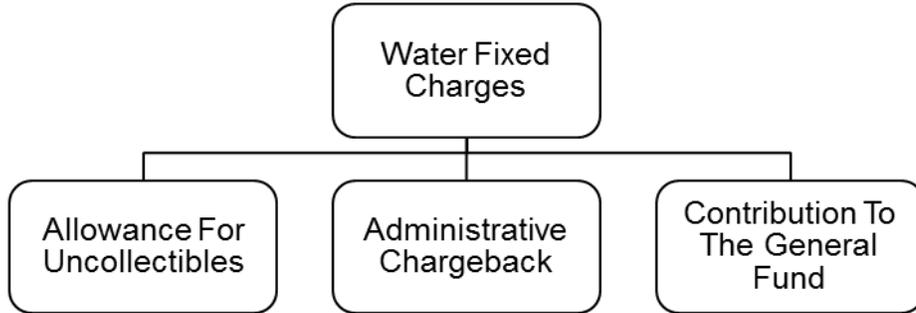
	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	3,230,005	3,335,500	3,372,800	3,336,400
Materials & Supplies	50,742	52,900	52,900	53,200
Services	1,081,263	1,079,400	1,211,400	1,152,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,362,010	4,467,800	4,637,100	4,542,200
Appropriation by Activity				
Administration	755,266	698,500	800,500	755,200
Dispatch	365,198	333,300	327,000	339,900
Technical Support	554,753	411,600	407,100	386,900
Grid Repair	1,527,548	1,783,400	1,822,300	1,793,700
Meter Services	620,072	700,300	707,500	736,600
Hydraulic Maintenance	<u>539,173</u>	<u>540,700</u>	<u>572,700</u>	<u>529,900</u>
Total	4,362,010	4,467,800	4,637,100	4,542,200
Employee Years by Activity				
Administration	3.9	3.9	3.9	3.9
Dispatch	6.9	7.0	6.9	6.6
Technical Support	8.6	8.7	8.6	8.4
Grid Repair	21.5	21.8	22.9	22.7
Meter Service	13.1	13.3	14.5	15.2
Hydraulic Maintenance	<u>12.9</u>	<u>12.2</u>	<u>12.0</u>	<u>10.7</u>
Total	66.9	66.9	68.8	67.5

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 2015-16	Approved 2016-17						
31	Manager of Water Distribution	0	1	1					
30	Manager of Water Distribution	1	0						
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		
65	Sr. Maint. Mech./Hydraulic Maintenance	0	1						1
64	Water Distribution Technician	18	18			6		7	5
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	14	14				14		
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	5	4			1	1		2
61	Meter Reader	4	4					4	
52	Water Service Trainee	0	1				1		
EMPLOYEE YEARS									
	Full Time	63.0	64.0	4.0	6.0	8.0	21.0	15.0	10.0
	Overtime	5.3	5.0	0.0	0.9	0.8	1.6	0.8	0.9
	Part Time, Temporary, Seasonal	1.8	1.0	0.0	0.0	0.0	0.7	0.0	0.3
	Less: Vacancy Allowance	<u>1.3</u>	<u>2.5</u>	<u>0.1</u>	<u>0.3</u>	<u>0.4</u>	<u>0.6</u>	<u>0.6</u>	<u>0.5</u>
	Total	68.8	67.5	3.9	6.6	8.4	22.7	15.2	10.7

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 2016-17 represents 6.4 percent of total Water Fund expenses incurred in 2014-15. 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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	9,426,400	9,276,400	-150,000

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	-150,000	-150,000

Major Change

Increase in collection efforts in Water Bureau results in decrease in Allocation for Uncollectibles -150,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Approved
Appropriation by Major Object	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</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>6,405,045</u>	<u>6,648,600</u>	<u>6,973,600</u>	<u>6,823,600</u>
Total	8,857,845	9,101,400	9,426,400	9,276,400
Appropriation by Activity				
Allowance for Uncollectibles	1,031,445	1,275,000	1,600,000	1,450,000
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	8,857,845	9,101,400	9,426,400	9,276,400

Mission Statement

Emergency Communications (911):

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

311/One Call to City Hall:

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

Being Accessible

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

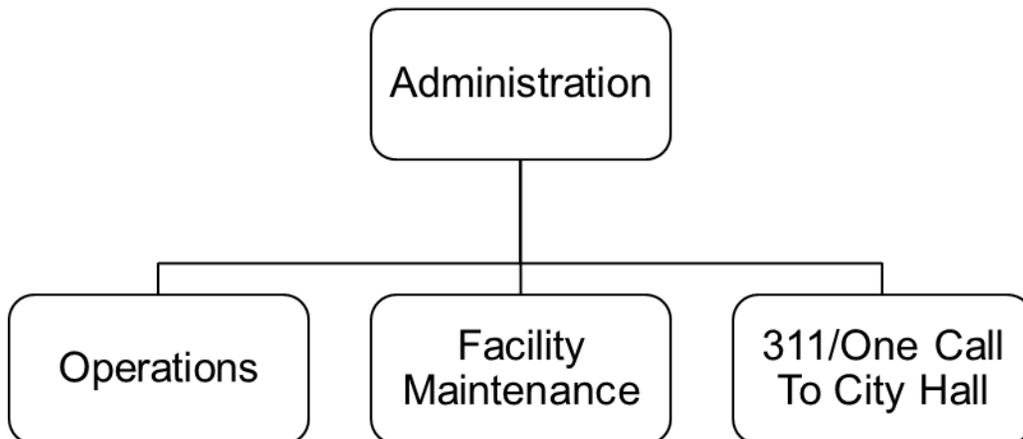
Being Accountable

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

Enabling Transparency

The 311 Call Center continues to seek technological advancements that facilitate data management and analysis and provide the most effective and efficient form of government.

Organization



Department Highlights

Emergency Communications (911):

The proposed budget for Administration and Operations reflects the funding level requested by Emergency Communications for the 2016 County Budget. The County has eliminated funding for an overhire in Operations as an economy measure. There is an overlap in fiscal years between the City and County. The budgets of the City and County will be closely monitored to ensure that County funding is sufficient.

The replacement and upgrade of the Computer-Aided Dispatch (CAD) system will continue. The project is funded by the County and is expected to be completed in early 2019.

311/One Call to City Hall:

Two seasonal service representative positions will be eliminated and one part time service representative position will be created to allow for staffing consistency.

Vital Customers

Emergency Communications (911):

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

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

311/One Call to City Hall:

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

Critical Processes

Emergency Communications (911):

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conclude phase 2A of the capital improvements required to retain operational reliability at the current locations for Operations and 311 (replace dispatch furniture, paint, new carpet and electrical replacement)	Innovation and Efficiency	First Quarter
Continue to implement 311 desktop transaction tracking software program	Innovation and Efficiency	Ongoing
Continue Computer-Aided Dispatch (CAD) computer system replacement and upgrade	Safer and More Vibrant Neighborhoods Innovation and Efficiency	Ongoing
Update 311 Lagan system software and hardware	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Emergency Communications (911):				
911 Calls received (excluding administrative calls)	1,150,976	1,230,700	1,175,000	1,250,000
Calls dispatched:				
• Police (includes police-initiated)	1,013,146	1,030,982	1,030,000	1,030,000
• Fire	97,690	97,202	95,000	96,000
• Emergency medical service	<u>122,306</u>	<u>126,122</u>	<u>130,000</u>	<u>130,000</u>
• Total dispatched	1,233,142	1,254,306	1,255,000	1,256,000
Ring time (average in seconds)	6.6	6.0	7.0	7.0
CALEA Accreditation Compliance (%)	99	99	97	97
NYSSA Accreditation Compliance (%)	100	100	100	100
Text messages to 911	629	1,037	850	1,200
Number of calls entered as a result of text messages	359	583	350	500
CUSTOMER SERVICE				
Emergency Communications (911):				
Caller complaints	179	196	225	196
Caller customer satisfaction (scale =1-4; 4 = best)	3.8	3.8	3.8	3.8
311/One Call to City Hall:				
Total calls received from external sources	440,548	453,000	440,000	463,000
Calls answered within 30 seconds (%)	75.3	74	80	75
Call abandon rate (%)	9.4	10.1	10	10
FINANCIAL/COSTS				
Emergency Communications (911):				
Operating cost per call (\$)	10.20	9.59	10.63	10.06

EMERGENCY COMMUNICATIONS DEPARTMENT

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
311/One Call to City Hall:				
Operating cost per call (\$)	2.66	2.58	2.77	2.64

LEARNING & INNOVATION

Emergency Communications (911):

Employee Training (hours)	19,322	16,000	16,000	16,000
---------------------------	--------	--------	--------	--------

311/One Call to City Hall:

Average number training hours per employee	31	32	32	44
--	----	----	----	----

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

NYSSA - New York State Sheriffs' Association

Year-To-Year Comparison

	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
<u>Main Functions</u>				
Administration	624,500	613,400	-11,100	-1.8%
Operations	11,623,000	11,728,600	105,600	0.9%
Facility Maintenance	242,000	228,800	-13,200	-5.5%
311/One Call To City Hall	<u>1,220,100</u>	<u>1,221,800</u>	<u>1,700</u>	0.1%
Total	13,709,600	13,792,600	83,000	0.6%

Employee Years	233.1	230.4	-2.7	-1.2%
----------------	-------	-------	------	-------

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>
202,200	1,700	-4,900	0	-500	-115,500	83,000

Major Change

Funding for an overhire in Operations is eliminated as an economy measure	-167,600
Overtime increases in Operations as a result of elimination of an overhire	73,200
Call recording maintenance increases to reflect actual need	13,000
Utilities decrease to reflect actual need	-11,000
Miscellaneous telephone expenses in 311/One Call to City Hall are reduced to reflect actual need	-10,600
Overtime allocation at 311/One Call to City Hall increases as a result of more planned winter call-ins for major snow events	10,400
Administration travel decreases to correspond to County levels and to reflect actual need	-10,000
Reductions in Operations miscellaneous supplies reflect County levels and actual need	-8,100
311/One Call to City Hall wearing apparel decreases to correspond with actual need	-2,600
Reduction in facility maintenance repair to reflect actual need	-2,200
Two vacant part time dispatcher positions convert to one full time dispatcher position	0

Program Change

Total calls received from external sources indicator for 311/One Call to City Hall reflects an increase in volume for Auto Pound calls. The caller places a call for the Auto Pound. 311/One Call to City Hall initially answers the call and can provide basic information to the caller.

EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

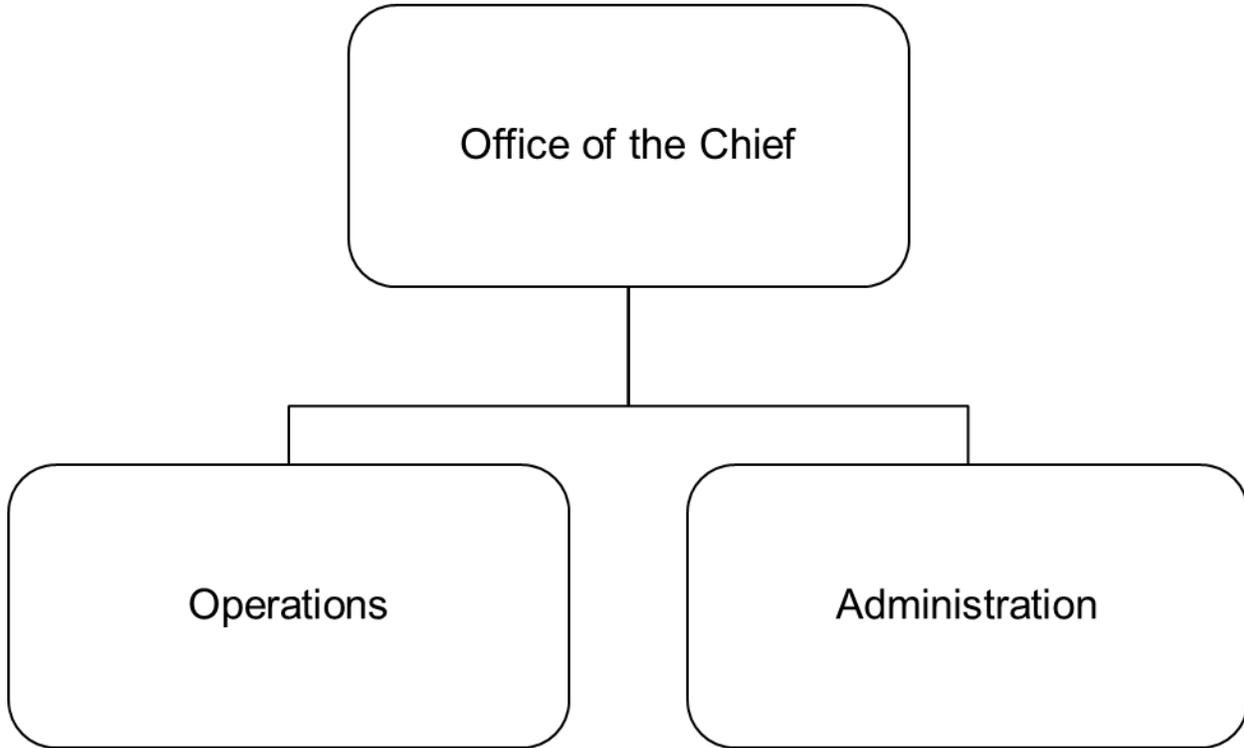
	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	11,818,092	11,928,600	12,568,100	12,740,000
Materials & Supplies	93,301	102,900	136,000	130,200
Services	1,001,385	935,400	1,005,500	922,400
Other	<u>4,676</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12,917,454	12,966,900	13,709,600	13,792,600
Appropriation by Activity				
Administration	576,297	579,300	624,500	613,400
Operations	10,952,982	10,994,800	11,623,000	11,728,600
Facility Maintenance	215,133	225,400	242,000	228,800
311/One Call To City Hall	<u>1,173,043</u>	<u>1,167,400</u>	<u>1,220,100</u>	<u>1,221,800</u>
Total	12,917,454	12,966,900	13,709,600	13,792,600
Employee Years by Activity				
Administration	6.5	6.5	7.0	7.0
Operations	190.0	188.0	202.6	200.1
311/One Call To City Hall	<u>23.8</u>	<u>23.7</u>	<u>23.5</u>	<u>23.3</u>
Total	220.3	218.2	233.1	230.4

EMERGENCY COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2015-16	Approved 2016-17			
36	ECC Director	1	1	1		
33	Deputy Director - ECC	1	1		1	
29	311 Call Center Manager	1	1			1
29	911 Operations Manager	3	3		3	
23	Sr. GIS Analyst	1	1		1	
22	Knowledge Base Coordinator	1	1			1
20	Executive Assistant	1	1	1		
20	Supervising Service Representative	1	1			1
18	Secretary to the Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Sr. Service Representative	1	1			1
16	Sr. Service Representative Bilingual	1	1			1
12	Communications Research Assistant	1	1	1		
12	Service Representative	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	
190	EMD Quality Improvement Coordinator II	2	2		2	
170	Dispatcher II	27	27		27	
150	Dispatcher I	93	94		94	
150	Dispatcher I Bilingual	2	2		2	
110	Telecommunicator	42	41		41	
110	Telecommunicator Bilingual	1	2		2	
EMPLOYEE YEARS						
Full Time		214.0	215.0	7.0	189.0	19.0
Overtime		9.1	10.7	0.0	10.1	0.6
Part Time, Temporary, Seasonal		16.0	4.7	0.0	1.0	3.7
Less: Vacancy Allowance		<u>6.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		233.1	230.4	7.0	200.1	23.3

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 the hiring of 45 police recruits. RPD will hold two Police Academy classes during FY 2016-17. A class of 30 recruits will begin in September of 2016 with another class of 15 recruits beginning in March of 2017. These recruit classes will adjust RPD's staffing levels to reflect the highest number of personnel available during the busiest time of the year. Additionally, the increase in personnel hiring will allow RPD to maintain a higher number of available operational staffing throughout the year. This will enable vital operations and services to continue at a consistent level.
- **Investigators** – The budget includes funding for two additional investigator positions. This adjustment will increase our investigator totals and enhance our capability to address our investigative workload associated with violent crime and long-term investigations.

Highlights of the Department's 2016-17 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:		
Continue to enhance police and community relationships – Assess departmental re-organization	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue formal governance process to ensure major initiatives and department-wide projects are managed to completion – Adherence to formal project management principles	Innovation and Efficiency	Ongoing
Operations:		
Complete facilities needs assessment and site evaluations for future locations – Commence relocation of section offices	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue to enhance police and community relationships – Develop relationship between new police sections and the neighborhoods they serve	Safer and More Vibrant Neighborhoods	Ongoing

Highlights	Priorities Supported	Projected Completion
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community and support of responsible pet ownership	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue intelligence led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue and enhance intensive investigative efforts to solve serious crimes	Safer and More Vibrant Neighborhoods	Ongoing
Administration:		
Implement the Department's Body Worn Camera program – Establish digital storage infrastructure	Safer and More Vibrant Neighborhoods Innovation and Efficiency	First Quarter
Implement the Department's Body Worn Camera program – Phased deployment of body worn cameras to designated department members	Safer and More Vibrant Neighborhoods Innovation and Efficiency	Fourth Quarter
Enhance operations through external funding – Actively identify grant funding opportunities and apply for same	Safer and More Vibrant Neighborhoods Innovation and Efficiency	Ongoing
Increase quality of departmental functions – Maintain NYS law enforcement accreditation status and enhance inspectional process	Safer and More Vibrant Neighborhoods Innovation and Efficiency	Ongoing
Increase the minority representation within the department to more accurately reflect the community – Continue to work with DHRM to maximize recruitment efforts for minority candidates	Safer and More Vibrant Neighborhoods	Ongoing

POLICE DEPARTMENT

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>	<u>Change</u>	<u>Change</u>
Office of the Chief	5,054,300	4,822,500	-231,800	-4.6%
Operations	70,831,900	71,153,800	321,900	0.5%
Administration	16,120,800	16,822,000	701,200	4.3%
Total	92,007,000	92,798,300	791,300	0.9%
Employee Years	903.6	939.1	35.5	3.9%

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>
-456,300	67,800	-505,900	-698,000	0	2,383,700	791,300

Major Change Highlights

Overtime is increased to reflect historical and projected spending	1,956,100
Net change in Police recruit class	965,400
Reductions in supplies and services reflect actual need	-230,300
Overt surveillance camera maintenance costs transfer to Information Technology	-226,600
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Two Police Investigators are added to address increased workload	193,800
A Technology Application Coordinator and Digital Media Specialist are added to support the Body Worn Camera program	155,600
Net change in STOP DWI grant	-134,000
Smart Policing grant ends	-114,700
Two Animal Services Client Specialists are added	89,500
Bureau of Communications special event overtime credit is adjusted	68,000
Two part time Animal Services Client Specialists are added	40,100
A Clerk III is abolished as an efficiency measure	-39,700
A Receptionist Typist is abolished as an efficiency measure	-38,600
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-31,200
Two part time Animal Care Technicians are added	31,000
Appropriation of forfeiture funds for community programs does not recur	-25,000
Funds are added for a part time Victim Assistance Counselor	21,600
2013 Bomb Squad Initiative grant ends	-19,100
Part time Veterinary Technician is added	17,100
Part time Clerk Typist is abolished as an efficiency measure	-16,700
Net change in Project Safe Neighborhood grant	-15,300

Funds are added for lease agreement with Bivona Child Advocacy Center	14,400
NYS Citizen Patrol grant ends	-13,600
Appropriation of forfeiture funds for Gun Buy Back program does not recur	-11,800
NYS Community Policing grant ends	-10,000
Net change in PETCO Foundation animal services grant	-10,000
Net change in Underage Tobacco Compliance grant funding	-9,800
Net change in 2015 Bomb Squad grant	-7,300
NYS grant to upgrade scopes on M-4 rifles used by the SWAT Team ends	-4,000
NYS Child Passenger Safety grant ends	-3,700
Explosive Detection Canine Team grant ends	-3,000
Net change in STOP DWI Crackdown grant	-2,400
Net change in Grants to Encourage Arrest Policies and Enforcement of Protection Orders	-2,100
Unfunded Executive Deputy Chief is abolished	0

Assignment of Authorized Positions
2007-08 to 2016-17

Year	Office of the Chief & Administration			Operations			Department Total		
	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
2016-17	62	67	129	665	56	721	727	123	850
2015-16	63	65	128	663	56	719	726	121	847
2014-15	45	67	112	681	56	737	726	123	849
2013-14	45	66	111	681	76	757	726	142	868
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5
2011-12	45	100.5	145.5	681	43	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914

POLICE DEPARTMENT

Authorized Sworn Positions
2012-13 to 2016-17

<u>Positions</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Chief	1	1	1	1	1
Executive Deputy Chief	1	1	1	1	0
Deputy Chief	2	2	2	2	2
Commander	3	3	3	2	2
Captain	11	11	11	13	13
Lieutenant	33	33	34	32	32
Sergeant	90	90	89	95	95
Police Investigator	80	80	80	80	82
Police Officer	<u>505</u>	<u>505</u>	<u>505</u>	<u>500</u>	<u>500</u>
Total	726	726	726	726	727

POLICE DEPARTMENT
EXPENDITURE SUMMARY

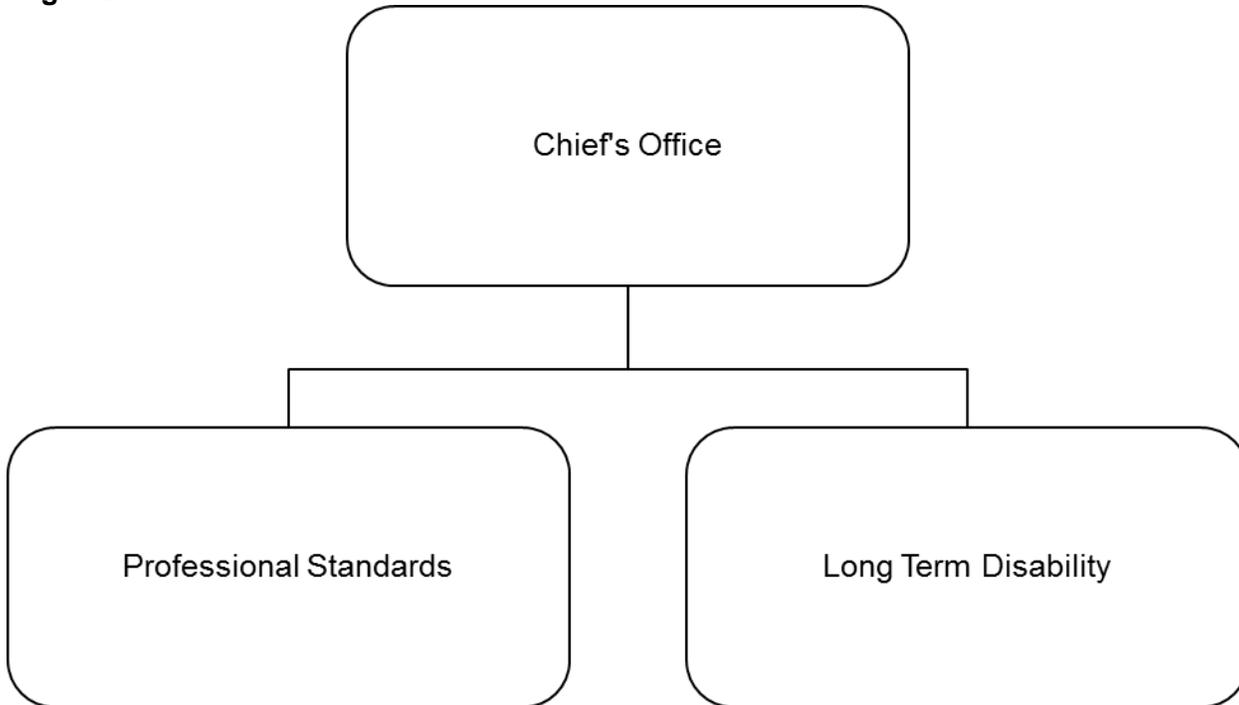
	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	75,117,063	77,610,000	77,685,500	79,691,600
Materials & Supplies	1,452,529	1,391,000	1,468,200	1,394,200
Services	10,886,662	11,298,400	12,748,100	11,672,500
Other	<u>55,358</u>	<u>1,100</u>	<u>105,200</u>	<u>40,000</u>
Total	87,511,613	90,300,500	92,007,000	92,798,300
Appropriation by Activity				
Office of the Chief	4,704,801	4,854,600	5,054,300	4,822,500
Operations	67,013,296	69,311,400	70,831,900	71,153,800
Administration	<u>15,793,516</u>	<u>16,134,500</u>	<u>16,120,800</u>	<u>16,822,000</u>
Total	87,511,613	90,300,500	92,007,000	92,798,300
Employee Years by Activity				
Office of the Chief	31.3	32.2	31.8	31.9
Operations	738.4	740.1	754.2	764.3
Administration	<u>143.3</u>	<u>142.5</u>	<u>117.6</u>	<u>142.9</u>
Total	913.0	914.8	903.6	939.1
NBD Allocation - Dollars				
NBD Allocation - Dollars	2,045,600	2,344,100	2,344,100	2,344,100
NBD Allocation - Employee Years				
NBD Allocation - Employee Years	24.4	26.5	26.5	26.5

POLICE DEPARTMENT
OFFICE OF THE CHIEF

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to enhance police and community relationships – Assess departmental re-organization	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue formal governance process to ensure major initiatives and department-wide projects are managed to completion – Adherence to formal project management principles	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	14	13	24	14
Civil suit investigations completed	55	66	78	64
Fleet accident reports reviewed	116	136	140	131
Subject resistance reports reviewed	701	747	918	749
Administrative inquiries	433	363	383	375

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	5,054,300	4,822,500	-231,800
Employee Years	31.8	31.9	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>
5,000	4,600	-900	0	0	-240,500	-231,800

Major Change

Funding for medical services agreement transfers to Administration	-110,000
Training funds transfer to Patrol and Administration	-91,200
Appropriation of forfeiture funds for community programs does not recur	-25,000
Reductions in supplies and services reflect actual need	-22,000
Funds are added for lease agreement with Bivona Child Advocacy Center	14,400
Appropriation of forfeiture funds for Gun Buy Back program does not recur	-11,800
Overtime is increased to reflect historical and projected spending	5,100
Unfunded Executive Deputy Chief is abolished	0

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	2,934,290	3,114,100	3,083,400	3,082,800
Materials & Supplies	31,081	18,100	15,100	11,100
Services	1,739,431	1,722,400	1,954,700	1,728,600
Other	<u>0</u>	<u>0</u>	<u>1,100</u>	<u>0</u>
Total	4,704,801	4,854,600	5,054,300	4,822,500
Appropriation by Activity				
Chief's Office	3,209,688	3,192,600	3,367,900	3,142,700
Professional Standards	946,460	1,091,700	1,088,800	1,081,200
Long Term Disability	<u>548,653</u>	<u>570,300</u>	<u>597,600</u>	<u>598,600</u>
Total	4,704,801	4,854,600	5,054,300	4,822,500
Employee Years by Activity				
Chief's Office	15.5	15.2	14.7	14.6
Professional Standards	8.8	10.3	10.1	10.3
Long Term Disability	<u>7.0</u>	<u>6.7</u>	<u>7.0</u>	<u>7.0</u>
Total	31.3	32.2	31.8	31.9

POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

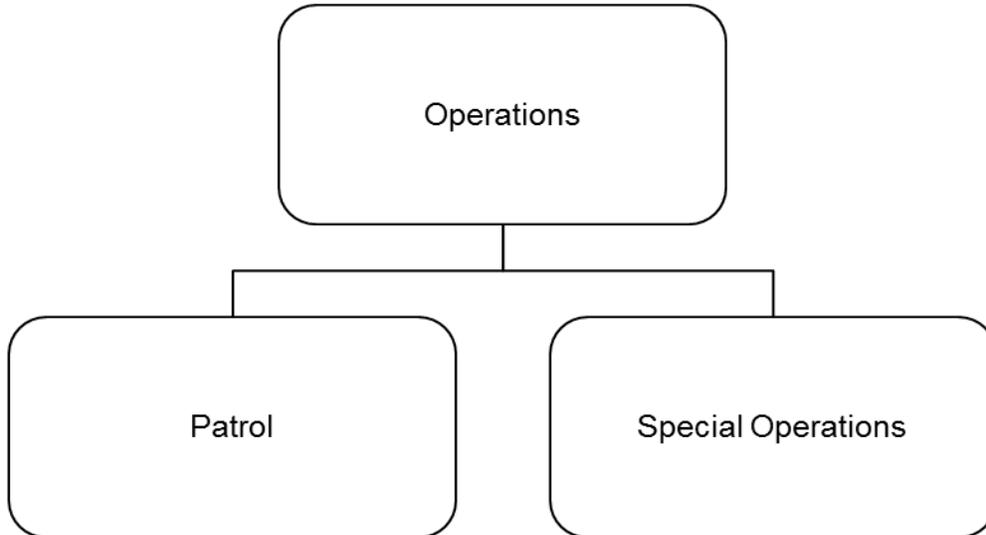
FULL TIME POSITIONS				Chief's Office	Professional Standards	Long Term Disability
Br.	Title	Budget 2015-16	Approved 2016-17			
98	Chief of Police	1	1	1		
197	Executive Deputy Chief	1	0			
97	Deputy Chief of Police	2	2	2		
96	Police Commander	2	2	2		
94	Police Lieutenant	2	2	1	1	
92	Police Sergeant	9	9	3	6	
191	Police Investigator	3	3	3		
90	Police Officer	8	8		1	7
21	Police Steno	2	2		2	
18	Secretary to the Chief	1	1	1		
7	Clerk III with Typing	1	1	1		
EMPLOYEE YEARS						
Full Time		32.0	31.0	14.0	10.0	7.0
Overtime		0.3	0.4	0.1	0.3	0.0
Part Time, Temporary, Seasonal		0.5	0.5	0.5	0.0	0.0
Less: Vacancy Allowance		<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		31.8	31.9	14.6	10.3	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



2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete facilities needs assessment and site evaluations for future locations – Commence relocation of section offices	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue to enhance police and community relationships – Develop relationship between new police sections and the neighborhoods they serve	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community and support of responsible pet ownership	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue intelligence led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue and enhance intensive investigative efforts to solve serious crimes	Safer and More Vibrant Neighborhoods	Ongoing

POLICE DEPARTMENT
OPERATIONS

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	70,831,900	71,153,800	321,900
Employee Years	754.2	764.3	10.1

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>
-540,300	18,900	-12,300	-698,000	0	1,553,600	321,900

Major Change Highlights

Overtime is increased to reflect historical and projected spending	1,859,300
Overt surveillance camera maintenance costs transfer to Information Technology	-226,600
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Two Police Investigators are added to address increased workload	193,800
Net change in STOP DWI grant	-134,000
Two Animal Services Client Specialists are added	89,500
Bureau of Communications special event credit is adjusted	68,000
Reductions in supplies and services reflect actual need	-60,200
Two part time Animal Services Client specialists are added	40,100
A Clerk III is abolished as an efficiency measure	-39,700
A Receptionist Typist is abolished as an efficiency measure	-38,600
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-31,200
Two part time Animal Care Technicians are added	31,000
Training funds transfer from the Office of the Chief	25,000
Funds are added for a part time Victim Assistance Counselor	21,600
2013 Bomb Squad Initiative grant ends	-19,100
Part time Veterinary Technician is added	17,100
Part time Clerk Typist is abolished as an efficiency measure	-16,700
NYS Citizen Patrol grant ends	-13,600
Communications expense transfers from Administration	12,200
Net change in PETCO Foundation animal services grant	-10,000
Net change in Underage Tobacco Compliance grant funding	-9,800
Net change in STOP DWI Crackdown grant	-2,400
Net change in Grants to Encourage Arrest Polices and Enforcement of Protection Orders Program	-2,100

POLICE DEPARTMENT
OPERATIONS

Program Change

Two Police Investigators are added to support increased workload associated with investigative tasks associated with violent crimes and the coordination of long term investigations with multiple criminal justice stakeholders.

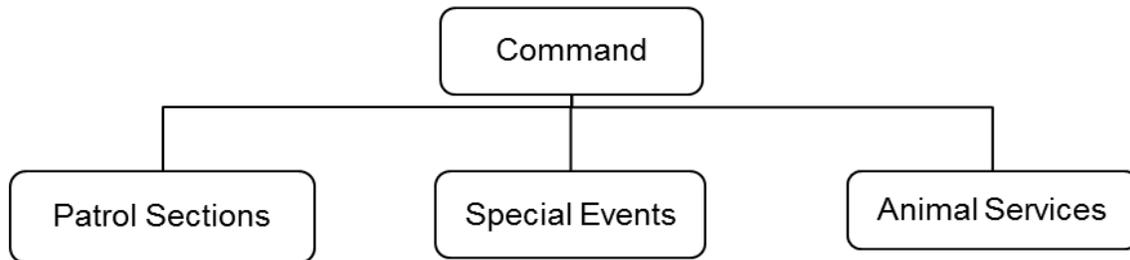
Additional part time positions are added to Animal Services to address workload and provide for a higher level of customer service.

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	62,995,854	65,079,600	66,389,200	67,166,500
Materials & Supplies	519,370	553,100	590,000	554,200
Services	3,484,354	3,677,800	3,788,800	3,413,800
Other	<u>13,718</u>	<u>900</u>	<u>63,900</u>	<u>19,300</u>
Total	67,013,296	69,311,400	70,831,900	71,153,800
Appropriation by Activity				
Patrol	44,840,341	46,544,600	48,465,100	49,016,300
Special Operations	<u>22,172,955</u>	<u>22,766,800</u>	<u>22,366,800</u>	<u>22,137,500</u>
Total	67,013,296	69,311,400	70,831,900	71,153,800
Employee Years by Activity				
Patrol	520.8	523.9	544.9	550.5
Special Operations	<u>217.6</u>	<u>216.2</u>	<u>209.3</u>	<u>213.8</u>
Total	738.4	740.1	754.2	764.3

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete facilities needs assessment and site evaluations for future locations – Commence relocation of section offices	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue to enhance police and community relationships – Develop relationship between new police sections and the neighborhoods they serve	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community and support of responsible pet ownership	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue intelligence led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Patrol Sections:				
Calls for service (all units):				
• Priority I	194,552	186,375	184,063	183,084
• All other	<u>163,687</u>	<u>164,637</u>	<u>165,441</u>	<u>176,289</u>
• Total calls	<u>358,239</u>	<u>351,012</u>	<u>349,504</u>	<u>359,373</u>
Officer-initiated calls for service	77,662	74,428	72,963	73,568
Domestic Violence calls	34,897	34,361	33,952	34,372
Arrests:				
Adult Felony	2,053	2,068	2,010	2,058
Total Adult Arrests	13,921	14,053	14,669	14,086
Youth Felony (Under 18)	290	280	304	286
Total Youth Arrests (Under 18)	1,485	1,467	1,492	1,480
Juvenile Felony (Under 16)	150	152	157	153
Total Juvenile Arrests (Under 16)	545	549	540	551
% Juveniles Diverted	28.5	29.5	29.0	29.0
Other Police Activity:				
Field information forms completed	7,949	9,042	9,110	8,843
Firearms seized	824	1,055	793	979
Crime guns seized	440	466	N/A	463
Adult Warrants served	4,490	4,488	4,587	4,501
Juvenile Warrants served	416	423	325	412
Crimes cleared (%):				
• Homicide	78.0	61.3	70.0	70.0

**POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION**

• Rape	41.2	52.5	38.5	41.0
• Robbery	25.0	29.9	25.0	25.9
• Aggravated Assault	59.7	53.9	55.0	55.9
• Burglary	10.9	11.7	10.0	10.7
• Larceny	13.9	14.7	13.8	14.0
• Motor Vehicle Theft	17.8	17.9	17.0	17.5
• Arson	6.9	7.1	7.4	7.3
Clearance rate for all crimes (Part I and II)	30.3	30.9	30.0	30.0

CUSTOMER PERSPECTIVE

Reported crimes:

• Homicide	33	34	36	34
• Rape	102	75	100	85
• Robbery	715	666	770	690
• Aggravated Assault	<u>841</u>	<u>887</u>	<u>841</u>	<u>867</u>
Part I Crime - Violent	1,691	1,662	1,747	1,676
• Burglary	2,011	1,850	2,286	1,930
• Larceny	5,891	5,975	6,401	6,001
• Motor Vehicle Theft	<u>657</u>	<u>629</u>	<u>579</u>	<u>627</u>
Part I Crime – Property	8,559	8,454	9,266	8,558
Part II Crime	<u>12,148</u>	<u>12,489</u>	<u>12,897</u>	<u>12,449</u>
Total Reported Crime	22,398	22,605	23,910	22,683

Narcotics-related offenses	1,023	1,142	1,178	1,114
Weapon-related offenses	380	365	358	369
Shooting victims	195	215	198	201
Response Time (call to arrival)				
Critical Priority Average (minutes)	**	15.8	**	16.5
Urgent priority average (minutes)	**	18.1	**	18.5
Normal priority (minutes)	**	30.8	**	30.0
% Primary car assigned responded	**	62.7	**	60.0

Animal Services:

Service requests	14,149	14,000	14,000	14,000
• Shelter	N/A	3,000	N/A	3,000
• Field	N/A	11,000	N/A	11,000
Tickets issued	867	850	900	800
Total Intakes to Shelter:	4,034	4,000	4,500	4,000
• Surrender - Cats	770	800	900	800
• Surrender - Dogs	782	800	900	800
• Strays - Cats	918	950	1,100	950
• Strays – Dogs	1,564	1,450	1,600	1,450
Save Rate (%)	72.2	79.1	N/A	80.0
Length of stay (days)				
• Cats	10.4	10.6	N/A	10.5
• Dogs	7.8	7.8	N/A	7.5
Spayed/Neutered	1,904	2,210	2,650	2,200
Dog Licenses (Animal Services only)	1,139	1,188	1,200	1,200

N/A – Not Applicable

** - Not Available

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	48,465,100	49,016,300	551,200
Employee Years	544.9	550.5	5.6

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>
-544,300	3,900	-9,100	-698,000	0	1,798,700	551,200

Major Change

Overtime is increased to reflect historical and projected spending	1,608,200
Two Animal Services Client Specialists are added	89,500
Bureau of Communications special event overtime credit is adjusted	68,000
A clerical position transfers from Special Operations	42,100
Two part time Animal Services Client Specialists are added	40,100
A Clerk III is abolished as an efficiency measure	-39,700
A Receptionist Typist is abolished as an efficiency measure	-38,600
Two part time Animal Care Technicians are added	31,000
Training funds transfer from the Office of the Chief	25,000
Part time Veterinary Technician is added	17,100
Part time Clerk Typist is abolished as an efficiency measure	-16,700
NYS Citizen Patrol grant ends	-13,600
Net change in PETCO Foundation animal services grant	-10,000
Reductions in supplies and services reflect actual need	-3,700

Program Change

Additional part time positions are added to Animal Services to address workload and to provide for a higher level of customer service.

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	43,997,141	45,629,400	47,469,000	47,946,100
Materials & Supplies	323,478	346,200	353,600	349,700
Services	519,721	569,000	642,500	720,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	44,840,341	46,544,600	48,465,100	49,016,300
Appropriation by Activity				
Command	261,532	420,600	664,800	669,800
Patrol Sections	43,295,067	44,744,500	45,762,300	45,958,000
Special Events	74,070	60,900	671,200	939,800
Animal Services	<u>1,209,671</u>	<u>1,318,600</u>	<u>1,366,800</u>	<u>1,448,700</u>
Total	44,840,341	46,544,600	48,465,100	49,016,300
Employee Years by Activity				
Command	2.3	3.8	5.9	6.3
Patrol Sections	493.3	495.0	514.4	517.6
Special Events	2.7	2.7	2.0	2.5
Animal Services	<u>22.5</u>	<u>22.4</u>	<u>22.6</u>	<u>24.1</u>
Total	520.8	523.9	544.9	550.5

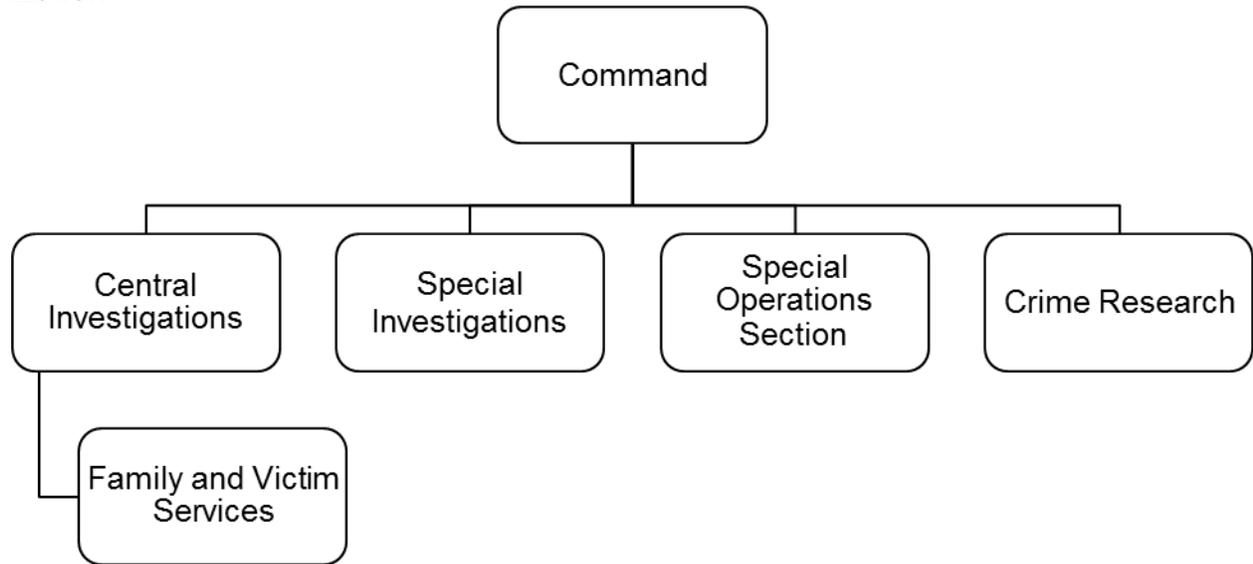
POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Sections	Special Events	Animal Services
Br.	Title	Budget 2015-16	Approved 2016-17				
95	Police Captain	8	8	3	5		
94	Police Lieutenant	22	22	1	20	1	
92	Police Sergeant	57	57		57		
191	Police Investigator	29	29		29		
90	Police Officer	384	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
11	Animal Services Client Specialist	0	2				2
10	Veterinary Technician	2	2				2
9	Clerk II	0	1		1		
7	Clerk III	1	0				
7	Clerk III with Typing	2	2		2		
6	Animal Care Technician II	5	5				5
6	Receptionist Typist	1	0				
EMPLOYEE YEARS							
Full Time		522.0	523.0	5.0	497.0	2.0	19.0
Overtime		18.4	34.7	1.3	31.6	0.5	1.3
Part Time, Temporary, Seasonal		5.5	5.0	0.0	0.9	0.0	4.1
Less: Vacancy Allowance		1.0	12.2	0.0	11.9	0.0	0.3
Total		544.9	550.5	6.3	517.6	2.5	24.1

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 2015-16	Proposed 2016-17
94	Police Lieutenant	5	5
90	Police Officer	21	21
EMPLOYEE YEARS			
Full Time		26.0	26.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		26.5	26.5

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

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 Victim Services

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

Special Investigations Section

- Investigates illegal narcotics activities, vice, illegal weapons, trafficking, organized crime
- Provides surveillance and intelligence services in support of investigations
- Works in joint task forces with Federal, State, and local law enforcement agencies
- Narcotics Unit is responsible for suppression of illegal drug trafficking activities from street level up to and including major criminal conspiracy efforts
- Responsible for suppression of gambling, prostitution, and pornography
- Surveillance and Electronic Support Unit is responsible for technical surveillance equipment used in investigative efforts
- Firearms Suppression Unit conducts activities such as Project Exile, weapon tracing and weapon crime intelligence

Special Operations Section

- Provides specialized field support services
- Tactical Unit provides directed patrol, crime-specific details, proactive investigative efforts
- The K-9 Unit provides canine support services to building searches and in tracking, as well as in nitrate and narcotic searches
- The Mounted Patrol provides highly visible patrol and crowd control presence Downtown, at special events, and in the event of disturbance
- The Traffic Enforcement Unit
 - 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

**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION**

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue intelligence led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue and enhance intensive investigative efforts to solve serious crimes	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Central Investigations:				
Investigations conducted:				
• Homicides	36	45	38	45
• Other death	10	14	10	14
• Bank robbery	14	15	12	15
• Physical child abuse	40	40	22	40
• Sexual child abuse	231	245	245	245
• Arson	229	240	220	240
Missing persons cases handled	1,573	1,573	1,350	1,500
Licenses processed	9,560	9,560	10,650	10,000
Crime scenes processed	8,756	8,900	9,100	9,400
Registered sex offenders managed	1,024	1,034	1,100	1,100
State Automated Biometric Identification System (SABIS) identifications	211	245	365	250
Family & Victims Services:				
FACIT responses	3,112	3,500	4,800	3,500
Victim assistance contacts	4,085	4,000	4,000	4,000
Special Investigations:				
Investigations conducted	304	287	309	310
Cases closed	340	288	272	273
Narcotics/Intelligence arrests	109	95	68	70
GRANET Arrests	76	84	80	75
Drugs seized:				
• Cocaine (kilograms)	4.0	4.8	17.0	3.5
• Heroin (grams)	985	1,389	2,500	1,500
• Marijuana (kilograms)	176	675	790	590
Weapons seized	74	81	75	60
Vehicles seized	7	7	3	3

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

9–25

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
Cash seized (\$)	579,317	386,211	350,000	200,000
Special Operations Section - Youth Services:				
Truancy transports	180	166	500	250
Truants refusing transport	488	240	720	500
Non-Truant contacts	182	100	300	250
Crime Analysis:				
Bulletins produced	856	1,092	736	944
Patterns identified	67	66	59	65
Violent disputes identified	77	135	46	104

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	22,366,800	22,137,500	-229,300
Employee Years	209.3	213.8	4.5

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
4,000	15,000	-3,200	0	0	-245,100	-229,300

Major Change

Overtime is increased to reflect historical and projected spending	251,100
Overt surveillance camera maintenance costs transfer to Information Technology	-226,600
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Two Police Investigators are added to address increased workload	193,800
Net change in STOP DWI grant	-134,000
Reductions in supplies and services reflect actual need	-56,500
A clerical position transfers to Patrol	-42,100
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-31,200
Funds are added for a part time Victim Assistance Counselor	21,600
2013 Bomb Squad Initiative grant ends	-19,100
Communications expense transfers from Administration	12,200
Net change in Underage Tobacco Compliance grant funding	-9,800
Net change in STOP DWI Crackdown grant	-2,400
Net change in Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program	-2,100

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

Program Change

Two Police Investigators are added to support increased workload associated with investigative tasks associated with violent crimes and the coordination of long term investigations with multiple criminal justice stakeholders.

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	18,998,712	19,450,200	18,920,200	19,220,400
Materials & Supplies	195,892	206,900	236,400	204,500
Services	2,964,633	3,108,800	3,146,300	2,693,300
Other	<u>13,718</u>	<u>900</u>	<u>63,900</u>	<u>19,300</u>
Total	22,172,955	22,766,800	22,366,800	22,137,500
Appropriation by Activity				
Command	343,862	624,700	822,700	1,153,400
Central Investigations	5,824,747	5,980,200	5,404,300	5,499,100
Family & Victim Services	708,200	778,400	809,600	849,000
Special Investigations	5,005,450	5,181,600	4,620,200	4,220,500
Special Operations Section	9,917,814	9,799,000	10,312,500	9,999,500
Crime Research	<u>372,883</u>	<u>402,900</u>	<u>397,500</u>	<u>416,000</u>
Total	22,172,955	22,766,800	22,366,800	22,137,500
Employee Years by Activity				
Command	4.1	6.5	8.0	11.2
Central Investigations	68.7	69.0	61.7	65.4
Family & Victim Services	14.7	15.7	14.2	14.7
Special Investigations	42.6	42.9	41.8	39.8
Special Operations Section	82.8	77.3	78.8	77.9
Crime Research	<u>4.7</u>	<u>4.8</u>	<u>4.8</u>	<u>4.8</u>
Total	217.6	216.2	209.3	213.8

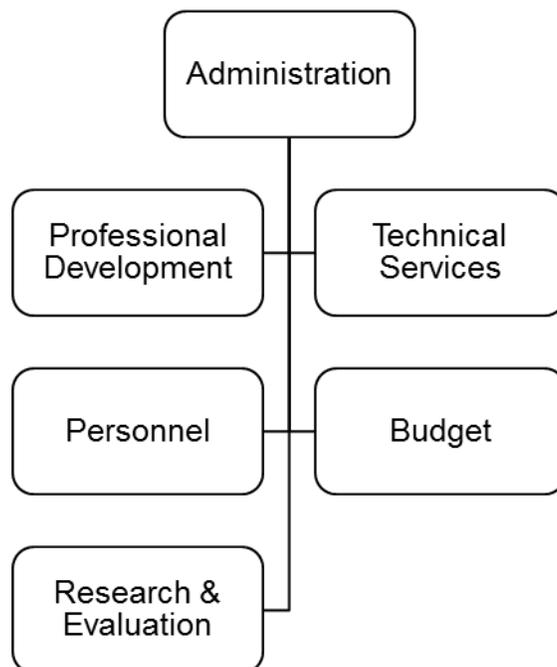
**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Command	Central Investigations	Family and Victim Services	Special Investigations	Special Operations Section	Crime Research
Br.	Title	Budget 2015-16	Approved 2016-17						
95	Police Captain	3	3	2			1		
94	Police Lieutenant	6	6	3	1		2		
92	Police Sergeant	20	20	1	7		6	6	
191	Police Investigator	48	50	3	23		24		
90	Police Officer	86	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	0						
11	Senior Photo Lab Technician	2	2		2				
9	Clerk II	4	4	1	1		2		
7	Clerk III with Typing	4	4		3	1			
EMPLOYEE YEARS									
Full Time		197.0	198.0	10.0	59.0	11.0	39.0	74.0	5.0
Overtime		10.2	10.1	1.2	6.3	0.2	1.0	1.4	0.0
Part Time, Temporary, Seasonal		4.1	6.7	0.0	0.4	3.8	0.0	2.5	0.0
Less: Vacancy Allowance		<u>2.0</u>	<u>1.0</u>	<u>0.0</u>	<u>0.3</u>	<u>0.3</u>	<u>0.2</u>	<u>0.0</u>	<u>0.2</u>
Total		209.3	213.8	11.2	65.4	14.7	39.8	77.9	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
 - 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
 - Conducts manual and automated record and warrant checks, using both local files and the statewide e-Justice system

POLICE DEPARTMENT
ADMINISTRATION

- 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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement the Department's Body Worn Camera program – Establish digital storage infrastructure	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	First Quarter
Implement the Department's Body Worn Camera program – Phased deployment of body worn cameras to designated department members	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Fourth Quarter
Enhance operations through external funding – Actively identify grant funding opportunities and apply for same	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Increase quality of departmental functions – Maintain NYS law enforcement accreditation status and enhance inspectional process	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Increase the minority representation within the department to more accurately reflect the community – Continue to work with DHRM to maximize recruitment efforts for minority candidates	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	12,933	30,000	20,000	20,000
Vehicles disposed of:				
• Sold at auction	585	900	500	700
• Sold for salvage	0	0	0	0
Arrests resulting from surveillance camera footage	174	184	200	190
Research & Evaluation:				
Inspections	**	**	**	49
Grants submitted	**	23	**	21
Grants Received	**	23	**	21
FINANCIAL/COST				
Average sale price (vehicles) (\$)	518	300	500	300
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	25	25	25	45
Applicants for Police Officer exam	1,110	2,000	2,000	2,000
New officers trained:				
• Academy	26	27	25	45
• Field Training	24	38	25	45

** - Not Available

**POLICE DEPARTMENT
ADMINISTRATION**

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	16,120,800	16,822,000	701,200
Employee Years	117.6	142.9	25.3

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>
79,000	44,300	-492,700	0	0	1,070,600	701,200

Major Change

Net change in Police recruit class funding	965,400
A Technology Application Coordinator and Digital Media Specialist are added to support the Body Worn Camera Program	155,600
Reductions in supplies and services reflect actual need	-148,100
Smart Policing grant ends	-114,700
Funding for medical services agreement transfers from Office of the Chief	110,000
Overtime is increased to reflect historical and projected spending	91,700
Training funds transfer from the Office of the Chief	66,200
Net change in Project Safe Neighborhood grant	-15,300
Communications expense transfers to Special Operations	-12,200
NYS Community Policing grant ends	-10,000
Net change in 2015 Bomb Squad grant	-7,300
NYS grant to upgrade scopes on M-4 rifles used by the SWAT Team ends	-4,000
NYS Child Passenger Safety grant ends	-3,700
Explosive Detection Canine Team grant ends	-3,000

Program Change

The budget contains funds for a recruit class of 30 in September 2016 and a recruit class of 15 in March 2017. The new recruits will be assigned to Patrol during the summer months while also providing staffing during other time periods in an effort to reduce seasonal hiring impact on operations. The additional recruits hired will permit the department to stay at or near authorized strength throughout the year.

Funds are provided for a Technology Application Coordinator and Digital Media Specialist to support the Body Worn Camera Initiative. Staff will be responsible for the management of digital media evidence and respond to FOIL applications.

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

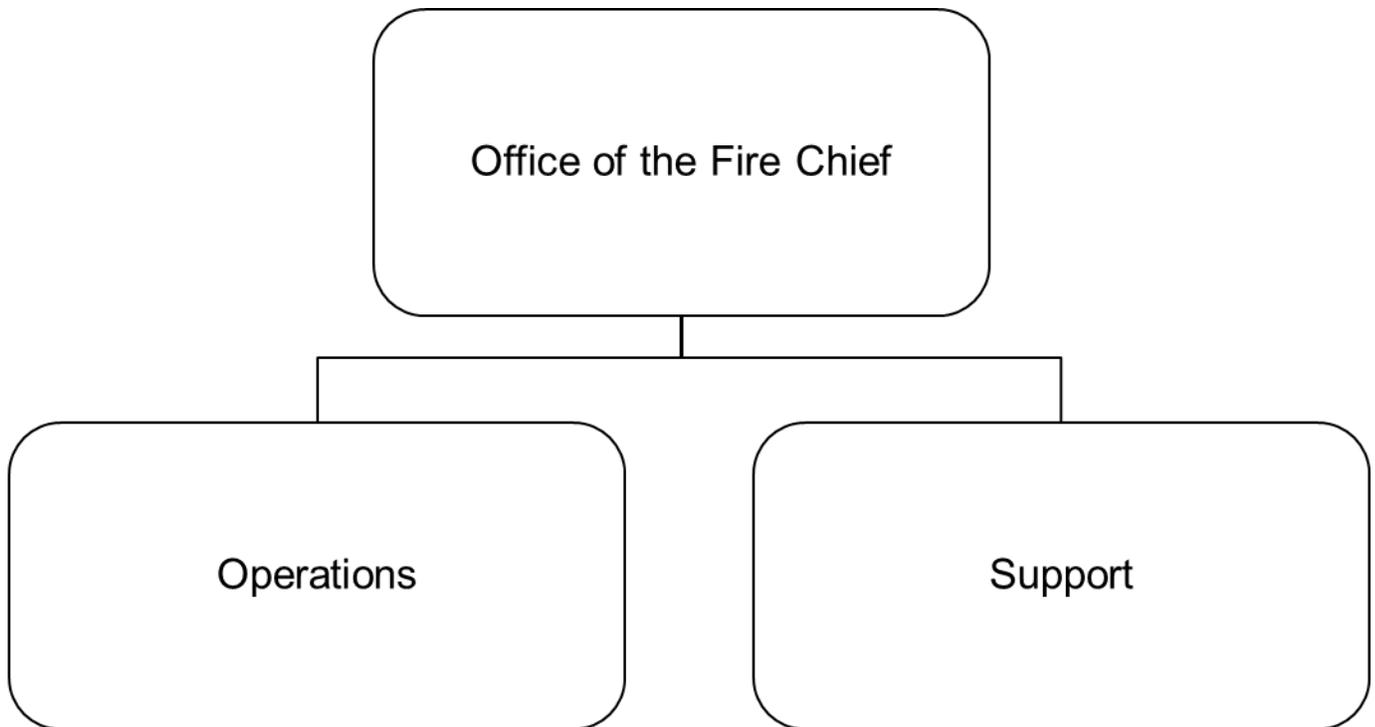
	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	9,186,920	9,416,300	8,212,900	9,442,300
Materials & Supplies	902,079	819,800	863,100	828,900
Services	5,662,877	5,898,200	7,004,600	6,530,100
Other	<u>41,640</u>	<u>200</u>	<u>40,200</u>	<u>20,700</u>
Total	15,793,516	16,134,500	16,120,800	16,822,000
Appropriation by Activity				
Professional Development	2,949,428	2,668,800	2,225,200	3,286,300
Technical Services	10,167,941	10,731,900	10,642,700	10,105,400
Personnel	915,767	1,058,300	1,073,500	1,213,300
Budget	855,698	703,400	729,300	706,200
Research & Evaluation	<u>904,683</u>	<u>972,100</u>	<u>1,450,100</u>	<u>1,510,800</u>
Total	15,793,516	16,134,500	16,120,800	16,822,000
Employee Years by Activity				
Professional Development	33.5	30.3	26.4	44.7
Technical Services	94.0	97.7	76.9	82.3
Personnel	3.5	3.6	3.5	3.4
Budget	3.1	2.9	2.9	2.9
Research & Evaluation	<u>9.2</u>	<u>8.0</u>	<u>7.9</u>	<u>9.6</u>
Total	143.3	142.5	117.6	142.9

**POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2015-16	Approved 2016-17					
95	Police Captain	2	2		1			1
94	Police Lieutenant	2	2	1	1			
92	Police Sergeant	9	9	3	5			1
90	Police Officer	22	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			
25	Technology Application Coordinator	0	1					1
24	Crime Research Specialist	0	1					1
24	Digital Media Specialist	0	1					1
24	Grants Specialist	1	0					
24	Police Program Grants Specialist	1	1					1
23	Personnel Management Supervisor	1	1			1		
16	Administrative Assistant	1	0					
16	Fleet Maintenance Technician	1	1		1			
16	Personnel Management Assistant	0	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			
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		96.0	98.0	13.0	70.0	3.0	3.0	9.0
Overtime		2.6	6.2	2.3	3.7	0.1	0.0	0.1
Part Time, Temporary, Seasonal		24.9	44.4	29.6	13.9	0.4	0.0	0.5
Less: Vacancy Allowance		<u>5.9</u>	<u>5.7</u>	<u>0.2</u>	<u>5.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.0</u>
Total		117.6	142.9	44.7	82.3	3.4	2.9	9.6

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing professional services for life preservation, incident stabilization and property conservation. We protect life and property through fire suppression, emergency medical services, technical rescue, fire prevention, disaster preparedness, and public education. The effective delivery of these services is achieved through a commitment to our employees and the community.



Vital Customers

- Internal: City of Rochester departments
- External: All who live, work, visit, or do business in the City of Rochester; Rochester City School District; Mutual Aid Program participants; Monroe County, West Brighton Fire District; RG&E; Kodak.

Critical Processes

- Fire suppression
- Medical response
- Emergency management
- Education and fire prevention activities
- Training and appropriate staffing
- Equipment and supplies maintenance

Department Highlights

The proposed budget includes funding for a planned recruit class of 38 to begin January 2017. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel.

The department will begin the fiscal year with vacancies and as a result funding is added for overtime.

Portions of the 2014 and 2015 State Homeland Security Program grants are complete. Rope technical rescue training will be administered in 2016-17.

Highlights of the Department's 2016-17 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:

Coordinate with the Law Department to negotiate renewal of the current contract with the Town of Brighton for primary fire protection and emergency medical first responder services within the West Brighton Fire Protection District

Safer and More Vibrant Neighborhoods

Second Quarter

Conduct candidate vetting process to hire 38 recruits

More Jobs

Second Quarter

Conduct Part II of the Insurance Services Office (ISO) rating project

Safer and More Vibrant Neighborhoods

Second Quarter

Operations:

Implement a NYS Technical Rescue Technician Certification Program to include the application and documentation of 60 Technical Rescue Team Members

Safer and More Vibrant Neighborhoods

First Quarter

Review City Emergency Management Plan and Update Hazmat Appendix

Safer and More Vibrant Neighborhoods

Second Quarter

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

Support:

Implement training for code enforcement officers and building safety inspectors to transition from the 2010 NYS Uniform Fire and Building Code (NYSUFBC) to the 2015 NYSUFBC	Safer and More Vibrant Neighborhoods	First Quarter
--	--------------------------------------	---------------

Year-To-Year Comparison

<u>Bureaus</u>	Budget	Budget	<u>Change</u>	Percent
	<u>2015-16</u>	<u>2016-17</u>		<u>Change</u>
Office of the Fire Chief	2,433,000	2,354,300	-78,700	-3.2%
Operations	42,749,000	43,001,900	252,900	0.6%
Support	<u>3,637,400</u>	<u>3,701,400</u>	<u>64,000</u>	1.8%
Total	48,819,400	49,057,600	238,200	0.5%
Employee Years	525.3	532.6	7.3	1.4%

Change Detail

Salary & Wage	General		Vacancy		<u>Major Change</u>	<u>Total</u>
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>		
-706,400	34,900	-103,300	0	0	1,013,000	238,200

Major Change Highlights

Net increase in overtime as a result of beginning the fiscal year with vacancies and to reflect actual need	783,200
Increase budgeted size of firefighter recruit class from 12 to 38	570,700
Reduction in medical expenses reflect actual need	-122,100
Assistance to Firefighter Grant 2014 is complete	-93,200
Recruitment for the new firefighter exam is complete	-72,100
Reductions in supplies and services reflect actual need	-38,400
Portions of the 2014 and 2015 State Homeland Security Program grants are complete	-31,600
Wearing apparel increases to reflect actual need	8,400
Education supplies increase to accommodate a larger class	8,100

FIRE DEPARTMENT

 Assignment of Authorized Positions
 2005-06 to 2016-17

Year	Office of the Chief & Support			Operations			Department Total		
	<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>
2016-17	38	19	57	443	2	445	481	21	502
2015-16	38	19	57	443	2	445	481	21	502
2014-15	38	19	57	443	2	445	481	21	502
2013-14	36	20	56	445	2	447	481	22	503
2012-13	35	21	56	441	2	443	476	23	499
2011-12	35	21	56	441	2	443	476	23	499
2010-11	41	21	62	447	2	449	488	23	511
2009-10	41	20	61	454	2	456	495	22	517
2008-09	41	23	64	454	2	456	495	25	520
2007-08	40	24	64	471	2	473	511	26	537
2006-07	42	24	66	473	2	475	515	26	541
2005-06	45	25	70	475	2	477	520	27	547

FIRE DEPARTMENT
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	43,035,463	44,253,600	45,177,900	45,648,100
Materials & Supplies	556,483	512,300	672,400	662,700
Services	2,598,589	2,534,100	2,924,000	2,708,900
Other	<u>14,146</u>	<u>12,400</u>	<u>45,100</u>	<u>37,900</u>
Total	46,204,681	47,312,400	48,819,400	49,057,600
Appropriation by Activity				
Office of the Fire Chief	2,366,033	2,523,100	2,433,000	2,354,300
Operations	40,295,787	41,272,400	42,749,000	43,001,900
Support	<u>3,542,861</u>	<u>3,516,900</u>	<u>3,637,400</u>	<u>3,701,400</u>
Total	46,204,681	47,312,400	48,819,400	49,057,600
Employee Years by Activity				
Office of the Fire Chief	24.0	25.3	22.0	22.0
Operations	447.4	447.9	463.3	469.9
Support	<u>41.2</u>	<u>39.0</u>	<u>40.0</u>	<u>40.7</u>
Total	512.6	512.2	525.3	532.6

**FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF**

Mission Statement

To support the City of Rochester’s *Vision Statement* and its *Values and Guiding Principles*, the Office of the Fire Chief manages the Fire Department; analyzes and evaluates operations and performance; carries out public relations; maintains Rochester’s radio fire alarm system; and performs case management of sick and injured firefighters.

Organization



Critical Processes

- Manages personnel and establishes personnel standards, policies and work schedules
- Coordinates department’s annual budget request
- Controls general fiscal matters
- Oversees department’s contract administration, including Emergency Medical Service (EMS) and Medical Director services
- Oversees administration of the Protectives contract
- Coordinates department’s facilities maintenance and acts as liaison with Department of Environmental Services/Architectural Services for building renovations
- Oversees Fire Code enforcement administration and records management
- Administers and coordinates grants
- Analyzes operations and reporting systems
- Evaluates programs and develops recommendations for modifying procedures
- Assists in implementing new operating procedures, methods and techniques
- Oversees information systems
- Acts as liaison with City’s Information Technology Department, Emergency Communications Department, Monroe County Public Safety Communications, Rochester Police Department, and Neighborhood & Business Development
- Maintains Rochester’s radio fire alarm system
- Oversees Case Management of all duty related injuries/illnesses and claims for on duty injury coverage

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Coordinate with the Law Department to negotiate renewal of the current contract with the Town of Brighton for primary fire protection and emergency medical first responder services to the West Brighton Fire Protection District	Safer and More Vibrant Neighborhoods	Second Quarter
Conduct candidate vetting process to hire 38 recruits	More Jobs	Second Quarter
Conduct Part II of the Insurance Services Office (ISO) rating project	Safer and More Vibrant Neighborhoods	Second Quarter

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,433,000	2,354,300	-78,700
Employee Years	22.0	22.0	0.0

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>
-24,100	1,500	-17,400	0	0	-38,700	-78,700

Major Change

Portions of the 2014 and 2015 State Homeland Security Program grants are complete	-31,600
Reductions in supplies and services reflect actual need	-15,000
Overtime increases to reflect actual need	7,900

Program Change

The new Local 1071 of IAFF union president is a Firefighter. The full release Firefighter position has transferred from Suppression to the Fire Chief's Office and has replaced the Fire Captain union president position in the Chief's Office.

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	2,023,756	2,203,400	1,950,700	1,922,500
Materials & Supplies	24,495	21,900	55,400	39,400
Services	306,094	288,600	384,000	357,400
Other	<u>11,688</u>	<u>9,200</u>	<u>42,900</u>	<u>35,000</u>
Total	2,366,033	2,523,100	2,433,000	2,354,300
Appropriation by Activity				
Chief's Office	1,155,982	1,243,100	1,327,400	1,257,800
Planning and Research	423,906	481,500	601,600	591,000
Medical Case Management	<u>786,146</u>	<u>798,500</u>	<u>504,000</u>	<u>505,500</u>
Total	2,366,033	2,523,100	2,433,000	2,354,300
Employee Years by Activity				
Chief's Office	10.0	11.0	10.9	10.9
Planning and Research	4.1	4.4	5.1	5.1
Medical Case Management	<u>9.9</u>	<u>9.9</u>	<u>6.0</u>	<u>6.0</u>
Total	24.0	25.3	22.0	22.0

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

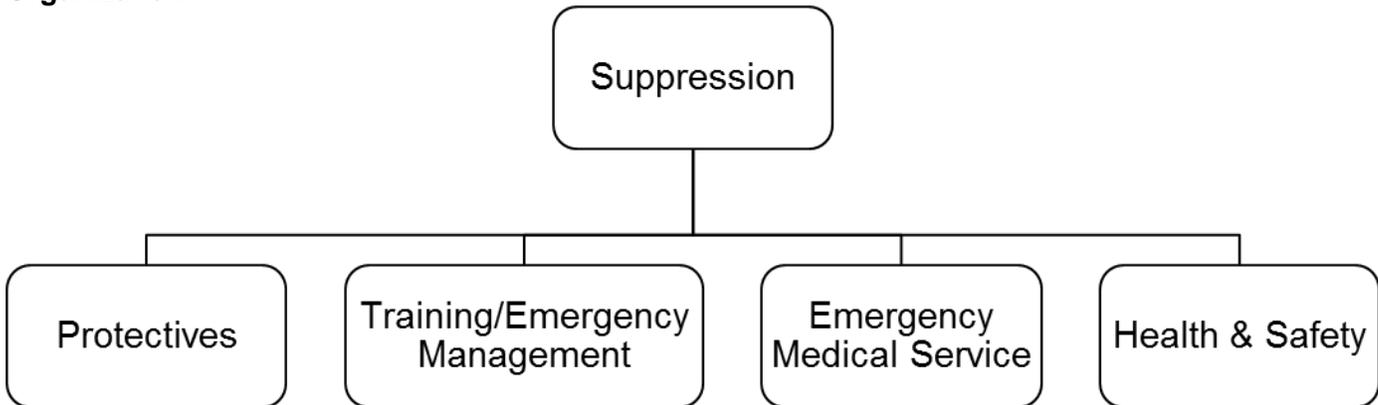
FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2015-16	Approved 2016-17			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	1	1		
85	Battalion Chief	1	1		1	
84	Fire Captain	3	2	1	1	
82	Fire Lieutenant	2	2			2
80	Firefighter	5	6	1	1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	1	1		
20	Administrative Analyst	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
9	Clerk II	2	2	2		
EMPLOYEE YEARS						
Full Time		21.0	21.0	10.0	5.0	6.0
Overtime		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.7	0.7	0.7	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		22.0	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 Emergency Medical Technicians
- Conducts code enforcement inspections
- Attends community events as requested

Protectives

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

Training/Emergency Management

- Provides initial training of recruits and ongoing training of firefighters and officers
- Conducts two days of in-service training annually for all fire companies
- Conducts annual service tests of firefighting apparatus
- Conducts Career Pathways to Public Safety program in conjunction with Rochester City School District and the Firefighter Trainee program
- Special Operations oversees six specialty teams: Hazardous Materials Response, Confined Space Rescue, High Rise, Water Rescue, Extrication, and Heavy Rescue
- Develops and maintains State Homeland Security Program
- Administers City's Emergency Management Plan
- Coordinates special events emergency management planning city-wide including Incident Action Plan (IAP) development
- Coordinates large scale disaster prevention, mitigation, response and recovery situations
- Coordinates with other local municipalities and community organizations in developing emergency plans and operational response methods and development of hazard mitigation program and preventative measures

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement a NYS Technical Rescue Technician Certification Program to include the application and documentation of 60 Technical Rescue Team Members	Safer and More Vibrant Neighborhoods	First Quarter
Review City Emergency Management Plan and Update Hazmat Appendix	Safer and More Vibrant Neighborhoods	Second Quarter

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	419	216	90	507
Emergency Medical Technician (EMT) re-certifications	111	83	130	181
Health & Safety:				
Firefighter injury reviews	69	80	80	80
Incident responses by line safety officer-Car 99	1,216	1,300	1,300	1,300

CUSTOMER PERSPECTIVE

Suppression:				
Incidents:				
• Structure fire	677	700	700	700
• Outside fire	829	700	700	700
• Overpressure, rupture	660	800	800	700
• Rescue & EMS	17,709	18,000	18,000	18,000

FIRE DEPARTMENT OPERATIONS

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
• Hazardous condition	3,174	3,200	3,200	3,200
• Service call	2,303	2,500	2,500	2,400
• Good intent call	2,926	2,900	2,900	3,000
• False alarm & false call	4,077	4,200	4,200	4,200
• Severe weather	14	30	30	20
• Other	1,770	1,700	1,700	1,800
• Total incidents	34,139	34,730	34,730	34,720
Vacant structure fires	35	50	50	40
Unit responses by fire station and unit:				
• 272 Allen Street (Engine 13, Truck 10)	4,514	4,300	4,300	4,600
• 185 N. Chestnut St (Engine 17, Rescue 11)	4,149	4,100	4,100	4,200
• 1207 N. Clinton Ave (Engine 2)	3,101	3,100	3,100	3,300
• 1477 Dewey Ave (Engine 10, Truck 2)	4,029	3,900	3,900	4,000
• 1051 Emerson St (Engine 3)	1,627	1,600	1,600	1,600
• 57 Gardiner Ave (Truck 5)	2,236	2,200	2,200	2,300
• 873 Genesee St (Engine 7)	2,542	2,600	2,600	2,600
• 740 N Goodman St (Engine 9)	2,851	2,900	2,900	2,900
• 704 Hudson Ave (Engine 16, Truck 6)	4,711	5,000	5,000	4,800
• 4090 Lake Ave (Engine 19)	978	1,000	1,000	1,000
• 450 Lyell Ave (Engine 5)	2,922	3,000	3,000	3,200
• 315 Monroe Ave (Engine 1)	2,781	2,800	2,800	2,800
• 1281 South Ave (Truck 3)	1,545	1,500	1,500	1,600
• 977 University Ave (Truck 4)	1,524	1,600	1,600	1,600
• 160 Wisconsin St (Engine 12)	1,727	1,700	1,700	1,800
• 2695 West Henrietta Rd (W. Brighton Engine 8)	1,048	1,100	1,100	1,100
• Battalion 1	1,111	1,200	1,200	1,200
• Battalion 2	1,581	1,400	1,400	1,600
• Total responses	44,977	45,000	45,000	46,200
Smoke detector installation	970	1,200	1,200	900
CO detector installations	752	900	900	800

LEARNING & INNOVATION

Training/Emergency Management:

Recruits trained	10	10	12	38
Uniformed personnel training hours	99,465	100,800	97,000	102,000
Special Operations drills held	525	700	750	700

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	42,749,000	43,001,900	252,900
Employee Years	463.3	469.9	6.6

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>		
-708,200	31,400	-89,800	0	0	1,019,500		252,900

FIRE DEPARTMENT
OPERATIONS

10-13

Major Change

Increase budgeted size of firefighter recruit class from 12 to 38	570,700
Net increase in overtime as a result of beginning the year with vacancies	460,300
Overtime is added for January 2017 class instruction	186,200
Reductions in medical expenses reflect actual need	-122,100
Assistance to Firefighter Grant 2014 is complete	-93,200
Add straight time overtime for line Deputy Fire Chiefs	90,600
Recruitment for the new firefighter exam is complete	-72,100
Reductions in supplies and services reflect actual need	-17,400
Wearing apparel increases to reflect actual need	8,400
Education supplies increase to accommodate a larger class	8,100

Program Change

A recruit class of 38 is planned to begin January 2017.

The new Local 1071 of IAFF union president is a Firefighter. The full release Firefighter position has transferred from Suppression to the Fire Chief's Office and has replaced the Fire Captain union president position in the Chief's Office. Two Firefighter positions were converted to two floating Lieutenant positions to help mitigate overtime.

CPR certifications are renewed every two years. 2016-17 is a recertification year. EMT certifications are renewed every three years.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	37,818,226	38,931,200	40,013,700	40,448,000
Materials & Supplies	225,134	178,800	271,900	277,300
Services	2,249,969	2,159,200	2,461,200	2,273,700
Other	<u>2,458</u>	<u>3,200</u>	<u>2,200</u>	<u>2,900</u>
Total	40,295,787	41,272,400	42,749,000	43,001,900
Appropriation by Activity				
Suppression	37,690,990	38,749,000	40,348,900	40,543,300
Protectives	52,344	61,400	58,300	58,600
Training/Emergency Management	1,706,566	1,611,700	1,499,200	1,523,400
Emergency Medical Service	194,867	208,300	217,400	217,200
Health & Safety	<u>651,020</u>	<u>642,000</u>	<u>625,200</u>	<u>659,400</u>
Total	40,295,787	41,272,400	42,749,000	43,001,900
Employee Years by Activity				
Suppression	427.6	428.5	445.2	451.2
Training/Emergency Management	12.3	10.8	9.9	10.0
Emergency Medical Service	2.1	2.1	2.1	2.1
Health & Safety	<u>5.4</u>	<u>6.5</u>	<u>6.1</u>	<u>6.6</u>
Total	447.4	447.9	463.3	469.9

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

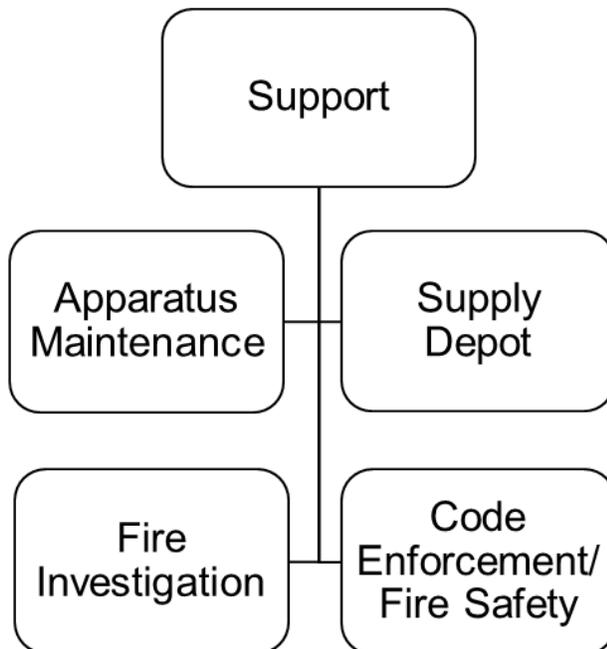
FULL TIME POSITIONS				Suppression	Training/ Emergency Management	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2015-16	Approved 2016-17				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	11	11	9	1		1
84	Fire Captain	35	36	29	2	1	4
82	Fire Lieutenant	66	68	66	2		
80	Firefighter	326	323	322		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
	Full Time	445.0	445.0	430.0	7.0	2.0	6.0
	Overtime	18.3	28.9	27.7	0.5	0.1	0.6
	Part Time, Temporary, Seasonal	4.0	14.0	11.5	2.5	0.0	0.0
	Less: Vacancy Allowance	4.0	18.0	18.0	0.0	0.0	0.0
	Total	463.3	469.9	451.2	10.0	2.1	6.6

FIRE DEPARTMENT SUPPORT

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, Support maintains fire apparatus and equipment, investigates all structure and other fires, and conducts code enforcement.

Organization



Critical Processes

Apparatus Maintenance

- Repairs and maintains fire apparatus, support vehicles, other motorized equipment
- Develops specifications for new apparatus and prepares for use
- Prepares surplus firefighting equipment for sale
- Maintains Airport fire apparatus

Supply Depot

- Orders, maintains, stocks, and distributes equipment and materials to fire stations
- Performs general maintenance, testing, and routine repairs on fire tools and appliances
- Responds to major fires to deliver additional air bottles and make 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 community risk reduction educational programs to develop public awareness of fire safety prevention measures

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement training for code enforcement officers and building safety inspectors to transition from the 2010 NYS Uniform Fire and Building Code (NYSUFBC) to the 2015 NYSUFBC	Safer and More Vibrant Neighborhoods	First Quarter

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
Apparatus Maintenance:				
Apparatus maintenance and repairs	1,274	1,800	2,300	2,000
Supply Depot:				
Breathing apparatus repair and testing	1,274	1,300	1,300	1,300
Turnout Gear repairs	4,837	5,000	5,000	5,000
Fire Investigation:				
Initial fire investigation responses	727	667	825	750
Arson or incendiary fires (adult & juvenile)	173	192	215	200
Fires with undetermined cause	56	58	50	50
Juvenile fire-setter incidents	40	76	100	85
Fire investigations closed	509	440	575	525
Juvenile contacts	123	168	200	200
Arrests:				
• Adult	88	84	75	75
• Juvenile	28	30	25	25
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	72	100	80	80
Code Enforcement:				
Permits issued	4,221	4,200	4,100	4,250
Property inspections conducted	8,710	8,800	9,200	8,600
Violations cited	2,190	2,000	1,700	2,000
Fire Safety complaints	125	90	150	80

**FIRE DEPARTMENT
SUPPORT**

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Fire Safety:				
Community Risk Reduction presentations	220	200	300	200
Community Risk Reduction events	388	320	600	350

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	3,637,400	3,701,400	64,000
Employee Years	40.0	40.7	0.7

Change Detail

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
25,900	2,000	3,900	0	0	32,200	64,000	

Major Change

Overtime increases to reflect actual need	38,200
Reductions in supplies and services reflect actual need	-6,000

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

10-19

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	3,193,481	3,119,000	3,213,500	3,277,600
Materials & Supplies	306,854	311,600	345,100	346,000
Services	42,526	86,300	78,800	77,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,542,861	3,516,900	3,637,400	3,701,400
Appropriation by Activity				
Apparatus Maintenance	800,817	796,500	834,300	866,700
Supply Depot	388,030	362,400	412,700	423,500
Fire Investigation	1,077,633	1,107,500	1,056,900	1,083,400
Code Enforcement/Fire Safety	<u>1,276,381</u>	<u>1,250,500</u>	<u>1,333,500</u>	<u>1,327,800</u>
Total	3,542,861	3,516,900	3,637,400	3,701,400
Employee Years by Activity				
Apparatus Maintenance	8.5	7.9	8.5	8.7
Supply Depot	3.8	3.3	3.6	3.6
Fire Investigation	13.2	12.9	12.2	12.7
Code Enforcement/Fire Safety	<u>15.7</u>	<u>14.9</u>	<u>15.7</u>	<u>15.7</u>
Total	41.2	39.0	40.0	40.7

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

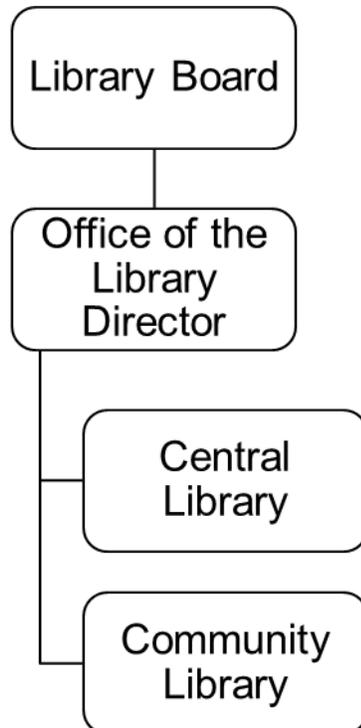
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2015-16	Approved 2016-17				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	3	4		2	1	1
80	Firefighter	20	19		1	9	9
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
28	Supt. Fire Equipment Maintenance	0	1	1			
27	Supt. Fire Equipment Maintenance	1	0				
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	3.7	0.7	0.1	1.7	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	40.7	8.7	3.6	12.7	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 2016-17 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 construction of Master Space Plan Phases 2/3, Arts/Literature and Rundel restoration, and Teen Central/ImagineYOU	Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of Master Space Plan Phase 4, Central Technology Center, including comprehensive assessment of technology access and training needs for Central Library patrons and downtown stakeholders	More Jobs	Ongoing
Community:		
Complete Branch Libraries Facilities and Operational Master Plan	Safer and More Vibrant Neighborhoods	Third Quarter
Broaden early childhood enrichment programming via the Americorps program and through alternate sources of funding	Better Schools and Educational Opportunities	Ongoing

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Central Library	7,456,700	7,458,400	1,700	0.0%
Community Library	<u>3,986,400</u>	<u>4,468,300</u>	<u>481,900</u>	12.1%
Total	11,443,100	11,926,700	483,600	4.2%
Employee Years	138.8	139.5	0.7	0.5%

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>
173,000	2,000	-19,500	-7,600	1,000	334,700	483,600

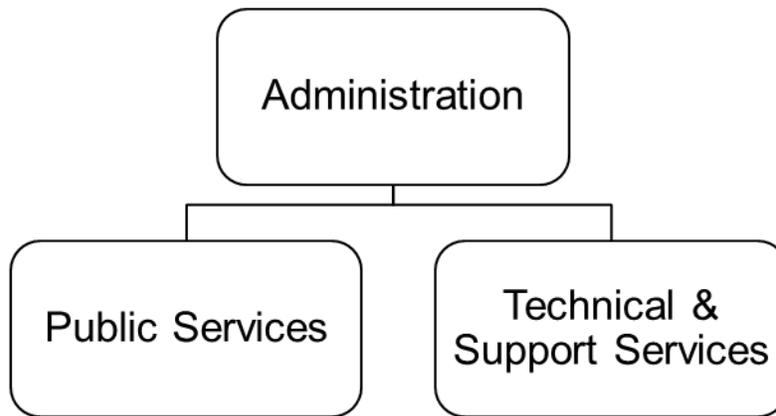
Major Change Highlights

Funding for Library materials shifts from the Capital Budget to the Operating Budget	527,000
Reorganization of administrative and management positions results in reduced personnel allocation at the Central Library	-152,700
A one-time budget increase for New York State Department of Education discretionary funds does not recur	-109,300
A full time Librarian I position and materials are added to support the Americorps Program	80,500
Funding decreases for City School District funded Learning Labs initiatives	-44,500
A full time Youth Services Manager is eliminated, partially offset by the addition of a Librarian I position	-37,800
Three part time computer aides are added at Maplewood, Lyell, and Charlotte branches	31,800
Professional services increase due to support for a Marketing and Events Coordinator funded by the Friends of the Rochester Public Library	29,800
Funds decrease for Communications to reflect elimination of T-1 phone lines in all branches	-22,100
Funding increases for travel and training initiatives	17,000
A part time Security Guard is created at the Arnett branch	15,300

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	8,475,735	8,546,000	8,671,700	8,733,100
Materials & Supplies	758,516	747,800	747,800	721,600
Services	1,903,596	1,935,100	1,941,400	2,377,000
Other	<u>7,300</u>	<u>75,500</u>	<u>82,200</u>	<u>95,000</u>
Total	11,145,147	11,304,400	11,443,100	11,926,700
Appropriation by Activity				
Central Library	7,370,275	7,393,200	7,456,700	7,458,400
Community Library	<u>3,774,872</u>	<u>3,911,200</u>	<u>3,986,400</u>	<u>4,468,300</u>
Total	11,145,147	11,304,400	11,443,100	11,926,700
Employee Years by Activity				
Central Library	95.3	95.3	95.6	95.3
Community Library	<u>42.1</u>	<u>42.1</u>	<u>43.2</u>	<u>44.2</u>
Total	137.4	137.4	138.8	139.5

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete construction of Master Space Plan Phases 2/3, Arts/Literature and Rundel restoration, and Teen Central/ImagineYOU	Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of Master Space Plan Phase 4, Central Technology Center, including comprehensive assessment of technology access and training needs for Central Library patrons and downtown stakeholders	More Jobs	Ongoing
Expand Central Library Digital Media Lab, ImagineYou, to develop new pathways to learning and entrepreneurial and career skill sets	More Jobs	Ongoing
Evaluate pilot program of fine and fee reductions to RPL patrons to improve access and support of educational priorities	Better Schools and Educational Opportunities	Ongoing
Develop and launch RPL website	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
CUSTOMER PERSPECTIVE				
Users:				
• Total users	657,745	635,000	635,000	600,000
Reference questions:				
• Total reference questions	171,732	180,000	180,000	168,000

PUBLIC LIBRARY
CENTRAL LIBRARY

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Program presented:				
• Total programs	1,610	1,200	1,200	1,400
Program attendance:				
• Total program attendance	48,328	40,000	40,000	42,000
EFFICIENCY				
Circulation per service hour	221	240	240	229
Users per service hour	252	253	253	215
Reference assistance per service hour	66	72	72	66
Internet sessions per service hour	47	58	58	44
WORKLOAD				
Internet sessions:				
• Total Internet sessions	122,455	145,000	145,000	115,000
Service hours:				
• Total Internet sessions	2,611	2,505	2,505	2,590
RESULTS				
Total circulation:				
• Total circulation	576,285	600,000	600,000	590,000
• E-Book circulation (system-wide collection circulation)	364,519	355,000	355,000	380,000

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	7,456,700	7,458,400	1,700
Employee Years	95.6	95.3	-0.3

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>	
126,300	1,500	-2,100	-1,800	500	-122,700	1,700

Major Change

Reorganization of administrative and management positions results in reduced personnel allocation at the Central Library	-152,700
Professional services increase due to support for a Marketing and Events Coordinator funded by the Friends of Rochester Public Library	29,800
Productivity improvements result in savings	200

Program Change

Central Library will have extended hours Mondays, Wednesdays, and Thursdays beginning January 2017.

PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

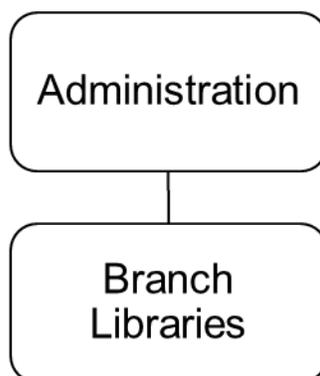
11-7

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	5,610,600	5,648,000	5,687,500	5,662,800
Materials & Supplies	704,600	676,300	676,300	656,600
Services	1,047,775	1,000,600	1,017,900	1,064,000
Other	<u>7,300</u>	<u>68,300</u>	<u>75,000</u>	<u>75,000</u>
Total	7,370,275	7,393,200	7,456,700	7,458,400
Appropriation by Activity				
Administration	2,103,558	2,174,900	2,225,800	2,274,500
Public Services	3,717,212	3,651,300	3,652,000	3,599,900
Technical & Support Services	<u>1,549,505</u>	<u>1,567,000</u>	<u>1,578,900</u>	<u>1,584,000</u>
Total	7,370,275	7,393,200	7,456,700	7,458,400
Employee Years by Activity				
Administration	22.4	22.4	24.6	23.7
Public Services	48.0	48.0	45.9	46.3
Technical & Support Services	<u>24.9</u>	<u>24.9</u>	<u>25.1</u>	<u>25.3</u>
Total	95.3	95.3	95.6	95.3

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2015-16	Approved 2016-17			
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
24	Children's Services Consultant	1.0	1.0		1.0	
24	Historical Services Consultant	1.0	1.0		1.0	
24	Librarian IV	2.3	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	1.0	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	11.0	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	0.5	0.5		0.5	
18	Historical Researcher	1.0	1.0		1.0	
18	Librarian I	13.0	13.0		11.0	2.0
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	1.0	0.0			
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	Building Maintenance Foreman	0.0	2.0	2.0		
13	Sr. Maintenance Mechanic Buildings	1.0	0.0			
11	Assistant to Circulation Supervisor	1.0	1.0		1.0	
11	Building Maintenance Foreman	1.0	0.0			
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	3.0	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	4.0	4.0		2.0	2.0
1	Cleaner	2.0	2.0	2.0		
52	Security Guard	3.0	3.0	3.0		
EMPLOYEE YEARS						
Full Time		76.8	74.8	21.0	32.8	21.0
Overtime		0.8	0.8	0.3	0.1	0.4
Part Time, Temporary, Seasonal		20.4	22.1	2.7	15.0	4.4
Less: Vacancy Allowance		<u>2.4</u>	<u>2.4</u>	<u>0.3</u>	<u>1.6</u>	<u>0.5</u>
Total		95.6	95.3	23.7	46.3	25.3

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

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete Branch Libraries Facilities and Operational Master Plan	Safer and More Vibrant Neighborhoods	Third Quarter
Broaden early childhood enrichment programming via the Americorps program and through alternate sources of funding	Better Schools and Educational Opportunities	Ongoing

Key Performance Indicators

	<u>Actual 2014-15</u>	<u>Estimated 2015-16</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>
CUSTOMER PERSPECTIVE				
Arnett				
Internet sessions	34,939	34,900	34,200	34,200
Reference assistance per service hour	13	16	11	14
Average attendance per program	49	51	44	46
Circulation per service hour	30	28	31	31
Program attendance	24,515	22,900	20,000	23,000
Library materials circulated	61,158	56,000	62,000	63,000
Door count	116,690	118,000	116,000	117,000
Library card registrations	667	595	700	700

PUBLIC LIBRARY
COMMUNITY LIBRARY

	<u>Actual</u> 2014-15	<u>Estimated</u> 2015-16	<u>Budget</u> 2015-16	<u>Budget</u> 2016-17
Charlotte				
Internet sessions	11,933	11,700	11,500	12,000
Reference assistance per service hour	8	8	8	8
Average attendance per program	29	28	32	29
Circulation per service hour	47	45	47	46
Program attendance	11,786	12,000	14,200	13,000
Library materials circulated	94,785	91,000	95,000	93,000
Door count	79,935	81,000	86,000	83,000
Library card registrations	324	250	400	350
Douglass				
Internet sessions	9,113	6,500	7,125	10,000
Reference assistance per service hour	3	3	3	3
Average attendance per program	22	22	20	21
Circulation per service hour	38	35	34	38
Program attendance	10,486	8,000	8,000	10,500
Library materials circulated	67,627	47,400	51,225	68,000
Door count	60,081	47,000	51,000	62,000
Library card registrations	188	135	158	200
Lincoln				
Internet sessions	29,953	28,000	32,000	31,000
Reference assistance per service hour	6	6	5	6
Average attendance per program	22	22	20	21
Circulation per service hour	31	31	33	34
Program attendance	19,953	17,000	19,000	19,000
Library materials circulated	62,255	62,000	67,500	69,000
Door count	125,613	120,000	130,000	128,000
Library card registrations	1,062	965	1,000	1,100
Lyell				
Internet sessions	18,694	18,000	20,000	19,000
Reference assistance per service hour	9	9	10	10
Average attendance per program	14	17	19	19
Circulation per service hour	41	37	42	41
Program attendance	5,747	7,500	8,500	8,500
Library materials circulated	72,910	67,000	76,000	73,500
Door count	81,737	83,000	90,000	86,000
Library card registrations	483	480	600	550
Maplewood				
Internet sessions	35,244	31,000	38,000	36,000
Reference assistance per service hour	9	8	9	9
Average attendance per program	35	30	30	31
Circulation per service hour	34	29	38	39
Program attendance	31,617	24,000	30,000	29,000
Library materials circulated	68,232	58,000	76,000	78,000
Door count	194,418	200,000	220,000	215,000
Library card registrations	617	640	650	650

PUBLIC LIBRARY
COMMUNITY LIBRARY

11-11

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Monroe				
Internet sessions	13,112	13,000	13,500	13,500
Reference assistance per service hour	6	6	5	6
Average attendance per program	11	12	11	11
Circulation per service hour	44	42	45	45
Program attendance	3,091	9,600	3,200	3,300
Library materials circulated	87,225	85,000	90,000	90,000
Door count	72,052	74,000	72,000	72,000
Library card registrations	356	330	370	370
Sully				
Internet sessions	24,293	23,000	25,000	24,000
Reference assistance per service hour	11	14	7	9
Average attendance per program	39	49	39	40
Circulation per service hour	32	31	31	33
Program attendance	27,760	37,000	25,500	28,000
Library materials circulated	64,384	63,000	63,000	66,000
Door count	131,861	130,000	135,000	135,000
Library card registrations	742	530	750	750
Wheatley				
Internet sessions	26,559	27,000	27,000	27,000
Reference assistance per service hour	9	10	8	9
Average attendance per program	67	49	55	50
Circulation per service hour	18	17	19	19
Program attendance	18,346	19,000	16,500	17,500
Library materials circulated	36,116	34,000	38,000	39,000
Door count	90,727	101,000	92,000	94,000
Library card registrations	412	375	425	425
Winton				
Internet sessions	14,677	14,000	14,900	14,900
Reference assistance per service hour	6	5	6	6
Average attendance per program	14	12	14	13
Circulation per service hour	61	60	60	61
Program attendance	2,152	1,950	2,600	2,300
Library materials circulated	121,327	120,000	120,000	122,000
Door count	87,023	97,500	90,000	92,000
Library card registrations	441	420	430	430
Total All Branches				
Internet sessions	218,517	207,100	223,225	221,600
Reference assistance per service hour	80	71	75	81
Average attendance per program	31	32	29	29
Circulation per service hour	170	421	380	387
Program attendance	155,453	152,950	147,500	154,100
Library materials circulated	736,019	683,400	738,725	761,500
Door count	1,040,137	1,051,500	1,082,000	1,084,000
Library card registrations	5,292	4,720	5,483	5,525

PUBLIC LIBRARY
COMMUNITY LIBRARY

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	3,986,400	4,468,300	481,900
Employee Years	43.2	44.2	1.0

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>
46,700	500	-17,400	-5,800	500	457,400	481,900

Major Change

Funding for Library materials shifts from the Capital Budget to the Operating Budget	527,000
A one-time budget increase for New York State Department of Education discretionary funds does not recur	-109,300
A full time Librarian I position and materials are added to support the Americorps Program	80,500
Funding decreases for City School District funded Learning Labs initiatives	-44,500
A full time Youth Services Manager is eliminated, partially offset by the addition of a Librarian I position	-37,800
Three part time computer aides are added at Maplewood, Lyell, and Charlotte branches	31,800
Phone system upgrades result in operating savings at branch libraries	-22,100
A part time Security Guard is created at the Arnett Branch	15,300
Funding increases for travel and training initiatives	10,000
Part time personnel decrease due to reorganization	-5,300
Funds increase for cleaning and sanitation	4,700
Professional fees increase to cover cost of per capita formula for Monroe County Library Services Agreement	3,000
Funds increase for dues and subscriptions	2,100
Funds increases for cell phone reimbursement due to changes in Federal E-rate	2,000

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	2,865,135	2,898,000	2,984,200	3,070,300
Materials & Supplies	53,916	71,500	71,500	65,000
Services	855,821	934,500	923,500	1,313,000
Other	<u>0</u>	<u>7,200</u>	<u>7,200</u>	<u>20,000</u>
Total	3,774,872	3,911,200	3,986,400	4,468,300
Appropriation by Activity				
Administration	1,138,314	1,153,200	1,187,200	1,108,200
Branch Libraries	<u>2,636,558</u>	<u>2,758,000</u>	<u>2,799,200</u>	<u>3,360,100</u>
Total	3,774,872	3,911,200	3,986,400	4,468,300
Employee Years by Activity				
Administration	4.3	4.3	7.0	6.8
Branch Libraries	<u>37.8</u>	<u>37.8</u>	<u>36.2</u>	<u>37.4</u>
Total	42.1	42.1	43.2	44.2

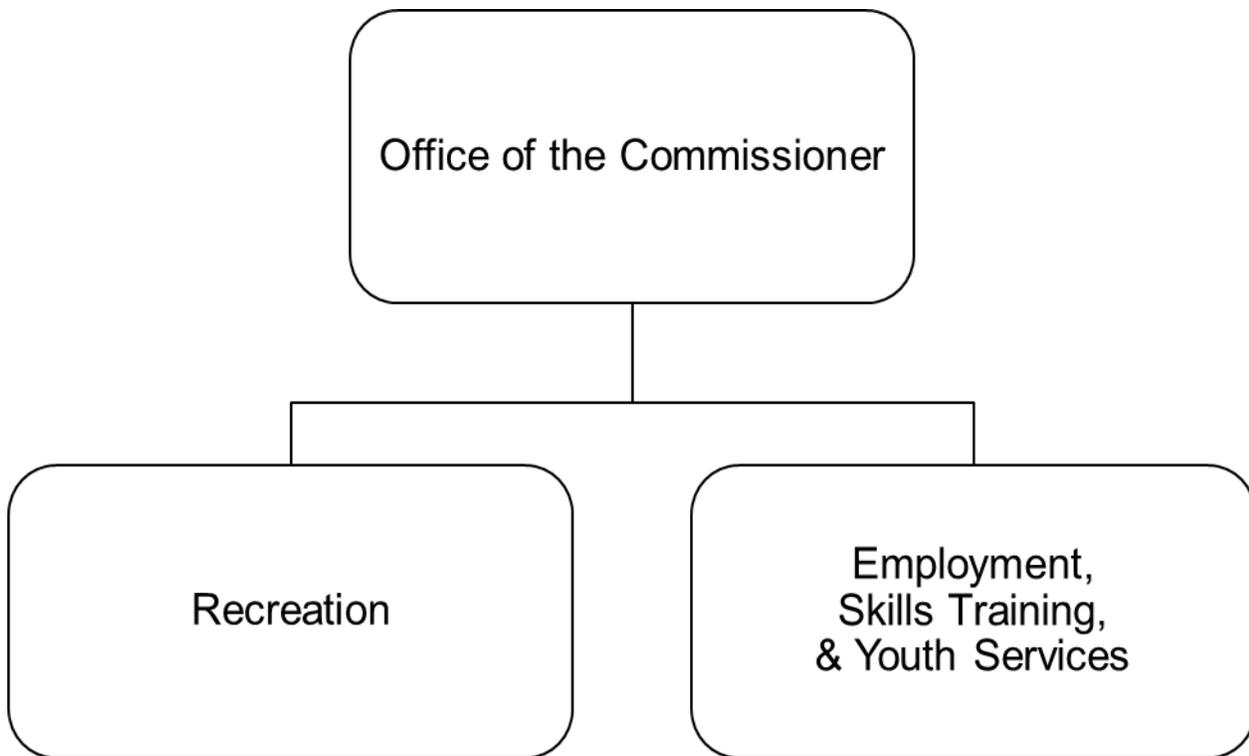
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2015-16	Approved 2016-17		
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	0.0		
24	Librarian IV	0.7	0.7	0.7	
20	Librarian II	10.0	10.0		10.0
20	Youth Services Coordinator	0.5	0.5	0.5	
18	Librarian I	2.0	4.0	1.0	3.0
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	1.0	1.0		1.0
EMPLOYEE YEARS					
	Full Time	20.2	21.2	6.2	15.0
	Overtime	0.3	0.3	0.0	0.3
	Part Time, Temporary, Seasonal	23.1	23.1	0.7	22.4
	Less: Vacancy Allowance	<u>0.4</u>	<u>0.4</u>	<u>0.1</u>	<u>0.3</u>
	Total	43.2	44.2	6.8	37.4

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 continue to increase structured programming at R-Centers, including the implementation of magnet programming with a focus on STEM, the arts, literacy, and health-focused activities.

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 and Rochester Public Library to continue a summer literacy program to be deployed at various R-Centers throughout the City.

DRYS will provide oversight on several capital improvement projects, including general rehabilitation projects at R-Centers and play apparatus renovations.

Opportunities for year-round youth employment and life skill development will continue. The department will align Operation Transformation Rochester's Fresh Start and Employment Readiness adult services with community anti-poverty efforts.

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
PTP	Pathways to Peace
RASA	Rochester After School Academy
RCSD	Rochester City School District
RYVP	Rochester Youth Violence Partnerships
SOAR	Sexuality Outreach, Advocacy and Resources
SOOP	Summer of Opportunity Program
STEM	Science, Technology, Engineering, and Mathematics
TASC	Test Assessing Secondary Completion
THRIVE	Teens Helping to Reinvent Identify, Values, and Empowerment
TPP	Teenage Pregnancy Prevention
YET	Youth Employment Training
YVOV	Youth Voice, One Vision

Highlights of the Department's 2016-17 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:		
Develop formal data-sharing framework with City-County youth service providers to better understand youth usage of services and related outcomes	Innovation and Efficiency	Fourth Quarter
Pathways to Peace		
Conduct quadrant-based targeted outreach and interventions	Safer and More Vibrant Neighborhoods	Ongoing
Recreation:		
Enhance delivery of community-inclusive athletic programming and services	Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities	Second Quarter
Campbell R-Center improvements: complete gym renovations and initiate play apparatus and outside courts improvements	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
BEST & YS:		
Provide single point of entry intake and assessment for OTR services that align with local poverty initiatives	More Jobs	Ongoing
Implement new cycle of THRIVE Teenage Pregnancy Prevention Program	Better Schools and Educational Opportunities	Ongoing

Year-To-Year Comparison

	Budget <u>2015-16</u>	Budget <u>2016-17</u>	<u>Change</u>	Percent <u>Change</u>
<u>Bureau</u>				
Office of the Commissioner	2,106,300	2,004,800	-101,500	-4.8%
Recreation	7,606,000	7,689,900	83,900	1.1%
BEST & YS	<u>2,084,600</u>	<u>1,713,200</u>	<u>-371,400</u>	<u>-17.8%</u>
Total	11,796,900	11,407,900	-389,000	-3.3%

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>
262,200	10,300	-20,400	0	6,900	-648,000	-389,000

Major Change Highlights

First round of Teenage Pregnancy Prevention grant ends	-185,600
--	----------

Additional funding for part time Recreation positions to reflect actual need	183,500
HEALTH grant does not recur	-123,900
Net reduction in SOOP funding	-100,000
Funding for heat, light, power expenses reduced to reflect historical trends	-72,000
Mural Arts program does not recur	-71,900

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	7,096,539	7,475,900	7,768,500	7,809,400
Materials & Supplies	310,890	317,700	356,500	309,500
Services	3,800,748	3,298,400	3,629,300	3,289,000
Other	<u>0</u>	<u>0</u>	<u>42,600</u>	<u>0</u>
Total	11,208,177	11,092,000	11,796,900	11,407,900
Appropriation by Activity				
Office of the Commissioner	1,999,925	1,943,500	2,106,300	2,004,800
Recreation	7,427,612	7,333,200	7,606,000	7,689,900
BEST & YS	<u>1,780,640</u>	<u>1,815,300</u>	<u>2,084,600</u>	<u>1,713,200</u>
Total	11,208,177	11,092,000	11,796,900	11,407,900
Employee Years by Activity				
Office of the Commissioner	20.0	21.2	22.1	20.2
Recreation	154.1	155.8	156.7	166.8
BEST & YS	<u>20.4</u>	<u>22.5</u>	<u>22.7</u>	<u>24.3</u>
Total	194.5	199.5	201.5	211.3

**DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE**

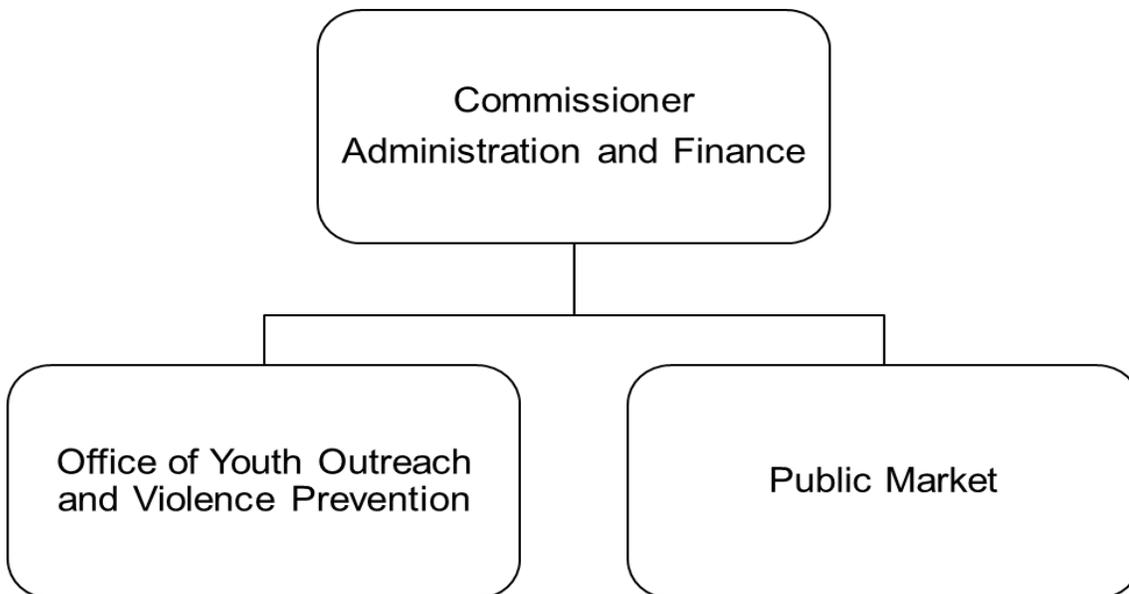
Mission Statement

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
- 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
- Collaborate with other youth serving organizations to share data and analyze trends to better understand youth usage of services and related outcomes

Office of Youth Outreach and Violence Prevention

- Make home visits to high risk youth and young adults
- Mediate violent conflicts
- Provide presentations on anti-violence and gang issues
- Provide service linkages

Public Market

- Operate a year-round Public Market which provides access to healthy food, opportunities for entrepreneurs, and a venue for community special events

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Administration and Finance:		
Develop formal data-sharing framework with City-County youth service providers to better understand youth usage of services and related outcomes	Innovation and Efficiency	Fourth Quarter
Pilot Community Dashboard analytical report for programming design (ex: comparison of youth athletic participation in and out of school)	Innovation and Efficiency	Fourth Quarter
Office of Youth Outreach and Violence Prevention:		
Conduct quadrant-based targeted outreach and interventions	Safer and More Vibrant Neighborhoods	Ongoing
Develop & implement delivery of multi-session programming interventions for at-risk youth	Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Ongoing
Public Market:		
Reissue request for proposals for public and/or private development at the Public Market lot site	More Jobs	Third Quarter

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

Key Performance Indicators

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Public Market				
Market days held	156	156	156	156
Special event days	52	53	54	56
Occupancy Rate (%):				
• Shed A	100	100	100	100
• Shed C	100	100	100	100
• Winter Shed	100	100	90	90
Public market fees revenue (\$)	750,000	725,000	725,000	748,900

**Office of Youth Outreach and Violence
Prevention: Pathways to Peace (PTP)**

Outreach contacts	5,317	10,500	N/A	7,500
Of outreach contacts, number for violent incidents & crisis	N/A	5,500	N/A	1,750
Mediations of youth conflicts	237	210	N/A	250
Referrals made to PTP services	356	625	500	625
Participants engaged in interventions – gang related	423	125	N/A	125
Participants engaged in interventions – not gang related	802	100	N/A	100
Participants in multi-session curricula	N/A	N/A	N/A	50
Referred to external community resources/service providers (non-eligible for PTP crisis response intervention)	**	400	400	400
Referrals made to PTP by Rochester Youth Violence Partnership	47	65	N/A	65
Recidivism – RYVP client returned to hospital for penetrating injury within 1 year of initial injury	1	1	5	2
Recidivism – client arrested for a violent offense	1	1	5	1

Summer Food Program

Breakfast sites	34	32	30	30
Lunch sites	41	36	35	35
Breakfasts served	49,246	37,810	56,600	52,000
Lunches served	57,638	48,302	62,000	59,900

N/A – Not Applicable

** – Not Available

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,106,300	2,004,800	-101,500
Employee Years	22.1	20.2	-1.9

DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE

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>
41,700	2,000	-2,000	0	8,600	-151,800	-101,500

Major Change

Abolish one administrative position as an efficiency measure	-75,400
Abolish one clerk position as an efficiency measure	-38,700
Adjust supply and services lines to reflect actual need	-19,100
RIT grant for OYOVP ends in September	-12,600
Adjust Public Market supply and services lines to reflect actual need	-5,300
Summer Food grant adjustment	-700

DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,127,354	1,115,300	1,158,700	1,094,900
Materials & Supplies	5,640	13,800	21,100	14,800
Services	866,931	814,400	923,700	895,100
Other	<u>0</u>	<u>0</u>	<u>2,800</u>	<u>0</u>
Total	1,999,925	1,943,500	2,106,300	2,004,800
Appropriation by Activity				
Administration and Finance	889,497	810,400	943,000	833,600
Office of Youth Outreach and Violence Prevention	355,508	384,800	396,600	393,600
Public Market	<u>754,920</u>	<u>748,300</u>	<u>766,700</u>	<u>777,600</u>
	1,999,925	1,943,500	2,106,300	2,004,800
Employee Years by Activity				
Administration and Finance	9.3	8.9	9.9	7.9
Office of Youth Outreach and Violence Prevention	6.2	6.9	6.9	7.0
Public Market	<u>4.5</u>	<u>5.4</u>	<u>5.3</u>	<u>5.3</u>
	20.0	21.2	22.1	20.2

DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 PERSONNEL SUMMARY

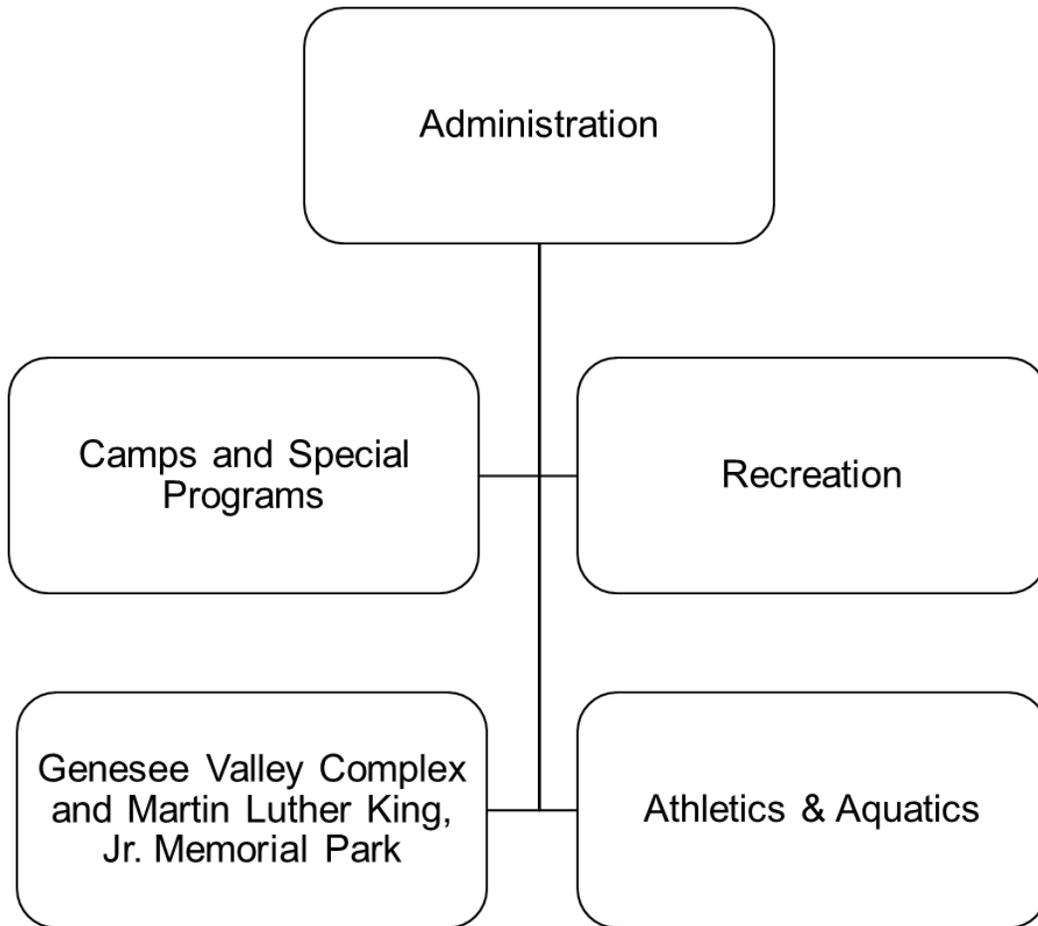
FULL TIME POSITIONS				Administration and Finance	Office of Youth Outreach and Violence Prevention	Public Market
Br.	Title	Budget 2015-16	Approved 2016-17			
36	Commissioner of Recreation and Youth Services	1.0	1.0	1.0		
30	Assistant Manager of Parks & Recreation	0.3	0.3			0.3
27	Manager of Youth Outreach and Violence Prevention	1.0	1.0		1.0	
26	Program Development Specialist	0.0	1.0	1.0		
24	Program Development Specialist	1.0	0.0			
24	Senior Administrative Analyst	1.0	0.0			
23	Personnel Management Supervisor	0.0	1.0	1.0		
20	Executive 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	3.0	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	0.0			
41	Parks Operations Worker	1.0	1.0			1.0
EMPLOYEE YEARS						
Full Time		14.3	12.3	4.0	5.0	3.3
Overtime		1.2	1.3	0.1	0.7	0.5
Part Time, Temporary, Seasonal		6.7	6.7	3.8	1.3	1.6
Less: Vacancy Allowance		<u>0.1</u>	<u>0.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.1</u>
Total		<u>22.1</u>	<u>20.2</u>	<u>7.9</u>	<u>7.0</u>	<u>5.3</u>

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

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 structured after-school programming to support out-of-school educational opportunities

- Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- Organize a variety of community special events to promote youth development and social skills
- Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness
- Conduct community recreation and youth development at 11 school year R-Centers, 4 school-based recreation programs, and 14 summer R-Centers
- Conduct community aquatics programs at 8 pools and Durand Eastman Beach
- Use a Program System Management model to provide quality management of existing and new programs, which includes marketing, staff development, and community input

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Enhance delivery of community-inclusive athletic programming and services	Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities	Second Quarter
Evaluate and expand revenue-based programming and opportunities	Innovation and Efficiency	Third Quarter
Campbell R-Center improvements: complete gym renovations and initiate play apparatus and outside courts improvements	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Implement magnet programming with a focus on STEM, the arts, and environmental education; evaluate opportunities for expansion	Better Schools and Educational Opportunities	Ongoing

BUREAU OF RECREATION

Key Performance Indicators

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
Recreation Registrations:				
● Adams	2,238	2,796	3,000	3,000
● Avenue D	2,025	1,442	1,600	1,500
● Campbell	1,512	648	1,600	500
● Carter/#35 Field (through 6/30/15)	2,038	1,153	1,200	1,200
● Edgerton/Pierpont/LaGrange	1,760	1,400	1,700	1,400
● Flint/St. Monica's/#17 (through 6/30/15)	1,523	899	1,400	1,000
● David F. Gantt/Marketview	5,234	6,158	4,000	6,000
● Humboldt	269	441	400	500
● Roxie A. Sinkler	761	527	600	600
● Douglass (formerly South)	1,783	1,675	500	1,700
● Thomas P. Ryan/#46 (through 6/30/15)	2,816	2,162	2,100	2,200
● #17 School/Flint St.	N/A	200	N/A	200
● #35 School/Field St.	N/A	50	N/A	50
● #42 School	241	473	330	400
● #46 School/Ryan St	<u>N/A</u>	<u>60</u>	<u>N/A</u>	<u>60</u>
● Total registrations	22,200	20,084	18,430	20,310
Attendance per year:				
● Adams	58,217	54,000	55,000	55,000
● Avenue D	30,830	37,300	40,000	38,000
● Campbell	17,999	18,000	24,000	10,000
● Carter	49,796	41,000	45,000	42,500
● Edgerton/Pierpont/LaGrange	68,005	49,242	75,000	55,000
● Flint	64,280	44,000	45,000	45,000
● David F. Gantt/Marketview	126,756	85,000	110,000	85,000
● Humboldt	32,434	21,000	18,000	19,000
● Roxie A. Sinkler	11,770	9,400	10,000	19,000
● Douglass (formerly South)	50,175	16,500	30,000	25,000
● Thomas P. Ryan	148,903	100,000	150,000	95,000
● #42 School	21,493	15,000	19,000	12,000
● Rec On The Move	<u>4,259</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
● Total attendance	684,917	496,442	627,000	506,500
Genesee Valley Park Complex:				
Attendance per year:				
● GVP Ice Rink	40,442	40,000	40,000	40,000
● GVP Pool	13,120	18,000	15,000	15,000
● Martin Luther King, Jr. Memorial Park	17,422	15,000	20,000	17,000
Athletics:				
Adult softball games held	855	700	700	620
Water Spray Park attendance	53,798	60,000	60,000	65,000
Beach attendance per year:				
● Durand Beach – total visitors	93,979	165,384	122,000	122,000
● Durand Beach – bathers	18,117	26,073	23,500	23,500
High School Pool attendance per year: (pools used per year based on RCSD availability)				
● Douglass	2,249	1,292	2,200	1,300
● East	N/A	3,602	4,500	3,600

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION

12-15

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
● Freddie Thomas Learning Center/Winter Swim only	694	500	600	600
● Jefferson	N/A	2,665	3,000	2,700
● Marshall	1,697	N/A	N/A	N/A
● Monroe	1,888	N/A	N/A	N/A
● Wilson Academy/formerly known as Madison	2,833	3,645	3,000	N/A
● Franklin	<u>2,680</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Total H.S. Pool attendance	12,041	11,704	13,300	8,200
Average number of training hours per employee	25	25	25	25
<u>Rochester After-School Academy (RASA)</u>				
Participants	34	30	50	50
Math/ELA increase	21	25	25	25
School attendance rate increase	N/A	15	15	15

N/A – Not Applicable

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	7,606,000	7,689,900	83,900
Employee Years	156.7	166.8	10.1

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>
171,100	5,800	-19,600	0	600	-74,000	83,900

Major Change

Additional funding for part-time Recreation positions to reflect actual need	183,500
HEALTH grant does not recur	-123,900
Funding for heat, light, power expenses reduced to reflect historical trends	-72,000
Mural Arts program does not recur	-71,900
Program Development Specialist added for youth development programming	70,900
Funding for water bills reduced to reflect historical trends	-40,200
Biz Kids and Jr. Rec programs transfer from BEST Bureau	36,500
Supplies and services lines reduced to reflect actual need	-29,000
HEART grant does not recur	-26,100
YVOV funding from Rochester Area Community Foundation does not recur	-24,900

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

Major Change

Funding for water bill added for new Roxie Water Park	20,000
Adjustment to Literacy Aide program funding	9,800
Benefits expenses for RASA grant moved to Undistributed	-6,700

Service Level Change

Elimination of summer aquatics operation at 1 high school pool. Three high school pools, three R-Center pools, & the GVP pool remain in operation.

Adjustments in permit fees are made for several lodges and sports facilities, based on fee study of comparable County amenities.

Program Change

The additional Program Development Specialist will increase the capacity of Recreation to strategically develop and implement city-wide and/or mobile positive youth development programming, as well as respond to Mayoral initiatives for increased educational opportunities for youth in an afterschool setting.

With the addition of the spray park Recreation anticipates an increase in public usage of the Roxie Sinkler R-Center. The Center hours of operation will be increased for parity with other stand-alone R-Centers. The existing Recreation Supervisor title will be converted at a Center Director title to reflect the additional responsibilities.

The Bureau of Recreation employs eighteen Recreation Leaders and two Recreation Leaders/Bilingual. The proposed budget increases the pay bracket for this title to reflect the shift in programming at R-Centers from free-play only to a more structured learning environment. Recreation leaders plan and facilitate more diverse activities such as STEM, environmental education, and tutoring than in the past.

Funding and management for the Genesee Valley Complex and Martin Luther King Jr. Memorial Park is consolidated under Athletics and Aquatics.

DEPARTMENT OF RECREATION & YOUTH SERVICES
 BUREAU OF RECREATION
 EXPENDITURE SUMMARY

12-17

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	4,790,163	5,065,300	5,087,200	5,393,300
Materials & Supplies	289,011	286,000	309,700	277,200
Services	2,348,438	1,981,900	2,174,100	2,019,400
Other	<u>0</u>	<u>0</u>	<u>35,000</u>	<u>0</u>
Total	7,427,612	7,333,200	7,606,000	7,689,900
Appropriation by Activity				
Administration	1,737,983	1,699,500	1,754,900	1,762,500
Camps and Special Programs	985,800	1,122,800	1,340,800	1,203,400
Recreation	3,439,328	3,377,100	3,387,600	3,477,900
Genesee Valley & Martin Luther King Jr.				
Memorial Park	559,440	562,300	537,800	0
Athletics and Aquatics	<u>705,061</u>	<u>571,500</u>	<u>584,900</u>	<u>1,246,100</u>
Total	7,427,612	7,333,200	7,606,000	7,689,900
Employee Year by Activity				
Administration	7.5	10.0	10.4	10.2
Camps and Special Programs	18.7	19.0	20.9	22.6
Recreation	98.5	97.0	96.1	102.2
Genesee Valley & Martin Luther King Jr.				
Memorial Park	15.9	15.5	15.0	0.0
Athletics and Aquatics	<u>13.5</u>	<u>14.3</u>	<u>14.3</u>	<u>31.8</u>
Total	154.1	155.8	156.7	166.8

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Camps and Special Programs	Recreation	Athletics & Aquatics
Br.	Title	Budget 2015-16	Approved 2016-17				
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	1.0	1.0	0.5			0.5
26	Program Development Specialist	0.0	1.0		1.0		
23	Area Coordinator	4.0	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	9.0	10.0			10.0	
18	Management Trainee	0.0	1.0		1.0		
18	Senior Recreation Supervisor	1.0	1.0				1.0
16	Administrative Assistant	1.0	1.0	1.0			
15	Recreation Supervisor	10.0	9.0			8.0	1.0
15	Recreation Supervisor - Bilingual	1.0	1.0			1.0	
15	Youth Camp Supervisor	1.0	1.0		0.5	0.5	
13	Grant Support Associate	2.0	2.0		2.0		
11	Secretary to the Deputy Commissioner	1.0	1.0	1.0			
11	Recreation Leader	0.0	18.0		1.0	17.0	
11	Recreation Leader Bilingual	0.0	2.0			2.0	
9	Clerk II with Typing	1.0	1.0	1.0			
9	Recreation Leader	17.9	0.0				
9	Recreation Leader Bilingual	2.0	0.0				
EMPLOYEE YEARS							
Full Time		55.6	57.7	6.2	10.5	38.5	2.5
Overtime		0.8	0.8	0.2	0.0	0.1	0.5
Part Time, Temporary, Seasonal		109.7	113.7	4.0	12.1	68.6	29.0
Less: Vacancy Allowance		9.4	5.4	0.2	0.0	5.0	0.2
Total		156.7	166.8	10.2	22.6	102.2	31.8

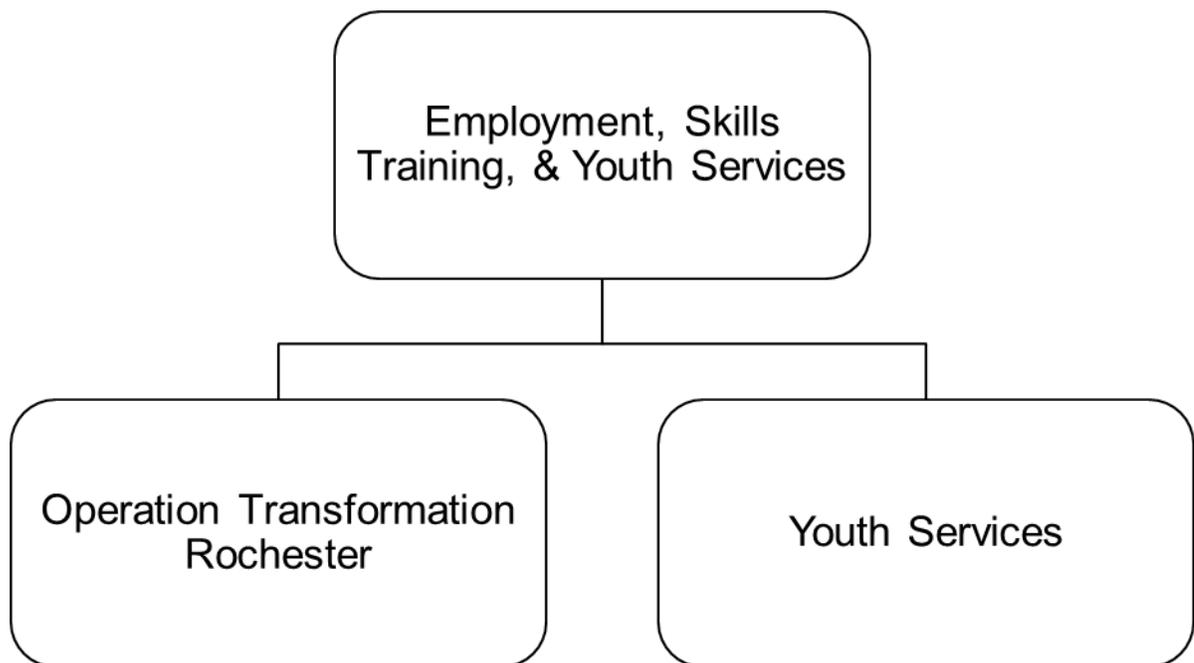
Mission Statement

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: Fresh Start, Employment Readiness, Youth Employment Training/Dream Big2

- 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

**DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES**

Critical Processes

Operation Transformation Rochester (OTR): Fresh Start, Employment Readiness, Youth Employment Training/Dream Big2

- Conduct intake and assessment for all potential OTR program participants
- Provide participants (youth and adults) with access to resources
- Provide employment readiness training for youth and adults
- Provide outreach and recruitment for employment
- Provide leadership, professional development, and life enrichment opportunities
- Post-placement monitoring and follow-up support

Youth Services

- Administer state and federal grants to address youth and family issues
- Provide participants with access to resources
- Provide parent and family skills training

2016-17 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Identify comprehensive database to track program participation and follow-up services	Innovation and Efficiency	Third Quarter
Establish workforce development partnerships with private sector industry	More Jobs	Ongoing
Actively seek alternative funding through grants and collaborations for OTR relevant funding	Innovation and Efficiency	Ongoing
Deliver employment readiness training designed to increase specialized and soft skills	More Jobs	Ongoing
Provide single point of entry intake and assessment for OTR services	More Jobs	Ongoing
Recruit community members to serve as mentors for OTR participants	More Jobs	Ongoing
Provide youth development workshops and trainings in the areas of health, employment readiness and leadership development	More Jobs	Ongoing
Implement new cycle of THRIVE Teenage Pregnancy Prevention Program	Better Schools and Educational Opportunities	Ongoing
Expand Operation Transformation Rochester's relationship with the local business community, which will serve city youth and adults by offering comprehensive programs geared towards education, vocation and permanent employment	More Jobs	Ongoing

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES

12-21

Key Performance Indicators

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>
<u>YOUTH SERVICES</u>				
Parent/Adult workshops (PLTI)	20	21	20	20
Parent/Adult workshop participants (PLTI)	27	18	20	20
<u>Comprehensive Adolescent Pregnancy Prevention (CAPP)</u>				
Participants (SOAR program)	742	1,260	790	600
Parent/Adult workshop participants in CAPP				
Family Talk series	110	153	6	90
<u>Teenage Pregnancy Prevention (TPP)</u>				
Participants (THRIVE program)	382	382	N/A	N/A
Participants (THRIVE 2 program)	N/A	600	N/A	1,875
<u>YOUTH EMPLOYMENT</u>				
<u>Youth Employment Training (YET)</u>				
Participants graduated	140	120	120	120
Graduates employed	92	75	75	100
Participants who received a portfolio	119	120	120	120
Employers participating	17	40	10	20
New employment partnerships developed	11	10	10	10
<u>Summer of Opportunity Program (SOOP)</u>				
Applicants with completed applications	N/A	N/A	N/A	900
Applicants employed through the City	410	358	415	300
Applicants employed through Rochester Works	N/A	N/A	N/A	375
Parent orientation attendees	728	677	800	600
Number of employers participating	18	16	20	15
School Year: youth applicants employed	N/A	N/A	N/A	50
<u>OTR: ADULT EMPLOYMENT SERVICES</u>				
Applicants assessed	N/A	N/A	N/A	500
Participants enrolled	N/A	N/A	N/A	350
Participants receiving mentorship	N/A	N/A	N/A	150
Participants classified as "Job Ready" who were not Job Ready at intake	239	246	280	175
Participants employed	207	120	150	80
Participants retaining employment after six months	N/A	N/A	N/A	40
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,084,600	1,713,200	-371,400
Employee Years	22.5	24.3	1.8

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES

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>
49,400	2,500	1,200	0	-2,300	-422,200	-371,400

Major Change

First round of Teenage Pregnancy Prevention grant ends	-185,600
Net reduction in SOOP funding	-100,000
Comprehensive Adolescent Pregnancy Prevention grant funding ends in December	-61,600
Supplies and services lines reduced to reflect actual need	-38,500
Biz Kids and Jr. Rec programs transfer to Recreation Bureau	-36,500

Program Change

The THRIVE program was part of a five-year federal Teenage Pregnancy Prevention grant that operated from September 2010 to August 2015. The THRIVE II program is funded by a new federal Teenage Pregnancy Prevention grant that began in July 2015 and continues through June 2020.

Two KPIs are renamed:

2015-16 KPI

Participants trained in job readiness

Participants placed

2016-17 Renamed KPI

Participants classified as "Job Ready" who were not Job Ready at intake

Participants employed

DEPARTMENT OF RECREATION & YOUTH SERVICES
 BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES
 EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	1,179,022	1,295,300	1,522,600	1,321,200
Materials & Supplies	16,239	17,900	25,700	17,500
Services	585,379	502,100	531,500	374,500
Other	<u>0</u>	<u>0</u>	<u>4,800</u>	<u>0</u>
Total	1,780,640	1,815,300	2,084,600	1,713,200
Appropriation by Activity				
OTR - Youth and Adult Employment	1,372,820	1,428,600	1,490,900	1,367,400
Youth Services	<u>407,820</u>	<u>386,700</u>	<u>593,700</u>	<u>345,800</u>
	1,780,640	1,815,300	2,084,600	1,713,200
Employee Years by Activity				
OTR - Youth and Adult Employment	13.6	16.0	16.4	15.8
Youth Services	<u>6.8</u>	<u>6.5</u>	<u>6.3</u>	<u>8.5</u>
	20.4	22.5	22.7	24.3

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES
PERSONNEL SUMMARY

FULL TIME POSITIONS				OTR - Youth and Adult Employment	Youth Services
Br.	Title	Budget 2015-16	Approved 2016-17		
30	Director of Employment, Skills Training, & Youth Svs	1.0	1.0	1.0	
26	Manager of Employment Services	1.0	2.0	2.0	
26	Supervisor of Administrative Services	1.0	1.0		1.0
23	Sr. Professional Development Specialist	3.0	2.0	2.0	
18	Professional Development Specialist	2.0	3.0	3.0	
18	Professional Development Specialist/Bilingual	1.0	1.0	1.0	
16	Program Coordinator	1.0	1.0		1.0
13	Grant Support Associate	2.0	3.0		3.0
13	Pregnancy Prevention Trainers	0.0	3.0		3.0
12	Project Assistant/Bilingual	1.0	1.0	1.0	
9	Recreation Leader	2.1	0.0		
EMPLOYEE YEARS					
Full Time		15.1	18.0	10.0	8.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		7.6	6.3	5.8	0.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		22.7	24.3	15.8	8.5

Purpose

The Undistributed Expenses budget records allocations associated with, but not included in, departmental budgets or those that cannot reasonably be distributed to departmental budgets. This budget includes costs for both current and non-current (including retiree) employee benefits, general risk management, payments to other agencies, and other miscellaneous expenditures.

Year-To-Year Comparison

<u>Main Functions</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>	<u>Change</u>	<u>Percent Change</u>
Employee Benefits - Current	104,524,800	107,263,300	2,738,500	2.6%
Employee Benefits - Non-Current	26,286,100	27,849,700	1,563,600	5.9%
General Risk Management	1,021,600	1,004,900	-16,700	-1.6%
Other	<u>1,743,400</u>	<u>1,822,400</u>	<u>79,000</u>	4.5%
	133,575,900	137,940,300	4,364,400	3.3%
Interfund Credit*	-249,000	-258,000	-9,000	3.6%
Intrafund Credit*	<u>-161,900</u>	<u>-151,200</u>	<u>10,700</u>	-6.6%
Total	133,165,000	137,531,100	4,366,100	3.3%

*Reflects chargeback for Worker's Compensation costs.

Major Change Highlights

Employee Benefits – Current:

Current employee medical is budgeted under the terms of the Memorandum of Agreement with the Labor/Management Health Care Committee	2,797,400
Lower overall state retirement contribution rates	-331,400
Social Security costs increase due to increase in wage base	306,200

Employee Benefits – Non-Current:

Hospital and medical costs for retirees assume average inflationary increase of 7.5%	1,824,000
--	-----------

Other:

New agreement with County regarding lease of space for City Courts	204,000
--	---------

**UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY**

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	104,706,947	102,650,400	104,524,800	107,263,300
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>27,038,804</u>	<u>26,938,200</u>	<u>29,051,100</u>	<u>30,677,000</u>
	131,745,751	129,588,600	133,575,900	137,940,300
Interfund Credit*	-231,835	-200,700	-249,000	-258,000
Intrafund Credit*	<u>-163,131</u>	<u>-151,600</u>	<u>-161,900</u>	<u>-151,200</u>
Total	131,350,785	129,236,300	133,165,000	137,531,100
Appropriation by Activity				
Employee Benefits - Current	104,706,947	102,650,400	104,524,800	107,263,300
Employee Benefits - Non-Current	23,975,222	25,630,300	26,286,100	27,849,700
General Risk Management	2,657,393	565,100	1,021,600	1,004,900
Other	<u>406,189</u>	<u>742,800</u>	<u>1,743,400</u>	<u>1,822,400</u>
	131,745,751	129,588,600	133,575,900	137,940,300
Interfund Credit*	-231,835	-200,700	-249,000	-258,000
Intrafund Credit*	<u>-163,131</u>	<u>-151,600</u>	<u>-161,900</u>	<u>-151,200</u>
Total	131,350,785	129,236,300	133,165,000	137,531,100

*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 estimated 2015-16 wage base times the contribution rate for each tier. The 2015-16 wage base is calculated by the Comptroller based upon wages and salaries earned during the period April 1, 2015 to March 31, 2016. The Comptroller sets the contribution rates which vary from year to year. The bill also includes the annual repayment amount of prior amortizations. The City amortized in fiscal year 2013-14 and the repayment amount is \$1,359,100 annually through fiscal year 2023-24. Amortization of pension is not assumed for 2016-17.

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).

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	41,195,500	40,864,100	-331,400

Major Change

Lower overall state retirement contribution rates	-331,400
---	----------

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	16,879,100	17,185,300	306,200

Major Change

Increase due to wage base growth 306,200

HOSPITAL & MEDICAL INSURANCE: the City provides hospitalization and medical benefits. Agreements with the different labor unions determine specific coverage and the amount contributed by the City. In 2012, the City reached agreement with its unions to establish a self-funded health insurance program. The new program started January 1, 2013 and also covers Administrative, Professional, and Technical employees and Confidential employees. In addition, the agreements created a joint Labor/Management Health Care Committee to address future cost increases. An updated three year Memorandum of Agreement was negotiated effective January 1, 2016.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	38,971,700	41,769,100	2,797,400

Major Change

Current employee medical is budgeted under the terms of the Memorandum of Agreement with the Labor/Management Health Care Committee 2,797,400

WORKER'S COMPENSATION: under a self-insurance program, the City directly finances the costs of medical and compensation payments to civilian employees injured on the job. A private insurance firm that is responsible for investigating claims, making payments, and estimating future reserve requirements administers the program.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	5,043,200	5,024,500	-18,700
Interfund Credit*	-249,000	-258,000	-9,000
Intrafund Credit*	-161,900	-151,200	10,700
	4,632,300	4,615,300	-17,000

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT

Major Change

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Current Year Claims	410,900	409,200	-1,700
Administrative Charge	58,800	59,100	300
State Assessments	260,000	265,200	5,200
Prior Years' Claims	<u>4,313,500</u>	<u>4,291,000</u>	<u>-22,500</u>
Total	5,043,200	5,024,500	-18,700
Interfund Credit	-249,000	-258,000	-9,000
Intrafund Credit	<u>-161,900</u>	<u>-151,200</u>	<u>10,700</u>
	4,632,300	4,615,300	-17,000

Chargebacks for Current Year Claims

<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Department/Bureau</u>	<u>2015-16</u>	<u>2016-17</u>
NEIGHBORHOOD & BUSINESS DEVELOPMENT	10,000	5,600	RECREATION & YOUTH SERVICES	20,000	22,000
ENVIRONMENTAL SERVICES	322,000	327,200	FINANCE	2,000	2,000
EMERGENCY COMMUNICATIONS	3,400	3,400	LIBRARY	6,500	10,000
POLICE	33,000	28,000	UNDISTRIBUTED	12,000	9,000
FIRE	2,000	2,000	Total Interfund	249,000	258,000
			Total Intrafund	<u>161,900</u>	<u>151,200</u>
			CITY TOTAL	410,900	409,200

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts or otherwise provided.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,981,800	1,878,700	-103,100

Major Change

Budgeted expenses reduced to reflect historical experience -103,100

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

LIFE INSURANCE: the City provides term life insurance for all active full time employees.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	84,000	84,000	0

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	68,700	56,600	-12,100

Major Change

Budgeted expenses reduced to reflect historical experience	-12,100
--	---------

AMERICORPS: The Flower City AmeriCorps state grant provides stipends for 32 program members. The program began in October 2015.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	300,800	401,000	100,200

Major Change

Grant is budgeted for a full year	100,200
-----------------------------------	---------

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

13–7

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	104,706,947	102,650,400	104,524,800	107,263,300
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	<u>104,706,947</u>	<u>102,650,400</u>	<u>104,524,800</u>	<u>107,263,300</u>
Interfund Credit*	-231,835	-200,700	-249,000	-258,000
Intrafund Credit*	<u>-163,131</u>	<u>-151,600</u>	<u>-161,900</u>	<u>-151,200</u>
Total	104,311,981	102,298,100	104,113,900	106,854,100
Appropriation by Activity				
New York State Retirement	44,839,321	41,162,600	41,195,500	40,864,100
Social Security	15,568,168	15,866,400	16,879,100	17,185,300
Hospital and Medical	37,405,121	39,015,200	38,971,700	41,769,100
Worker's Compensation	4,978,827	4,450,900	5,043,200	5,024,500
Dental Insurance	1,816,771	1,843,100	1,981,800	1,878,700
Life Insurance	38,725	42,000	84,000	84,000
Disability Insurance	60,014	55,000	68,700	56,600
Americorps	0	215,200	300,800	401,000
	<u>104,706,947</u>	<u>102,650,400</u>	<u>104,524,800</u>	<u>107,263,300</u>
Interfund Credit*	-231,835	-200,700	-249,000	-258,000
Intrafund Credit*	<u>-163,131</u>	<u>-151,600</u>	<u>-161,900</u>	<u>-151,200</u>
Total	104,311,981	102,298,100	104,113,900	106,854,100

*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 sole surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,824,300	2,559,500	-264,800

Major Change

Count of disabled firefighters has dropped from 64 to 57 as some firefighters have reached age 70 and are no longer entitled to these payments -264,800

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	22,242,100	24,066,100	1,824,000

Major Change

An average inflationary adjustment of 7.5% in January 2017 is assumed 1,824,000

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	147,400	150,300	2,900

Major Change

Allocation increased based on projected need 2,900

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	73,200	74,700	1,500

Major Change

Allocation increased based on projected need 1,500

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	999,100	999,100	0

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>23,975,222</u>	<u>25,630,300</u>	<u>26,286,100</u>	<u>27,849,700</u>
Total	23,975,222	25,630,300	26,286,100	27,849,700
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,646,415	2,524,100	2,824,300	2,559,500
Hospital and Medical - Retirees	20,684,980	22,381,500	22,242,100	24,066,100
Dental Insurance - Retirees	128,974	144,000	147,400	150,300
Life Insurance - Retirees	72,206	72,200	73,200	74,700
Unemployment Compensation	<u>442,647</u>	<u>508,500</u>	<u>999,100</u>	<u>999,100</u>
Total	23,975,222	25,630,300	26,286,100	27,849,700

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	921,600	904,900	-16,700

Major Change

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Cost Components			
Administrative Charge	110,000	110,600	600
Insurance Premium - Major Claims	714,000	714,000	0
Contribution to the Insurance Reserve	<u>97,600</u>	<u>80,300</u>	<u>-17,300</u>
	921,600	904,900	-16,700

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>2,657,393</u>	<u>565,100</u>	<u>1,021,600</u>	<u>1,004,900</u>
Total	2,657,393	565,100	1,021,600	1,004,900
Appropriation by Activity				
General Insurance	2,657,393	546,100	921,600	904,900
Judgments and Claims	<u>0</u>	<u>19,000</u>	<u>100,000</u>	<u>100,000</u>
Total	2,657,393	565,100	1,021,600	1,004,900

UNDISTRIBUTED EXPENSES
OTHER

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the County 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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	988,100	1,205,100	217,000

Major Change

New agreement with County regarding lease of space for City Courts	204,000
An inflationary adjustment is made	13,000

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	383,100	279,700	-103,400

Major Change

Budgeted expenses reduced to reflect historical experience	-103,400
--	----------

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	213,900	216,000	2,100

Major Change

An inflationary adjustment is made	2,100
------------------------------------	-------

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	250,000	250,000	0

Major Change

No change is 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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	425,000	425,000	0

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Bureau of Equipment Services. These 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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	-2,250,000	-2,250,000	0

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, employee assistance program, 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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,733,300	1,696,600	-36,700

Major Change

Police and Fire occupational medicine reduced to reflect historical experience	-37,600
Reduced flexible spending allocation to reflect contracted amount	-32,500
Increased allocation for credit card fees to reflect historical experience	26,600
Inflationary adjustments are made	6,800

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>406,189</u>	<u>742,800</u>	<u>1,743,400</u>	<u>1,822,400</u>
Total	406,189	742,800	1,743,400	1,822,400
Appropriation by Activity				
Payments to Other Governments	802,396	799,500	988,100	1,205,100
Employee Development	245,032	291,400	383,100	279,700
City Channel 12 Operation	209,467	212,900	213,900	216,000
Time Bank Accrual	16,600	0	0	0
Title Reports	217,279	250,000	250,000	250,000
Efficiency & Effectiveness Initiatives	179,777	245,000	425,000	425,000
Motor Equipment Benefits Credit	-1,855,600	-2,250,000	-2,250,000	-2,250,000
Miscellaneous	<u>591,238</u>	<u>1,194,000</u>	<u>1,733,300</u>	<u>1,696,600</u>
Total	406,189	742,800	1,743,400	1,822,400

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>	<u>Percent Change</u>
Budget	669,200	6,054,800	5,385,600	804.8%

Major Change

Allocation is made for difficult to project or unforeseen expenditures	5,385,600
--	-----------

CONTINGENCY
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</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>669,200</u>	<u>669,200</u>	<u>6,054,800</u>
Total	0	669,200	669,200	6,054,800
Appropriation by Activity				
General Contingency*	0	669,200	669,200	6,054,800

*Reflects remaining contingency after amendments. The original 2015-16 Contingency was \$1,706,300; the original 2014-15 Contingency was \$10,182,100. 2014-15 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 15-16 budget and the proposed 16-17 budget.

Year-To-Year Comparison

<u>Category</u>	<u>Budget 2015-16</u>	<u>Budget 2016-17</u>	<u>Change</u>	<u>Percent Change</u>
Cash Capital	25,614,900	28,506,000	2,891,100	11.3%
Debt Service	<u>37,593,000</u>	<u>35,808,300</u>	<u>-1,784,700</u>	-4.7%
Total	63,207,900	64,314,300	1,106,400	1.8%

Major Change Highlights

CASH CAPITAL

Projects impacted by non-recurring grants through the Dormitory Authority of the State of NY (DASNY):

Police Vehicles	-1,293,800
Bull's Head	1,100,000
Mt. Read Facilities Electrical Site Improvements	-611,000
Turnout Gear	350,000
Play Apparatus	200,000
Public Safety Building	200,000
Disaster Recovery Assessment	-200,000
Security Remediation	150,000
Telephony Expansion	50,000

Projects not shown in 2015-16 CIP but Funded with Prior Years Cash Capital:

Enterprise Document Management System	500,000
Client Services and Revitalization	300,000
Mailing Equipment	250,000
Payroll System	200,000

CAPITAL EXPENSE

Data Center Expansion	100,000
Client Services Licenses	50,000
<i>New Projects:</i>	
Buildings and Parks	1,173,000
CVMF Building 300 Roof	787,000
Roof Recoating and Restoration	750,000
City Hall Sidewalk Replacement	500,000
CVMF Building 100 Roof	346,000
Bausch Street/Upper Falls	274,000
Police Fingerprint File	250,000
Animal Services Interior Repairs	251,000
CVMF Building 103 CNG Fuel Station Roof	210,000
Beechwood/EMMA Neighborhood Improvements	200,000
Genesee Riverway Rehabilitation	191,000
<i>Changes in Existing Projects from 2015-16:</i>	
Funding decreases for Motor Equipment in the Solid Waste Collections Divisions as Cash Capital is reassigned to debt	-1,438,000
Funding decreases for Street Treatment	-1,005,000
Funding increases for Acquisition	1,000,000
Funding increases for Garage Program	814,000
Funding decreases for Roofing Program as this was prefunded through a 14-15 year end Capital Amendment	-700,000
Funding decreases for Central Library Master Space Renovation	-689,000
Funding increases for Motor Equipment in the Department of Environmental Services, as planned	655,000
Funding decreases for Bridge and River Crossing	-585,000
Funding decreases for Traditional Materials at Branch Libraries	-527,000
Funding increases for Residential Street Rehabilitation	502,000
Funding decreases for Hazardous Sidewalk Remediation as Cash Capital is reassigned to debt	-500,000
Funding increases for Distribution System Water Main Renewal	443,000
Funding decreases for Upland Bridge Rehabilitation	-332,000
Funding increases for Filtration Plant and Related Renovations	229,000
Funding increases for Forestry Tree Program	200,000
Funding increases for Cemetery Development	200,000
Funding decreases for CVMF Building 200	-188,000

CAPITAL EXPENSE

Funding decreases for DRYs Kitchen Exhaust Hoods	-158,000
Funding increases for Public Safety Building Repairs	150,000
Funding increases for Motor Equipment in Water Bureau	148,000
Funding increases for Motor Equipment in Department of Recreation & Youth Services	145,000
Funding decreases for Filtration Plant Filter Underdrain Joint Rehabilitation	-144,000
Funding increases for Motor Equipment in Cemetery	141,000
 <i>Projects or Project Elements that will not recur:</i>	
Funding for Midtown Pedestrian Corridor is complete	-564,000
Funding for City Hall Roof Replacement is complete	-400,000
Initial Capital allocation for Body Cameras is complete	-356,300
Funding for Animal Services HVAC Improvements is complete	-350,000
Funding for Municipal Code Violations Bureau is complete	-250,000
HVAC/Electrical Improvements for Blue Cross Arena at War Memorial	-130,000
One time allocation for Marchiselli Aid for Inner Loop	-120,300
 <i>Purchasing Power Parity Increments:</i>	
Cemeteries Memorialization	10,000
Heat Pump Replacement	2,000
 DEBT SERVICE	
Expenditures decrease in accordance with debt repayment schedules	-1,784,700

CAPITAL EXPENSE
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2014-15</u>	<u>Estimated</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Approved</u> <u>2016-17</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>70,619,724</u>	<u>63,168,500</u>	<u>63,168,500</u>	<u>64,274,900</u>
Total	70,659,124	63,207,900	63,207,900	64,314,300
Appropriation by Activity				
Cash Capital	34,578,900	25,614,900	25,614,900	28,506,000
Debt Service	<u>36,080,224</u>	<u>37,593,000</u>	<u>37,593,000</u>	<u>35,808,300</u>
Total	70,659,124	63,207,900	63,207,900	64,314,300

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,785,800	2,863,000	77,200

Major Change

Projects impacted by non-recurring grants through the Dormitory Authority of the State of NY (DASNY):

Charlotte Street/Haags Alley	-37,000
------------------------------	---------

New Projects:

Bausch Street/Upper Falls	274,000
---------------------------	---------

Changes in Existing Projects from 2015-16:

Funding decreases for Street Treatment	-1,005,000
Funding increases for Residential Street Rehabilitation	502,000
Funding decreases for Hazardous Sidewalk Remediation as Cash Capital is reassigned to debt	-500,000
Funding increases for Bridge Maintenance Program	303,000
Funding increases for Asphalt Milling, Resurfacing and Curb Replacement	345,000
Funding increases for Traffic Control program	190,000
Funding increases for South Avenue	176,000
Funding decreases for City wide Pavement Preventative Program, as planned	-123,500
Funding increases for Project Uplift, as planned	78,000
Funding decreases for Goodman Street, as planned	-58,000
Funding increases for Scottsville Road & Elmwood Avenue	53,000

Projects or Project Elements that will not recur:

One time allocation for Marchiselli Aid for Inner Loop	-120,300
--	----------

**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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	55,000	90,000	35,000
<i>New Projects:</i>			
Erie Harbor Enhancements Phase II			50,000
Port Infrastructure Roads			25,000
River Street Marina			15,000
<i>Changes in Existing Projects from 2015-16:</i>			
Funding decreases for Port Overlook as Cash Capital is reassigned to debt			-30,000
<i>Projects or Project Elements that will not recur:</i>			
Harbor Management Plan			-25,000

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	4,191,000	3,745,000	-446,000
Major Change			
<i>Changes in Existing Projects from 2015-16:</i>			
Funding decreases for Bridge and River Crossing			-585,000
Funding increases for Distribution System Water Main Renewal			443,000
Funding decreases for Upland Bridge Rehabilitation			-332,000
Funding increases for Filtration Plant and Related Renovations			229,000
Funding decreases for Filtration Plant Filter Underdrain Joint Rehabilitation			-144,000
Funding decreases for Filtration Plant Small Equipment Replacement			-50,000
Funding decreases for Holly Station Related Renovations			-50,000
Funding increases for Hydrant and Valve Replacement Program			21,000
Funding increases for Water Meter Replacement Program			18,000

CAPITAL EXPENSE
CASH CAPITAL

15-7

Major Change

Funding increases for Conduit Valve & Vault Rehabilitation 4,000

PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,360,300	1,415,000	54,700

Major Change

Projects impacted by non-recurring grants through the Dormitory Authority of the State of NY (DASNY):

Turnout Gear 350,000

New Projects:

Animal Services Equipment 40,000

Police Tasers 33,000

Changes in Existing Projects from 2015-16:

Funding decreases for Police Equipment -66,000

Funding increases for Small Equipment in the Fire Department 31,000

Funding increases for Cars, Vans and Utility Vehicles in the Fire Department 23,000

Projects or Project Elements that will not recur:

Initial Capital allocation for Body Cameras is complete -356,300

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,576,000	2,187,000	611,000

Major Change

Projects impacted by non-recurring grants through the Dormitory Authority of the State of NY (DASNY):

Play Apparatus 200,000

**CAPITAL EXPENSE
CASH CAPITAL**

New Projects:

Genesee Riverway Rehabilitation	191,000
Skate Park	100,000

Changes in Existing Projects from 2015-16:

Funding increases for Forestry Tree Program	200,000
Funding increases for Cemetery Development	200,000
Funding decreases for Cemetery Facilities	-155,000
Funding decreases for Ash Tree Maintenance Program	-95,000
Funding decreases for Brewery Line Trail	-45,000
Funding increases for Public Market	26,000
Funding decreases for Cemeteries Site Improvements	-11,000
Funding decreases for Statue and Monument Repair	-10,000

Purchasing Power Parity Increments:

Cemeteries Memorialization	10,000
----------------------------	--------

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	2,602,000	4,679,000	2,077,000

Major Change

Projects impacted by non-recurring grants through the Dormitory Authority of the State of NY (DASNY):

Bull's Head	1,100,000
-------------	-----------

New Projects:

Beechwood/EMMA Neighborhood Improvements	200,000
Marketview Heights URDP	180,000
La Marketa	130,000
Investigation and Remediation at Reynolds Street	100,000
Investigation and Remediation at East Main Street	100,000
Lyell Lake State Street BOA and JOSANNA Master Plan	25,000

**CAPITAL EXPENSE
CASH CAPITAL**

Major Change

Changes in Existing Projects from 2015-16:

Funding increases for Acquisition	1,000,000
Funding decreases for Roofing Program as this was pre-funded through a 14-15 year end Capital Amendment	-700,000
Funding decreases for Neighborhood Builders	-180,000
Funding increases for Hazardous Waste Remediation	101,000
Funding increases for Downtown Streetscapes	56,000
Funding decreases for Investigation & Remediation at Jefferson Avenue as Cash Capital is reassigned to debt, as planned	-50,000
Funding increases for Homeownership Program	40,000
Funding decreases for Investigation & Remediation at Genesee Street as Cash Capital is reassigned to debt, as planned	-25,000

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	527,000	0	-527,000

Major Change

Changes in Existing Projects from 2015-16:

Funding decreases for Traditional Materials at Branch Libraries	-527,000
---	----------

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	333,000	1,074,000	741,000

Major Change

New Projects:

Roof Recoating and Restoration	750,000
High Falls Museum	25,000

Changes in Existing Projects from 2015-16:

Funding decreases for Terminal Dock Wall	-75,000
Funding increases for Port of Rochester	50,000
Funding increases for Blue Cross Arena at War Memorial Facility Improvements	45,000

CAPITAL EXPENSE
CASH CAPITAL

Major Change

Funding increases for Joseph A. Floreano Riverside Convention Center Facilities	30,000
Funding increases for High Falls District	29,000
Funding increases for Soccer Stadium	17,000
 <i>Projects or Project Elements that will not recur:</i>	
HVAC/Electrical Improvements	-130,000

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	4,385,000	4,252,000	-133,000

Major Change

Projects impacted by non-recurring grants through the Dormitory Authority of the State of NY (DASNY):

Municipal Code Violations Bureau	-250,000
Public Safety Building Generator	200,000

New Projects:

CVMF Building 300 Roof	787,000
City Hall Sidewalk Replacement	500,000
CVMF Building 100 Roof	346,000
Animal Services Interior Repairs	251,000
CVMF Building 103 CNG Fuel Station Roof	210,000
Animal Services Building Improvements	60,000
Westside Garage	60,000
Branch Facilities	42,000

Changes in Existing Projects from 2015-16:

Funding increases for Garage Program	814,000
Funding decreases for Central Library Master Space Renovations	-689,000
Funding decreases for Mt. Read Facilities Electrical Site Improvements	-611,000
Funding decreases for Monroe County City Court Space	-500,000
Funding decreases for CVMF Building 200	-188,000
Funding decreases for DRYS Kitchen Exhaust Hoods	-158,000
Funding increases for Public Safety Building repairs	150,000
Funding increases for General Rehabilitation of non-public safety facilities	100,000
Funding decreases CVMF Building 101 Roof	-98,000
Funding increases for Roof Improvements	73,000
Funding increases for City Hall	68,000
Funding decreases for Bausch and Lomb HVAC Upgrades	-50,000
Funding increases for Fire Facilities	50,000

**CAPITAL EXPENSE
CASH CAPITAL**

Major Change

Funding increases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	37,000
--	--------

Projects or Project Elements that will not recur:

Funding for Midtown Pedestrian Corridor is complete	-564,000
Funding for City Hall Roof Replacement is complete	-400,000
Funding for Animal Services HVAC Improvements is complete	-350,000
Funding for Felix Street Training Room Renovations is complete	-25,000

Purchasing Power Parity Increments:

Heat Pump Replacement	2,000
-----------------------	-------

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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	1,021,000	1,810,000	789,000

Major Change

Projects not shown in 2016-17 CIP but Funded with Prior Years Cash Capital:

Enterprise Document Management System	500,000
Client Services and Revitalization	300,000
Mailing Equipment	250,000
Payroll System	200,000
Data Center Expansion	100,000
Client Services Licenses	50,000

Projects impacted by non-recurring grants through the Dormitory Authority of the State of NY (DASNY):

Disaster Recovery Assessment	-200,000
Security Remediation	150,000
Telephony Expansion	50,000

New Projects:

Police Fingerprint File	250,000
Lagan Upgrade	150,000

CAPITAL EXPENSE
CASH CAPITAL

15-13

Major Change

Street Pavement Management System	90,000
Production Mainframe Printer	70,000
Electronic Processing Payment	50,000
Migrate Cold Fusion Web Application	50,000
Branch Libraries Technology	45,000
Street Tablets	25,000

Changes in Existing Projects from 2015-16:

Funding decreases for Printer Consolidation	-120,000
Funding increases for Small Equipment in the Department of Environmental Services	68,000
Funding increases for Blue Cross Arena at War Memorial Small Equipment	68,000
Funding increases for Emergency Communication Small Equipment	35,000
Funding increases for Branch Libraries Office Equipment	20,000
Funding increases for Environmental Services Commissioner's Office Furnishings	20,000
Funding increases for Future Technology Initiatives and Planning	20,000

Projects or Project Elements that will not recur:

Funding for Police Technology Sytech Upgrade is complete	-42,000
Funding for Upland PC's is complete	-10,000

**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>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Budget	6,778,800	6,391,000	-387,800

Major Change

Projects impacted by the loss of Grants through the Dormitory Authority of the State of NY (DASNY):

Police Vehicles funded by Cash Capital in 15-16, are funded through DASNY in 16-17	-1,293,800
--	------------

New Projects:

Buildings and Parks	1,173,000
Equipment Services	48,000
Treasury	32,000

Changes in Existing Projects from 2015-16:

Funding decreases for Motor Equipment in the Solid Waste Collections Division as Cash Capital is reassigned to debt	-1,438,000
Funding increases for Motor Equipment in the Department of Environmental Services, as planned	655,000
Funding increases for Motor Equipment in Water Bureau	148,000
Funding increases for Motor Equipment in Department of Recreation & Youth Services	145,000
Funding increases for Motor Equipment in Cemetery	141,000
Funding decreases for Motor Equipment in Architecture and Engineering	-21,000
Funding increases for Motor Equipment in Neighborhood and Business Development	32,000
Funding decreases for Motor Equipment in Information Technology	-7,000
Funding decreases for Motor Equipment in Public Market	-7,000
Funding increases for Motor Equipment at Parking	5,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>34,578,900</u>	<u>25,614,900</u>	<u>25,614,900</u>	<u>28,506,000</u>
Total	34,578,900	25,614,900	25,614,900	28,506,000
Appropriation by Activity				
Transportation & Infrastructure	5,251,400	2,785,800	2,785,800	2,863,000
Public Waterfront	25,000	55,000	55,000	90,000
Water System	3,303,300	4,191,000	4,191,000	3,745,000
Public Safety	3,035,700	1,360,300	1,360,300	1,415,000
Parks & Open Space	2,717,500	1,576,000	1,576,000	2,187,000
Economic Development	3,534,000	2,602,000	2,602,000	4,679,000
Arts & Culture	520,000	527,000	527,000	0
Public Facilities	820,000	333,000	333,000	1,074,000
Municipal Facilities	6,098,000	4,385,000	4,385,000	4,252,000
Business Equipment	2,757,000	1,021,000	1,021,000	1,810,000
Non-Public Safety Fleet	<u>6,517,000</u>	<u>6,778,800</u>	<u>6,778,800</u>	<u>6,391,000</u>
Total	34,578,900	25,614,900	25,614,900	28,506,000

**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>2015-16</u>	Budget <u>2016-17</u>	<u>Change</u>
Serial Bonds	23,580,000	25,515,000	1,935,000
Bond Anticipation Notes	<u>5,790,000</u>	<u>2,270,000</u>	<u>-3,520,000</u>
Total	29,370,000	27,785,000	-1,585,000

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>2015-16</u>	Budget <u>2016-17</u>	<u>Change</u>
Serial Bonds	7,208,400	7,128,100	-80,300
Bond Anticipation Notes	<u>1,014,600</u>	<u>895,200</u>	<u>-119,400</u>
Total	8,223,000	8,023,300	-199,700

The following table illustrates the actual rates on borrowing contracted by the City during 2016-17. 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. 2015	BAN	1.50
Mar 2016	BAN	2.00

Statement of Indebtedness - June 30, 2016

<u>Category</u>	<u>Bonds</u>	<u>Notes</u>	<u>Total</u>
General	117,940,000	39,069,000	157,009,000
Sewer*	635,000	0	635,000
Water	50,800,000	9,206,000	60,006,000
School	<u>139,270,000</u>	<u>18,000,000</u>	<u>157,270,000</u>
	308,645,000	66,275,000	374,920,000

Less:

Items not subject to Constitutional Limit:

-Sewer (partial)	0
-Water	60,006,000
Constitutional Debt	<u>314,914,000</u>
Constitutional Debt Limit	551,650,455
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	236,736,455

CAPITAL EXPENSE
DEBT SERVICE

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2016

<u>Fiscal Year</u>	<u>City</u>	<u>School</u>	<u>Total</u>
2016-17	25,515,000	19,820,000	45,335,000
2017-18	23,470,000	19,105,000	42,575,000
2018-19	21,810,000	17,970,000	39,780,000
2019-20	18,185,000	17,280,000	35,465,000
2020-21	15,995,000	15,890,000	31,885,000
2021-22	13,110,000	11,900,000	25,010,000
2022-23	12,190,000	10,250,000	22,440,000
2023-24	11,440,000	7,510,000	18,950,000
2024-25	10,345,000	5,620,000	15,965,000
2025-26	5,675,000	3,815,000	9,490,000
2026-27	4,810,000	2,975,000	7,785,000
2027-28	3,020,000	2,825,000	5,845,000
2028-29	2,115,000	2,030,000	4,145,000
2029-30	985,000	1,230,000	2,215,000
2030-31	575,000	1,230,000	1,625,000
2031-32	135,000		135,000
Total	169,375,000	139,270,000	308,645,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual <u>2014-15</u>	Estimated <u>2015-16</u>	Amended <u>2015-16</u>	Approved <u>2016-17</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>36,040,824</u>	<u>37,553,600</u>	<u>37,553,600</u>	<u>35,768,900</u>
Total	36,080,224	37,593,000	37,593,000	35,808,300
Appropriation by Activity				
Principal Payment	28,232,000	28,515,000	28,515,000	27,785,000
Interest Payment	<u>7,848,224</u>	<u>9,078,000</u>	<u>9,078,000</u>	<u>8,023,300</u>
Total	36,080,224	37,593,000	37,593,000	35,808,300

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 22, 2016. 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 2016-17 levels throughout the five-year period. The April 22, 2016 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 22, 2016 version of the CIP: all amounts (000s):

<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
\$0	\$0	\$0	\$0	\$0	\$0

CAPITAL EXPENSE TAX RATES

TAX RATES FOR DEBT SERVICE

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Expense (\$000)						
Existing Debt	35,808.3	39,229.4	40,854.2	39,375.8	40,324.9	195,592.6
New Program		<u>743.8</u>	<u>4,456.4</u>	<u>8,262.2</u>	<u>13,019.0</u>	<u>26,481.4</u>
	35,808.3	39,973.2	45,310.6	47,638.0	53,343.9	222,074.0
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	74.9					
CHIPS	2,755.3					2,755.3
Fed. Transportation Reimb.	110.0	91.8	93.6	95.5	97.4	488.3
Enterprise Funds	<u>14,112.8</u>	<u>14,118.8</u>	<u>14,286.9</u>	<u>15,488.2</u>	<u>15,633.7</u>	<u>73,640.4</u>
	19,553.0	16,710.6	16,880.5	18,083.7	18,231.1	89,384.0
Tax Revenue Required (\$000)	16,255.3	23,262.6	28,430.1	29,554.3	35,112.8	132,690.0
Tax Reserve	<u>855.5</u>	<u>1,224.3</u>	<u>1,496.3</u>	<u>1,555.5</u>	<u>1,848.0</u>	<u>-48,055.8</u>
Tax Levy Required (\$000)	17,110.8	24,486.9	29,926.4	31,109.8	36,960.8	84,634.2
Tax Rate per \$1,000 Assessed Value						
Homestead	1.89	2.59	3.13	3.39	4.02	
Non-Homestead	3.70	5.09	6.16	6.67	7.91	

TAX RATES FOR CASH CAPITAL

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Expense (\$000)						
General Cash Capital	15,584.0	35,190.0	29,046.0	24,724.0	24,978.0	129,522.0
Animal Cash Capital	351.0	243.0		-	500.0	1,094.0
Library Cash Capital	247.0	414.0	310.0	226.0	272.0	1,469.0
Local Works Cash Capital	3,461.0	5,281.0	5,550.0	5,882.0	4,963.0	25,137.0
Water Cash Capital	4,807.0	5,836.0	5,775.0	6,201.0	5,556.0	28,175.0
War Memorial Cash Capital	888.0	788.0	270.0	138.0	138.0	2,222.0
Parking Cash Capital	878.0	5,059.0	1,653.0	1,246.0	750.0	9,586.0
Public Market Cash Capital	46.0	78.0	50.0	52.0	54.0	280.0
Cemetery Cash Capital	850.0	1,149.0	1,093.0	1,271.0	1,344.0	5,707.0
Refuse Cash Capital	<u>1,394.0</u>	<u>5,579.0</u>	<u>1,774.0</u>	<u>1,041.0</u>	<u>1,431.0</u>	<u>11,219.0</u>
	28,506.0	59,617.0	45,521.0	40,781.0	39,986.0	214,411.0
Revenue (\$000)						
CHIPS	1,733.0	1,733.0	1,733.0	1,733.0	1,733.0	8,665.0
Traffic Shares	204.0	-	-	-	-	204.0
Misc - Time Warner	5.0	5.0	5.0	5.0	5.0	25.0
Enterprise Funds	<u>10,540.0</u>	<u>22,084.0</u>	<u>14,752.0</u>	<u>14,370.0</u>	<u>12,700.0</u>	<u>74,446.0</u>
	12,482.0	23,822.0	16,490.0	16,108.0	14,438.0	83,340.0
Tax Revenue Required (\$000)	16,024.0	35,795.0	29,031.0	24,673.0	25,548.0	131,071.0
Tax Reserve	<u>843.4</u>	<u>1,883.9</u>	<u>1,527.9</u>	<u>1,298.6</u>	<u>1,344.6</u>	<u>6,898.5</u>
Tax Levy Required (\$000)	16,867.4	37,678.9	30,558.9	25,971.6	26,892.6	137,969.5
Tax Rate per \$1,000 Assessed Value						
Homestead	1.86	4.18	3.36	2.86	2.96	
Non-Homestead	3.65	8.23	6.62	5.62	5.82	



Capital Improvement Program

2016-17

City of Rochester, New York

July 1, 2016

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)
Molly Clifford (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

2016-17 TO 2020-21 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 2017-21		SUMMARY BY FUNDING SOURCE (000s)				
CAPITAL IMPROVEMENT PROGRAM	2016-17	2017-18	2018-19	2019-20	2020-21	Total
CDBG	1,906	1,036	1,036	1,036	1,036	6,050
Monroe County Traffic	204	158	279	353	190	1,184
Federal	5,346	1,127	5,745	8,502	8,570	29,290
General Debt	15,616	18,202	27,015	19,845	20,444	101,122
Refuse Debt	3,999	0	2,000	0	0	5,999
Local Works Debt	3,291	0	0	0	0	3,291
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
New York State	15,800	7,554	788	4,400	3,000	31,542
Parking Debt	2,389	1,185	1,730	1,025	5,978	12,307
Private	96	100	0	0	0	196
Water Debt	684	4,286	11,800	4,502	6,834	28,106
Animal Control Cash Capital	351	243	0	0	500	1,094
General Cash Capital	15,380	35,032	28,767	24,371	24,788	128,338
Cemetery Cash Capital	850	1,149	1,093	1,271	1,344	5,707
Library Cash Capital	247	414	310	226	272	1,469
Local Works Cash Capital	3,461	5,281	5,550	5,882	4,963	25,137
Parking Cash Capital	878	5,059	1,653	1,246	750	9,586
Public Market Cash Capital	46	78	50	52	54	280
Refuse Cash Capital	1,394	5,579	1,774	1,041	1,431	11,219
Water Cash Capital	4,807	5,836	5,775	6,201	5,556	28,175
War Memorial Cash Capital	888	788	270	138	138	2,222
Grand Total	78,633	94,107	96,635	81,091	86,848	437,314

FY 2017-21

CAPITAL IMPROVEMENT
PROGRAM

Category Summary

		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Arts & Culture							
General Cash Capital		0	150	150	150	150	600
Arts & Culture	Total	0	150	150	150	150	600
Business Equipment							
Cemetery Cash Capital		0	40	40	45	40	165
General Cash Capital		1,365	2,594	2,398	2,402	2,438	11,197
Library Cash Capital		65	30	120	30	70	315
Local Works Cash Capital		24	25	25	26	26	126
Refuse Cash Capital		234	240	246	252	258	1,230
War Memorial Cash Capital		68	68	68	68	68	340
Water Cash Capital		54	87	90	93	82	406
Business Equipment	Total	1,810	3,084	2,987	2,916	2,982	13,779
Economic Development							
CDBG		1,456	986	986	986	986	5,400
Federal		1,402	0	0	0	0	1,402
General Cash Capital		4,679	11,957	9,431	7,928	7,432	41,427
General Debt		2,154	3,825	2,000	900	900	9,779
New York State		0	500	0	0	0	500
Private		96	0	0	0	0	96
Economic Development	Total	9,787	17,268	12,417	9,814	9,318	58,604

Category Summary 2017-21 CIP		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Municipal Facilities							
Animal Control Cash Capital		311	243	0	0	500	1,054
General Cash Capital		1,568	1,399	2,599	1,750	1,617	8,933
General Debt		1,821	4,550	6,346	351	0	13,068
Library Cash Capital		182	384	190	196	202	1,154
Local Works Cash Capital		1,312	81	83	353	85	1,914
New York State		0	1,800	0	0	0	1,800
Parking Cash Capital		814	1,859	1,595	1,150	750	6,168
Parking Debt		2,389	1,185	1,730	1,025	5,978	12,307
Refuse Cash Capital		60	81	83	353	85	662
Refuse Debt		0	0	2,000	0	0	2,000
Water Cash Capital		5	316	43	43	43	450
Municipal Facilities	Total	8,462	11,898	14,669	5,221	9,260	49,510
Non-Public Safety Fleet							
Cemetery Cash Capital		240	139	48	154	199	780
General Cash Capital		2,104	2,300	997	1,420	1,391	8,212
Local Works Cash Capital		2,125	1,344	1,498	1,438	666	7,071
Parking Cash Capital		64	0	58	96	0	218
Public Market Cash Capital		0	30	0	0	0	30
Refuse Cash Capital		1,100	5,258	1,445	436	1,088	9,327
Refuse Debt		3,999	0	0	0	0	3,999
Water Cash Capital		758	1,302	721	857	935	4,573
Non-Public Safety Fleet	Total	10,390	10,373	4,767	4,401	4,279	34,210

Category Summary 2017-21 CIP		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Parks and Open Space							
Cemetery Cash Capital		610	970	1,005	1,072	1,105	4,762
General Cash Capital		1,531	4,285	1,993	2,199	2,088	12,096
General Debt		685	0	2,450	3,300	2,800	9,235
New York State		400	100	0	0	0	500
Parking Cash Capital		0	3,200	0	0	0	3,200
Private		0	100	0	0	0	100
Public Market Cash Capital		46	48	50	52	54	250
Parks and Open Space	Total	3,272	8,703	5,498	6,623	6,047	30,143
Public Facilities							
General Cash Capital		254	2,351	658	260	262	3,785
General Debt		2,440	382	0	2,540	1,169	6,531
New York State		7,500	5,000	0	0	0	12,500
War Memorial Cash Capital		820	720	202	70	70	1,882
Public Facilities	Total	11,014	8,453	860	2,870	1,501	24,698
Public Safety							
Animal Control Cash Capital		40	0	0	0	0	40
CDBG		50	50	50	50	50	250
General Cash Capital		1,375	6,826	6,942	5,807	6,576	27,526
General Debt		1,300	0	0	0	0	1,300
Public Safety	Total	2,765	6,876	6,992	5,857	6,626	29,116
Public Waterfront							
General Cash Capital		90	25	50	25	497	687
General Debt		2,020	550	4,900	0	2,750	10,220
New York State		7,900	0	480	1,700	3,000	13,080
Public Waterfront	Total	10,010	575	5,430	1,725	6,247	23,987

Category Summary 2017-21 CIP		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Transportation & Infrastructure							
CDBG		400	0	0	0	0	400
Federal		3,944	1,127	5,745	8,502	8,570	27,888
General Cash Capital		2,414	3,145	3,549	2,430	2,337	13,875
General Debt		5,196	8,895	11,319	12,754	12,825	50,989
Local Works Cash Capital		0	3,831	3,944	4,065	4,186	16,026
Local Works Debt		3,291	0	0	0	0	3,291
Monroe County		1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic		204	158	279	353	190	1,184
New York State		0	154	308	2,700	0	3,162
Water Cash Capital		245	133	180	202	150	910
Water Debt		684	3,256	1,736	893	3,169	9,738
Transportation &	Total	<i>17,378</i>	<i>21,699</i>	<i>28,060</i>	<i>32,899</i>	<i>32,427</i>	<i>132,463</i>
Water System							
Water Cash Capital		3,745	3,998	4,741	5,006	4,346	21,836
Water Debt		0	1,030	10,064	3,609	3,665	18,368
Water System	Total	<i>3,745</i>	<i>5,028</i>	<i>14,805</i>	<i>8,615</i>	<i>8,011</i>	<i>40,204</i>
	Grand Total	78,633	94,107	96,635	81,091	86,848	437,314

FY 2017-21

CAPITAL IMPROVEMENT
PROGRAM

Department Summary

2016-17 2017-18 2018-19 2019-20 2020-21 TOTAL

Administration

General Cash Capital	5	5	5	5	5	25	
Parking Cash Capital	814	1,859	1,395	750	750	5,568	
Parking Debt	2,389	1,185	1,730	1,025	1,078	7,407	
Administration	Total	3,208	3,049	3,130	1,780	1,833	13,000

Emergency Communications Department

General Cash Capital	35	70	88	35	70	298	
Emergency Communications	Total	35	70	88	35	70	298

Department Summary 2017-21 CIP		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Environmental Services							
Animal Control Cash Capital		311	243	0	0	500	1,054
CDBG		400	0	0	0	0	400
Cemetery Cash Capital		850	1,149	1,093	1,271	1,344	5,707
Federal		5,346	1,127	5,745	8,502	8,570	29,290
General Cash Capital		8,075	14,196	9,989	8,529	9,117	49,906
General Debt		13,141	16,452	22,190	19,845	20,444	92,072
Local Works Cash Capital		3,461	5,281	5,550	5,882	4,963	25,137
Local Works Debt		3,291	0	0	0	0	3,291
Monroe County		1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic		204	158	279	353	190	1,184
New York State		15,800	5,654	788	4,400	3,000	29,642
Parking Cash Capital		64	3,200	258	496	0	4,018
Parking Debt		0	0	0	0	4,900	4,900
Private		96	0	0	0	0	96
Public Market Cash Capital		0	30	0	0	0	30
Refuse Cash Capital		1,394	5,579	1,774	1,041	1,431	11,219
Refuse Debt		3,999	0	2,000	0	0	5,999
War Memorial Cash Capital		888	138	270	138	138	1,572
Water Cash Capital		4,807	5,836	5,775	6,201	5,556	28,175
Water Debt		684	4,286	11,800	4,502	6,834	28,106
Environmental Services	Total	63,811	64,329	68,511	62,160	67,987	326,798
Fire							
CDBG		50	50	50	50	50	250
General Cash Capital		1,198	4,029	4,279	3,150	3,633	16,289
General Debt		1,475	0	0	0	0	1,475
Fire	Total	2,723	4,079	4,329	3,200	3,683	18,014
Information Technology							
General Cash Capital		770	2,240	2,040	2,040	2,040	9,130
Information Technology	Total	770	2,240	2,040	2,040	2,040	9,130

Department Summary 2017-21 CIP		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Library							
Library Cash Capital		247	414	310	226	272	1,469
New York State		0	300	0	0	0	300
Library	Total	247	714	310	226	272	1,769
Neighborhood Business Development							
CDBG		1,456	986	986	986	986	5,400
General Cash Capital		4,065	10,495	8,415	6,910	5,930	35,815
General Debt		0	0	225	0	0	225
New York State		0	1,500	0	0	0	1,500
War Memorial Cash Capital		0	650	0	0	0	650
Neighborhood Business	Total	5,521	13,631	9,626	7,896	6,916	43,590
Police							
Animal Control Cash Capital		40	0	0	0	0	40
General Cash Capital		582	3,193	3,105	2,842	3,128	12,850
General Debt		1,000	1,500	2,100	0	0	4,600
Police	Total	1,622	4,693	5,205	2,842	3,128	17,490
Recreation & Youth Services							
General Cash Capital		650	804	846	860	865	4,025
General Debt		0	250	2,500	0	0	2,750
New York State		0	100	0	0	0	100
Private		0	100	0	0	0	100
Public Market Cash Capital		46	48	50	52	54	250
Recreation & Youth Services	Total	696	1,302	3,396	912	919	7,225
Grand Total		78,633	94,107	96,635	81,091	86,848	437,314

TRANSPORTATION

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

- Bausch Street/Upper Falls added.
- Sager Drive added.

Project Changes

T-1 Arterial Improvements

- Dewey Avenue (Felix Street to Emerson Street) added in 2017-18.
- East Main Street (Goodman Street and Culver Road) added in 2017-18.
- State Street (Basin Street to Inner Loop) added in 2017-18.
- Waring Road (Culver Road to Norton Street) delayed to 2020-21 in conjunction with Federal request.

T-7 Bridges and Structures

- Pont-de Rennes Rehabilitation added in 2020-21.

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	0	310	0	0	310
General Debt	0	0	0	0	834	834
Monroe County	0	0	800	1,000	1,000	2,800
Water Cash Capital	0	0	19	0	0	19
Water Debt	0	0	0	0	1,424	1,424
	0	0	1,129	1,000	3,258	5,387

**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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	105	0	105
Water Cash Capital	0	0	0	54	0	54
	0	0	0	159	0	159

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	109	0	0	0	0	109
General Debt	0	1,761	0	0	0	1,761
Monroe County	1,000	1,000	200	0	0	2,200
Water Cash Capital	154	0	0	0	0	154
Water Debt	0	2,551	0	0	0	2,551
	<u>1,263</u>	<u>5,312</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>6,775</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	268	0	0	0	0	268
Monroe County Traffic	6	31	0	0	0	37
Water Cash Capital	0	8	0	0	0	8
	<u>274</u>	<u>39</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>313</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	1,739	0	0	0	1,739
	<u>0</u>	<u>1,739</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,739</u>

Dewey Avenue

Felix Street to Emerson Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. 131K Street

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Federal	0	228	926	4,118	0	5,272
General Cash Capital	0	57	232	0	0	289
General Debt	0	0	0	1,030	0	1,030
	0	285	1,158	5,148	0	6,591

East Main Street

Goodman Street and Culver Road

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Federal	0	233	473	4,007	0	4,713
General Cash Capital	0	97	195	20	0	312
General Debt	0	0	0	1,677	0	1,677
New York State	0	154	308	2,700	0	3,162
	0	484	976	8,404	0	9,864

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	678	0	0	0	678
General Debt	0	0	4,530	0	0	4,530
Monroe County Traffic	0	5	25	0	0	30
Water Cash Capital	0	58	0	0	0	58
Water Debt	0	0	384	0	0	384
	0	741	4,939	0	0	5,680

■ 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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Federal	0	666	4,176	0	0	4,842
General Cash Capital	0	61	0	0	0	61
General Debt	0	0	1,232	0	0	1,232
Monroe County Traffic	0	0	89	0	0	89
Water Debt	0	0	626	0	0	626
	0	727	6,123	0	0	6,850

■ Sager Drive

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	875	0	0	0	0	875
	875	0	0	0	0	875

■ 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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	2,187	0	0	0	0	2,187
Monroe County Traffic	44	0	0	0	0	44
Water Cash Capital	14	0	0	0	0	14
	2,245	0	0	0	0	2,245

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	0	414	0	0	414
General Debt	0	0	0	2,757	0	2,757
Monroe County Traffic	0	0	39	223	0	262
Water Cash Capital	0	0	22	0	0	22
Water Debt	0	0	0	145	0	145
	0	0	475	3,125	0	3,600

Street Planning & Design

Staff time for design and construction of street improvement program.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	0	0	70	77	77	224
	200	200	270	277	277	1,224

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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

State Street

Basin Street to Inner Loop

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Federal	0	0	170	377	3,858	4,405
General Cash Capital	0	56	125	0	0	181
General Debt	0	0	0	1,286	0	1,286
	0	56	295	1,663	3,858	5,872

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	411	500	500	500	500	2,411
General Debt	0	2,578	2,655	2,735	2,817	10,785
Monroe County Traffic	66	68	70	72	74	350
Water Cash Capital	65	67	69	71	73	345
	542	3,213	3,294	3,378	3,464	13,891

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Federal	3,944	0	0	0	0	3,944
General Debt	1,099	0	0	0	0	1,099
Monroe County Traffic	36	0	0	0	0	36
Water Cash Capital	12	0	0	0	0	12
	5,091	0	0	0	0	5,091

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
CDBG	400	0	0	0	0	400
General Cash Capital	500	500	500	500	500	2,500
General Debt	1,035	2,817	2,902	2,989	3,079	12,822
Monroe County Traffic	52	54	56	58	60	280
Water Debt	684	705	726	748	770	3,633
	<u>2,671</u>	<u>4,076</u>	<u>4,184</u>	<u>4,295</u>	<u>4,409</u>	<u>19,635</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	55	50	99	102	105	411
Local Works Cash Capital	0	1,040	1,070	1,104	1,137	4,351
	<u>55</u>	<u>1,090</u>	<u>1,169</u>	<u>1,206</u>	<u>1,242</u>	<u>4,762</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	190	201	207	213	219	1,030
	<u>190</u>	<u>201</u>	<u>207</u>	<u>213</u>	<u>219</u>	<u>1,030</u>

T-5 Sidewalk Maintenance

Hazardous Sidewalk Remediation Standard Allocation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Local Works Cash Capital	0	2,478	2,552	2,629	2,708	10,367
Local Works Debt	2,406	0	0	0	0	2,406
	2,406	2,478	2,552	2,629	2,708	12,773

Sidewalk Ramp Installation Standard Allocation

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Local Works Cash Capital	0	313	322	332	341	1,308
Local Works Debt	885	0	0	0	0	885
	885	313	322	332	341	2,193

T-6 Street Lighting System

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	78	80	82	84	86	410
	78	80	82	84	86	410

Street Lighting

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	0	0	280	288	568
	0	0	0	280	288	568

T-7

Bridges and Structures

▣ Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	603	665	685	706	727	3,386
	603	665	685	706	727	3,386

▣ Pont-de Rennes Rehabilitation

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	0	0	0	4,900	4,900
	0	0	0	0	4,900	4,900

Summary of Funding by Program: Transportation

		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
T-1	Arterial Improvements						
	Federal	0	1,127	5,745	8,502	8,570	23,944
	General Cash Capital	577	1,149	1,476	325	200	3,727
	General Debt	3,062	3,500	5,762	6,750	1,741	20,815
	Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
	Monroe County Traffic	50	36	153	223	56	518
	New York State	0	154	308	2,700	0	3,162
	Water Cash Capital	168	66	111	131	77	553
	Water Debt	0	2,551	1,010	145	2,399	6,105
		4,857	9,583	15,565	19,776	14,043	63,824
T-2	Street Rehabilitation						
	CDBG	400	0	0	0	0	400
	Federal	3,944	0	0	0	0	3,944
	General Cash Capital	911	1,000	1,000	1,000	1,000	4,911
	General Debt	2,134	5,395	5,557	5,724	5,896	24,706
	Monroe County Traffic	154	122	126	130	134	666
	Water Cash Capital	77	67	69	71	73	357
	Water Debt	684	705	726	748	770	3,633
		8,304	7,289	7,478	7,673	7,873	38,617
T-3	Street Surface Treatment						
	General Cash Capital	55	50	99	102	105	411
	Local Works Cash Cap	0	1,040	1,070	1,104	1,137	4,351
		55	1,090	1,169	1,206	1,242	4,762
T-4	Traffic						
	General Cash Capital	190	201	207	213	219	1,030
		190	201	207	213	219	1,030

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
T-5 Sidewalk Maintenance						
Local Works Cash Cap	0	2,791	2,874	2,961	3,049	11,675
Local Works Debt	3,291	0	0	0	0	3,291
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	3,291	2,791	2,874	2,961	3,049	14,966
T-6 Street Lighting System						
General Cash Capital	78	80	82	84	86	410
General Debt	0	0	0	280	288	568
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	78	80	82	364	374	978
T-7 Bridges and Structures						
General Cash Capital	603	665	685	706	727	3,386
General Debt	0	0	0	0	4,900	4,900
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	603	665	685	706	5,627	8,286

TRANSPORTATION TOTALS

	<u>2016-17</u>	<u>2017-2018</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
CDBG	400	0	0	0	0	400
Federal	3,944	1,127	5,745	8,502	8,570	27,888
General Cash Capital	2,414	3,145	3,549	2,430	2,337	13,875
General Debt	5,196	8,895	11,319	12,754	12,825	50,989
Local Works Cash Capital	0	3,831	3,944	4,065	4,186	16,026
Local Works Debt	3,291	0	0	0	0	3,291
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic	204	158	279	353	190	1,184
New York State	0	154	308	2,700	0	3,162
Water Cash Capital	245	133	180	202	150	910
Water Debt	684	3,256	1,736	893	3,169	9,738
	<u>17,378</u>	<u>21,699</u>	<u>28,060</u>	<u>32,899</u>	<u>32,427</u>	<u>132,463</u>

THIS PAGE INTENTIONALLY LEFT BLANK

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

- River Street Marina added.
- River Street Roadway & Trail Connector added.

O-3 Genesee River

- West River Wall Phase II & III added.

Project Changes

O-5 Boat Launch Relocation

- Riverfront Development III construction is delayed to 2020-21.

O-6 Transient Marina Development

- Transient Marina Facilities Phase II is delayed to 2020-21.

O-1

Port of Rochester

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	25	25	50	25	25	150
	25	25	50	25	25	150

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	170	0	0	0	0	170
	170	0	0	0	0	170

River Street Marina

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	15	0	0	0	0	15
	15	0	0	0	0	15

River Street Roadway & Trail Connector

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	550	0	0	0	550
	0	550	0	0	0	550

O-2 Lake Ontario

**┌ Durand Eastman Beach
 Improvements**

Construction of bathhouse and shelter.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
New York State	0	0	480	1,700	3,000	5,180
	0	0	480	1,700	3,000	5,180

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	0	50
New York State	100	0	0	0	0	100
	150	0	0	0	0	150

┌ West River Wall Phase II Corn Hill to Ford Street Bridge

Public improvements, implementing a flood protection solution.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	1,850	0	0	0	0	1,850
New York State	6,800	0	0	0	0	6,800
	8,650	0	0	0	0	8,650

West River Wall Phase III

**Ford Stret Bridge to Erie Lakawanna
 Bridge**

Repairs to south wall segment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	0	4,900	0	0	4,900
New York State	1,000	0	0	0	0	1,000
	<u>1,000</u>	<u>0</u>	<u>4,900</u>	<u>0</u>	<u>0</u>	<u>5,900</u>

O-5 Boat Launch Relocation

**Riverfront Development
 III**

Design and construction required for location of the public boat launch to a new location.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
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

**Transient Marina
 Facilities Phase II**

Design and construction.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
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

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
O-1 Port of Rochester						
General Cash Capital	40	25	50	25	25	165
General Debt	170	550	0	0	0	720
	210	575	50	25	25	885
O-2 Lake Ontario						
New York State	0	0	480	1,700	3,000	5,180
	0	0	480	1,700	3,000	5,180
O-3 Genesee River						
General Cash Capital	50	0	0	0	0	50
General Debt	1,850	0	4,900	0	0	6,750
New York State	7,900	0	0	0	0	7,900
	9,800	0	4,900	0	0	14,700
O-5 Boat Launch Relocation						
General Debt	0	0	0	0	2,750	2,750
	0	0	0	0	2,750	2,750
O-6 Transient Marina Development						
General Cash Capital	0	0	0	0	472	472
	0	0	0	0	472	472

Summary of Funding by Program: Public Waterfront

PUBLIC WATERFRONT TOTALS

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
General Cash Capital	90	25	50	25	497	687
General Debt	2,020	550	4,900	0	2,750	10,220
New York State	7,900	0	480	1,700	3,000	13,080
	10,010	575	5,430	1,725	6,247	23,987

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
- Cobbs Hill Fence Rehabilitation added.
- Reservoir LT2 Compliance added in 2020-21.

W-1**Distribution System****Bridge and River Crossings**

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	600	0	600
	0	0	0	600	0	600

Distribution System Vault Rehabilitation

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	0	450	0	0	450
	0	0	450	0	0	450

Distribution System Water Main Renewal

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	1,500	1,586	1,602	1,654	1,707	8,049
Water Debt	0	0	1,037	2,679	2,765	6,481
	1,500	1,586	2,639	4,333	4,472	14,530

Holly System

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	125	125	129	133	137	649
	125	125	129	133	137	649

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	510	526	543	560	578	2,717
	510	526	543	560	578	2,717

Water Meter Replacement Program

Replacement and modernization of water meters.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	720	743	767	791	816	3,837
	720	743	767	791	816	3,837

Water Security

Securing Water facilities by facility upgrade and access control.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	80	83	85	88	91	427
	80	83	85	88	91	427

W-2 Water Supply Structures

Cobbs Hill Fence Rehabilitation

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	60	0	60
Water Debt	0	0	0	930	0	930
	0	0	0	990	0	990

Conduit Modernization

Modernization of City's water supply system.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Debt	0	1,030	9,027	0	0	10,057
	0	1,030	9,027	0	0	10,057

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	90	100	103	106	109	508
	90	100	103	106	109	508

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	400	420	665	550	500	2,535
	400	420	665	550	500	2,535

Filtration Plant Small Equipment Replacement

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	70	75	130	100	125	500
	70	75	130	100	125	500

Holly Station Related Renovations

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	80	0	90	0	170
	0	80	0	90	0	170

Laboratory and SCADA Equipment

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	50	50	50	50	52	252
	50	50	50	50	52	252

Reservoir LT2 Compliance

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Debt	0	0	0	0	900	900
	0	0	0	0	900	900

Upland Structures

Improvements to the sites, structures and systems.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	200	210	217	224	231	1,082
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	200	210	217	224	231	1,082

Summary of Funding by Program: Water System

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
W-1 Distribution System						
Water Cash Capital	2,935	3,063	3,576	3,826	3,329	16,729
Water Debt	0	0	1,037	2,679	2,765	6,481
	2,935	3,063	4,613	6,505	6,094	23,210
W-2 Water Supply Structures						
Water Cash Capital	810	935	1,165	1,180	1,017	5,107
Water Debt	0	1,030	9,027	930	900	11,887
	810	1,965	0,192	2,110	1,917	16,994
WATER SYSTEM TOTALS						
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Water Cash Capital	3,745	3,998	4,741	5,006	4,346	21,836
Water Debt	0	1,030	10,064	3,609	3,665	18,368
	3,745	5,028	14,805	8,615	8,011	40,204

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

New Projects

P-3 Small Equipment

- Animal Service Equipment added.
- Police Tasers added.
- Monroe County Emergency Communications Upgrade

P-1

Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	2,750	1,900	2,100	2,630	9,380
General Debt	1,300	0	0	0	0	1,300
	<u>1,300</u>	<u>2,750</u>	<u>1,900</u>	<u>2,100</u>	<u>2,630</u>	<u>10,680</u>

P-3

Small Equipment

Animal Services Equipment

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Animal Control Cash Capital	40	0	0	0	0	40
	<u>40</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>40</u>

Police Equipment

Body armor, surveillance equipment, and small equipment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	194	194	193	173	158	912
	<u>194</u>	<u>194</u>	<u>193</u>	<u>173</u>	<u>158</u>	<u>912</u>

Police Patrol Rifles

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	60	0	0	0	60
	<u>0</u>	<u>60</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>60</u>

Police Tasers

Replace X2 tasers.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	33	81	0	0	0	114
	33	81	0	0	0	114

SCBA Replacement

Scheduled replacement and new purchase of small equipment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
CDBG	50	50	50	50	50	250
General Cash Capital	379	390	402	414	426	2,011
	429	440	452	464	476	2,261

Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	350	350	350	350	350	1,750
	350	350	350	350	350	1,750

P-5

Technology

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	40	40	40	40	40	200
	40	40	40	40	40	200

Monroe County Emergency Communications Upgrade

Replacement of the RFD First Responders communications equipment and systems, including station infrastructure, apparatus and vehicle communications.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	0	1,000	0	0	1,000
	0	0	1,000	0	0	1,000

P-6 Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	279	103	127	96	37	642
	279	103	127	96	37	642

P-7 Police Motor Equipment

Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	2,723	2,777	2,534	2,835	10,869
	0	2,723	2,777	2,534	2,835	10,869

P-8 Emergency Communications Motor Equipment

Emergency Communication Vehicles

Scheduled replacement of vehicles.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	35	53	0	0	88
	0	35	53	0	0	88

Summary of Funding by Program: Public Safety

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
P-1 Apparatus						
General Cash Capital	0	2,750	1,900	2,100	2,630	9,380
General Debt	1,300	0	0	0	0	1,300
	1,300	2,750	1,900	2,100	2,630	10,680
P-3 Small Equipment						
Animal Control Cash Capital	40	0	0	0	0	40
CDBG	50	50	50	50	50	250
General Cash Capital	1,056	1,175	1,045	1,037	1,034	5,347
	1,146	1,225	1,095	1,087	1,084	5,637
P-5 Technology						
General Cash Capital	40	40	1,040	40	40	1,200
	40	40	1,040	40	40	1,200
P-6 Fire Motor Equipment						
General Cash Capital	279	103	127	96	37	642
	279	103	127	96	37	642
P-7 Police Motor Equipment						
General Cash Capital	0	2,723	2,777	2,534	2,835	10,869
	0	2,723	2,777	2,534	2,835	10,869
P-8 Emergency Communications Motor Equipment						
General Cash Capital	0	35	53	0	0	88
	0	35	53	0	0	88

PUBLIC SAFETY TOTALS

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Animal Control Cash Capital	40	0	0	0	0	40
CDBG	50	50	50	50	50	250
General Cash Capital	1,375	6,826	6,942	5,807	6,576	27,526
General Debt	1,300	0	0	0	0	1,300
	<u>2,765</u>	<u>6,876</u>	<u>6,992</u>	<u>5,857</u>	<u>6,626</u>	<u>29,116</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-4 Recreation

- Campbell Street Recreation Center is added.

Project Changes

S-4 Recreation

- Charles Carroll Plaza is combined with Genesee Crossroads Parking Garage.
- Tennis/Basketball Replacement deferred one year to 2017-18.
- Downtown Skate Park is added in 2016-17.
- Genesee Valley Park West Improvements added in 2018-19.
- Martin Luther King Jr. Memorial Park Phase III delayed to 2017-18.

S-1

Trail System

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	191	196	202	208	214	1,011
	191	196	202	208	214	1,011

S-2

Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	90	223	109	270	123	815
	90	223	109	270	123	815

Forestry Tree Program

Planting and upkeep of City trees.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	600	812	836	861	886	3,995
	600	812	836	861	886	3,995

S-4

Recreation

Campbell Street Recreation Center

Spray park.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	685	0	0	0	0	685
	685	0	0	0	0	685

Charles Carroll Plaza & Genesee Crossroads Parking Garage

Repair/replace of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades. Including top slab repair and waterproofing to garage.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	1,900	0	0	0	1,900
New York State	400	0	0	0	0	400
Parking Cash Capital	0	3,200	0	0	0	3,200
	400	5,100	0	0	0	5,500

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	350	350	350	350	350	1,750
	350	350	350	350	350	1,750

Genesee Valley Park West Improvements

Design and construction of a new park drive, parking, trail connections, picnic shelters, basketball and tennis courts, and landscape enhancements.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	0	700	3,300	2,800	6,800
	0	0	700	3,300	2,800	6,800

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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

**2016-17 TO 2020-21
Capital Improvement Program**

PARKS OPEN SPACE

Play Apparatus

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	300	300	1,200
	<u>200</u>	<u>200</u>	<u>200</u>	<u>300</u>	<u>300</u>	<u>1,200</u>

Skate Park

Construction of a skate park.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	100	0	0	0	0	100
New York State	0	100	0	0	0	100
Private	0	100	0	0	0	100
	<u>100</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300</u>

Statue & Monument Repair

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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>

Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	151	189	100	102	542
	<u>0</u>	<u>151</u>	<u>189</u>	<u>100</u>	<u>102</u>	<u>542</u>

S-5

Public Market

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Public Market Cash Capital	46	48	50	52	54	250
	46	48	50	52	54	250

S-6

Cemeteries

Cemeteries - Facilities

Mount Hope Old Chapel and 1912 Chapel high priority envelope repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Cemetery Cash Capital	0	30	35	72	75	212
	0	30	35	72	75	212

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Cemetery Cash Capital	120	130	140	150	160	700
	120	130	140	150	160	700

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Cemetery Cash Capital	290	310	330	350	370	1,650
	290	310	330	350	370	1,650

 Cemetery Development

Allocation for the design and construction of new interment space.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Cemetery Cash Capital	200	500	500	500	500	2,200
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	200	500	500	500	500	2,200

Summary of Funding by Program: Parks and Open Space

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
S-1 Trail System						
General Cash Capital	191	196	202	208	214	1,011
	191	196	202	208	214	1,011
S-2 Urban Forest						
General Cash Capital	690	1,035	945	1,131	1,009	4,810
	690	1,035	945	1,131	1,009	4,810
S-4 Recreation						
General Cash Capital	650	3,054	846	860	865	6,275
General Debt	685	0	2,450	3,300	2,800	9,235
New York State	400	100	0	0	0	500
Parking Cash Capital	0	3,200	0	0	0	3,200
Private	0	100	0	0	0	100
	1,735	6,454	3,296	4,160	3,665	19,310
S-5 Public Market						
Public Market Cash Capital	46	48	50	52	54	250
	46	48	50	52	54	250
S-6 Cemeteries						
Cemetery Cash Capital	610	970	1,005	1,072	1,105	4,762
	610	970	1,005	1,072	1,105	4,762

Summary of Funding by Program: Parks and Open Space

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
PARKS AND OPEN SPACE TOTALS						
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Cemetery Cash Capital	610	970	1,005	1,072	1,105	4,762
General Cash Capital	1,531	4,285	1,993	2,199	2,088	12,096
General Debt	685	0	2,450	3,300	2,800	9,235
New York State	400	100	0	0	0	500
Parking Cash Capital	0	3,200	0	0	0	3,200
Private	0	100	0	0	0	100
Public Market Cash Capital	46	48	50	52	54	250
	3,272	8,703	5,498	6,623	6,047	30,143

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 Fellowship Initiative added in 2016-17.

E-3 Neighborhood Development

- Funds are included for La Marketa

E-6 Environmental Compliance & Remediation

- Funds are included for remediation of East Main Street in 2016-17.

E-7 Housing

- Funds are included for Home Rochester in 2016-17.
- Funds are included for Roofing Program in 2016-17.

E-8 Focused Investment

- Funds are included for targeted investment in the Beechwood/EMMA neighborhoods.
- Fund are included for Markertview Heights URDP.

Project Changes

E-3 Neighborhood Development

- Lyell Avenue Improvements delayed.

E-8 Focused Investment

- Focused Investment deferred one year to 2017-18.

E-1

Downtown Development

Main Street Fellowship Initiative

Main street/River Corridor revitalization and stabilization. Reduce ground floor vacancies on Main Street. Public streetscape improvements.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	500	500	500	1,000	2,500
	0	500	500	500	1,000	2,500

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Federal	1,402	0	0	0	0	1,402
General Debt	854	0	0	0	0	854
Private	96	0	0	0	0	96
	2,352	0	0	0	0	2,352

E-2

Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	56	58	60	62	64	300
	56	58	60	62	64	300

E-3

Neighborhood Development

Bull's Head

Land Acquisition and commercial development.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	1,100	4,600	2,500	1,000	0	9,200
	1,100	4,600	2,500	1,000	0	9,200

La Marketa

Development of space for utilization by retail, goods and service businesses, and targeted housing.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
CDBG	170	0	0	0	0	170
General Cash Capital	130	0	0	0	0	130
	300	0	0	0	0	300

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	200	0	0	0	200
General Debt	0	0	1,550	0	0	1,550
	0	200	1,550	0	0	1,750

E-4

Land Acquisition

Acquisition/Economic Development

This is to purchase land/or site for development or other purposes.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	1,000	1,000	1,000	1,000	1,000	5,000
	1,000	1,000	1,000	1,000	1,000	5,000

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
CDBG	1,100	800	800	800	800	4,300
General Cash Capital	0	1,300	1,300	1,300	1,300	5,200
	<u>1,100</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>	<u>9,500</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	543	614	616	641	623	3,037
General Debt	0	0	0	900	900	1,800
	<u>543</u>	<u>614</u>	<u>616</u>	<u>1,541</u>	<u>1,523</u>	<u>4,837</u>

Investigation and Remediation - Andrews Street

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	0	225	0	0	225
	<u>0</u>	<u>0</u>	<u>225</u>	<u>0</u>	<u>0</u>	<u>225</u>

Investigation and Remediation - Chili Avenue

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	225	0	0	0	225
	<u>0</u>	<u>225</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>225</u>

Investigation and Remediation - East Main Street

Subsurface soil and groundwater cleanup.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	100	0	50	0	0	150
General Debt	0	500	0	0	0	500
	<u>100</u>	<u>500</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>650</u>

Investigation and Remediation - Genesee Street

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	400	500	0	0	0	900
	<u>400</u>	<u>500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>900</u>

Investigation and Remediation - Jefferson Avenue

Predevelopment site investigation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	400	0	0	0	0	400
	<u>400</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>400</u>

Investigation and Remediation - Reynolds Street

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	100	0	0	0	0	100
	<u>100</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100</u>

Investigation and Remediation - Vacuum Oil Refinery Site

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	500	1,000	0	0	0	1,500
	<u>500</u>	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,500</u>

Investigation and Remediation - Webster Avenue

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	0	225	0	0	225
	0	0	225	0	0	225

Lyell Lake State Street BOA & Josanna Master Plan

Broad Street Streetscape Enhancements.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	25	0	0	0	0	25
General Debt	0	200	0	0	0	200
	25	200	0	0	0	225

Vacuum Oil BOA Flint Street

Extension & Landscaping.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	1,400	0	0	0	1,400
	0	1,400	0	0	0	1,400

Vacuum Oil BOA River Trail

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	300	0	0	0	300
New York State	0	500	0	0	0	500
	0	800	0	0	0	800

E-7	Housing
------------	----------------

Affordable Housing Acquisition and Support

The support and development of affordable housing city wide.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	500	500	500	500	500	2,500
	500	500	500	500	500	2,500

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	460	400	400	400	400	2,060
	460	400	400	400	400	2,060

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
CDBG	186	186	186	186	186	930
General Cash Capital	285	285	285	285	285	1,425
	471	471	471	471	471	2,355

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	0	1,000	1,000	1,000	1,000	4,000

E-8 Focused Investment

Beechwood/EMMA

Neighborhood stabilization and improvement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	200	0	0	0	0	200
	200	0	0	0	0	200

Focused Investment

Neighborhood stabilization and improvement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	0	1,000	1,000	1,000	1,000	4,000

Marketview Heights URDP

Implementation of the Marketview Heights Urban Renewal District Plan, including but not limited to, acquisition and demolition activities for redevelopment purposes.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	180	200	220	240	260	1,100
	180	200	220	240	260	1,100

Summary of Funding by Program: Economic Development

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
E-1 Downtown Development						
Federal	1,402	0	0	0	0	1,402
General Cash Capital	0	500	500	500	1,000	2,500
General Debt	854	0	0	0	0	854
Private	96	0	0	0	0	96
	<u>2,352</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>1,000</u>	<u>4,852</u>
E-2 Downtown Enhancement District						
General Cash Capital	56	58	60	62	64	300
	<u>56</u>	<u>58</u>	<u>60</u>	<u>62</u>	<u>64</u>	<u>300</u>
E-3 Neighborhood Development						
CDBG	170	0	0	0	0	170
General Cash Capital	1,230	4,800	2,500	1,000	0	9,530
General Debt	0	0	1,550	0	0	1,550
	<u>1,400</u>	<u>4,800</u>	<u>4,050</u>	<u>1,000</u>	<u>0</u>	<u>11,250</u>
E-4 Land Acquisition						
CDBG	1,100	800	800	800	800	4,300
General Cash Capital	1,000	2,300	2,300	2,300	2,300	10,200
	<u>2,100</u>	<u>3,100</u>	<u>3,100</u>	<u>3,100</u>	<u>3,100</u>	<u>14,500</u>
E-6 Environmental Compliance and Remediation						
General Cash Capital	768	914	666	641	623	3,612
General Debt	1,300	3,825	450	900	900	7,375
New York State	0	500	0	0	0	500
	<u>2,068</u>	<u>5,239</u>	<u>1,116</u>	<u>1,541</u>	<u>1,523</u>	<u>11,487</u>

Summary of Funding by Program: Economic Development

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
E-7 Housing						
CDBG	186	186	186	186	186	930
General Cash Capital	1,245	2,185	2,185	2,185	2,185	9,985
	<u>1,431</u>	<u>2,371</u>	<u>2,371</u>	<u>2,371</u>	<u>2,371</u>	<u>10,915</u>
E-8 Focused Investment						
General Cash Capital	380	1,200	1,220	1,240	1,260	5,300
	<u>380</u>	<u>1,200</u>	<u>1,220</u>	<u>1,240</u>	<u>1,260</u>	<u>5,300</u>
ECONOMIC DEVELOPMENT TOTALS						
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
CDBG	1,456	986	986	986	986	5,400
Federal	1,402	0	0	0	0	1,402
General Cash Capital	4,679	11,957	9,431	7,928	7,432	41,427
General Debt	2,154	3,825	2,000	900	900	9,779
New York State	0	500	0	0	0	500
Private	96	0	0	0	0	96
	<u>9,787</u>	<u>17,268</u>	<u>12,417</u>	<u>9,814</u>	<u>9,318</u>	<u>58,604</u>

ARTS AND CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Program Change

A-2 Library Books & Materials

- Funding is shifted to operating budget 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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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

Summary of Funding by Program: Arts and Culture

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
A-1 Public Art						
General Cash Capital	0	150	150	150	150	600
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	150	150	150	150	600

ARTS AND CULTURE TOTALS

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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

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 Partition Wall Replacement in 2018-19.

F-2 High Falls District

- Funds included for High Falls Museum 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 Escalator and Elevator Modernizations in 2019-20.
- Funds included for Partition Wall Replacement in 2017-18.

Project Change

F-1 Blue Cross Arena at Rochester War Memorial

- HVAC/Electrical payments to New York Power Authority complete.

F-4 Port of Rochester Terminal

- Terminal North entrance enhancements 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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
New York State	6,000	5,000	0	0	0	11,000
War Memorial Cash Capital	70	70	70	70	70	350
	6,070	5,070	70	70	70	11,350

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
War Memorial Cash Capital	0	650	0	0	0	650
	0	650	0	0	0	650

Partition Wall Replacement

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
War Memorial Cash Capital	0	0	132	0	0	132
	0	0	132	0	0	132

Roof Recoating and Restoration

Roof recoating and restoration.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
War Memorial Cash Capital	750	0	0	0	0	750
	750	0	0	0	0	750

F-2 High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	44	46	48	75	77	290
	44	46	48	75	77	290

High Falls Museum

Facility and equipment replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	25	25	25	0	0	75
	25	25	25	0	0	75

F-3 Soccer Stadium

Soccer Stadium

Structural and building repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

F-4 Port of Rochester Terminal

Port of Rochester

Improvements, repairs, rehabilitation/renovation at Port Terminal Building.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

**2016-17 TO 2020-21
Capital Improvement Program**

PUBLIC FACILITIES

Terminal Dock Wall

Dredging & navigation channel repairs

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	125	0	0	0	125
	<u>0</u>	<u>125</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>125</u>

Terminal North

Entrance enhancements

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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 II

Masonry, metal panel, concrete and related envelope repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	1,395	0	0	0	1,395
General Debt	2,440	0	0	0	0	2,440
	<u>2,440</u>	<u>1,395</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,835</u>

Building Facilities Improvements

Improvements, repairs, and renovation of the Convention Center.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	70	70	70	70	70	350
New York State	1,500	0	0	0	0	1,500
	<u>1,570</u>	<u>70</u>	<u>70</u>	<u>70</u>	<u>70</u>	<u>1,850</u>

**2016-17 TO 2020-21
Capital Improvement Program**

PUBLIC FACILITIES

Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	232	0	1,172	0	1,404
	0	232	0	1,172	0	1,404

Escalator and Elevator Modernizations

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	0	0	1,368	1,169	2,537
	0	0	0	1,368	1,169	2,537

Partition Wall Replacement

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	575	400	0	0	975
	0	575	400	0	0	975

F-7 River Street Marina

Marina Facility

Improvements, repairs, rehabilitation/renovation at Marina Facility.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Summary of Funding by Program: Public Facilities

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
F-1 Blue Cross Arena at Rochester War Memorial						
New York State	6,000	5,000	0	0	0	11,000
War Memorial Cash Capital	820	720	202	70	70	1,882
	6,820	5,720	202	70	70	12,882
F-2 High Falls District						
General Cash Capital	69	71	73	75	77	365
	69	71	73	75	77	365
F-3 Soccer Stadium						
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250
F-4 Port of Rochester Terminal						
General Cash Capital	50	175	50	50	50	375
General Debt	0	150	0	0	0	150
	50	325	50	50	50	525
F-5 Joseph A. Floreano Riverside Convention Center						
General Cash Capital	70	2,040	470	70	70	2,720
General Debt	2,440	232	0	2,540	1,169	6,381
New York State	1,500	0	0	0	0	1,500
	4,010	2,272	470	2,610	1,239	10,601
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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
General Cash Capital	254	2,351	658	260	262	3,785
General Debt	2,440	382	0	2,540	1,169	6,531
New York State	7,500	5,000	0	0	0	12,500
War Memorial Cash Capital	820	720	202	70	70	1,882
	<u>11,014</u>	<u>8,453</u>	<u>860</u>	<u>2,870</u>	<u>1,501</u>	<u>24,698</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 City Hall Sidewalk Replacement in 2016-17.

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 Tay House Roof Replacement in 2016-17.

M-5 Water Facilities

- Funds included for Rush Storage 2016-17.
- Funds included for Water Operations Center Parking Lot in 2016-17.

M-6 General Rehabilitation

- A number of building improvements are funded in 2016-17, including Animal Services Buildings Assessment, and Westside Garage Replacement.

M-8 Public Safety Facilities

- Funding is provided for facilities improvements at Police Facilities, Fire stations, and Emergency Communications Building.

Project Changes

M-8 Chestnut Street Firehouse

- Chestnut Street Firehouse Kitchen Replacement funded in 2017-18.

M-7 Garages

- Garage Revenue Control Equipment funded in 2017-18.

M-1

City Hall

City Hall Annual Allocation

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	93	95	97	100	103	488
	93	95	97	100	103	488

City Hall Building A Historic Window Replacement

Historic window replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	100	583	638	700	2,021
	0	100	583	638	700	2,021

City Hall Sidewalk Replacement

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Local Works Cash Capital	500	0	0	0	0	500
	500	0	0	0	0	500

M-2

Operations Center Complex

CVMF Building 100 Roof

Vehicle Maintenance Facility lower roof replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	143	0	0	0	0	143
Local Works Cash Capital	203	0	0	0	0	203
	346	0	0	0	0	346

CVMF Building 103 CNG Fuel Station Roof

CNG Fuel Station roof replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	75	0	0	0	0	75
Local Works Cash Capital	135	0	0	0	0	135
	<u>210</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>210</u>

CVMF Building 300 Roof

Street Maintenance roof replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	393	0	0	0	0	393
Local Works Cash Capital	394	0	0	0	0	394
	<u>787</u>	<u>0</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	214	0	214
Local Works Cash Capital	0	0	0	268	0	268
Refuse Cash Capital	0	0	0	268	0	268
	<u>0</u>	<u>0</u>	<u>0</u>	<u>750</u>	<u>0</u>	<u>750</u>

CVMF Complex Storm & Sanitary Sewer Repairs

System repairs throughout CVMF complex.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	0	624	0	0	624
	<u>0</u>	<u>0</u>	<u>624</u>	<u>0</u>	<u>0</u>	<u>624</u>

**2016-17 TO 2020-21
Capital Improvement Program**

MUNICIPAL FACILITIES

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	20	20	20	20	20	100
Local Works Cash Capital	20	20	20	20	20	100
Refuse Cash Capital	0	20	20	20	20	80
Water Cash Capital	5	5	5	5	5	25
	45	65	65	65	65	305

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	95	97	99	102	109	502
Local Works Cash Capital	60	61	63	65	65	314
Refuse Cash Capital	0	61	63	65	65	254
	155	219	225	232	239	1,070

M-3 Central Library Facilities

Bausch & Lomb HVAC Upgrades

Heat pump replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Library Cash Capital	0	54	56	58	60	228
	0	54	56	58	60	228

Central Library Annual Allocation

Standard allocation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Library Cash Capital	40	84	86	88	90	388
	40	84	86	88	90	388

Central Library Master Space Renovations

Phased interior renovation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Library Cash Capital	100	200	0	0	0	300
New York State	0	300	0	0	0	300
	<u>100</u>	<u>500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>600</u>

M-4 Recreation and Parks Facilities

Edgerton Recreation Center

Interior and exterior improvements.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	250	2,500	0	0	2,750
	<u>0</u>	<u>250</u>	<u>2,500</u>	<u>0</u>	<u>0</u>	<u>2,750</u>

Tay House

Roof replacement and timber repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	245	0	0	0	0	245
	<u>245</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>245</u>

M-5 Water Facilities

Felix Street Heat Pump

Replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	0	38	38	38	114
	<u>0</u>	<u>0</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>114</u>

**2016-17 TO 2020-21
Capital Improvement Program**

MUNICIPAL FACILITIES

Highland Upper Gatehouse

Roof replacement and masonry repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	121	0	0	0	121
	0	121	0	0	0	121

Rush Storage

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	130	0	0	0	130
	0	130	0	0	0	130

Water Operations Center Parking Lot

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	60	0	0	0	60
	0	60	0	0	0	60

M-6 General Rehabilitation

Andrews Street Improvements

Window replacement and masonry and interior repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	450	0	0	0	450
	0	450	0	0	0	450

Animal Services Building Improvements

Needs assessment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Animal Control Cash Capital	60	0	0	0	500	560
	60	0	0	0	500	560

**2016-17 TO 2020-21
Capital Improvement Program**

MUNICIPAL FACILITIES

Animal Services Interior

Interior repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Animal Control Cash Capital	251	0	0	0	0	251
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	251	0	0	0	0	251

Animal Services Roof

Roof Restoration.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Animal Control Cash Capital	0	243	0	0	0	243
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	243	0	0	0	243

Asbestos Management

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	84	84	87	87	342
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	84	84	87	87	342

Branch Facilities

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Library Cash Capital	42	46	48	50	52	238
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	42	46	48	50	52	238

DRYS Kitchen Exhaust Hoods & Fire Suppression Systems

Install code compliant exhaust hoods and fire suppression systems at multiple facilities.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	170	246	0	0	416
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	170	246	0	0	416

**2016-17 TO 2020-21
Capital Improvement Program**

MUNICIPAL FACILITIES

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	41	42	44	44	46	217
	41	42	44	44	46	217

Pulaski Library

Mold remediation and roof replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
New York State	0	1,500	0	0	0	1,500
	0	1,500	0	0	0	1,500

Roof Repair Allocation

Annual allocation for roof repairs.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	73	75	77	80	82	387
	73	75	77	80	82	387

Westside Garage

Replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Refuse Cash Capital	60	0	0	0	0	60
Refuse Debt	0	0	2,000	0	0	2,000
	60	0	2,000	0	0	2,060

M-7

Garages

Broad Street Tunnel

Underground parking

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Parking Cash Capital	0	0	200	400	0	600
Parking Debt	0	0	0	0	4,900	4,900
	0	0	200	400	4,900	5,500

Garage Elevator Program

Comprehensive elevator rehabilitation program.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Parking Cash Capital	0	1,300	0	0	0	1,300
Parking Debt	1,569	0	750	0	0	2,319
	1,569	1,300	750	0	0	3,619

Garage Program

Annual parking garage evaluation and repair program.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Parking Cash Capital	814	500	758	750	750	3,572
Parking Debt	820	1,185	980	1,025	1,078	5,088
	1,634	1,685	1,738	1,775	1,828	8,660

Garage Revenue Control Equipment

Replacement

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Parking Cash Capital	0	59	637	0	0	696
	0	59	637	0	0	696

M-8 Public Safety Facilities

Chestnut Street Firehouse

Engine 17 Kitchen and window and skylight replacement.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	246	310	0	0	556
	0	246	310	0	0	556

Emergency Communications Facility

Phased facility improvements.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	30	30	30	30	120
General Debt	0	0	1,746	351	0	2,097
	0	30	1,776	381	30	2,217

Fire Facilities

Installation of exhaust hood and fire suppression systems at various facilities.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Gardiner Firehouse

HVAC replacement and modernzation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	401	0	0	0	0	401
	401	0	0	0	0	401

Gardiner Firehouse Kitchen

Renovations

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	175	0	0	0	0	175
	175	0	0	0	0	175

**2016-17 TO 2020-21
Capital Improvement Program**

MUNICIPAL FACILITIES

Genesee Firehouse

Window replacement and boiler/HVAC upgrades.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	0	350	0	0	0	350
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	350	0	0	0	350

Police Facilities

Security improvements.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	35	35	35	35	35	175
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	35	35	35	35	35	175

Police Section Offices

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Debt	1,000	1,500	2,100	0	0	4,600
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,000	1,500	2,100	0	0	4,600

Public Safety Building

Generator design and construction.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	200	0	0	0	0	200
General Debt	0	2,000	0	0	0	2,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	200	2,000	0	0	0	2,200

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	150	155	100	150	155	710
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	150	155	100	150	155	710

Summary of Funding by Program: Municipal Facilities

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
M-1 City Hall						
General Cash Capital	93	195	680	738	803	2,509
Local Works Cash Capital	500	0	0	0	0	500
	593	195	680	738	803	3,009
M-2 Operations Center Complex						
General Cash Capital	726	117	743	336	129	2,051
Local Works Cash Capital	812	81	83	353	85	1,414
Refuse Cash Capital	0	81	83	353	85	602
Water Cash Capital	5	5	5	5	5	25
	1,543	284	914	1,047	304	4,092
M-3 Central Library Facilities						
Library Cash Capital	140	338	142	146	150	916
New York State	0	300	0	0	0	300
	140	638	142	146	150	1,216
M-4 Recreation and Parks Facilities						
General Debt	245	250	2,500	0	0	2,995
	245	250	2,500	0	0	2,995
M-5 Water Facilities						
Water Cash Capital	0	311	38	38	38	425
	0	311	38	38	38	425

Summary of Funding by Program: Municipal Facilities

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
M-6 General Rehabilitation						
Animal Control Cash Capital	311	243	0	0	500	1,054
General Cash Capital	314	571	651	411	415	2,362
General Debt	0	450	0	0	0	450
Library Cash Capital	42	46	48	50	52	238
New York State	0	1,500	0	0	0	1,500
Refuse Cash Capital	60	0	0	0	0	60
Refuse Debt	0	0	2,000	0	0	2,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	727	2,810	2,699	461	967	7,664
M-7 Garages						
Parking Cash Capital	814	1,859	1,595	1,150	750	6,168
Parking Debt	2,389	1,185	1,730	1,025	5,978	12,307
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	3,203	3,044	3,325	2,175	6,728	18,475
M-8 Public Safety Facilities						
General Cash Capital	435	516	525	265	270	2,011
General Debt	1,576	3,850	3,846	351	0	9,623
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	2,011	4,366	4,371	616	270	11,634

Summary of Funding by Program: Municipal Facilities

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
MUNICIPAL FACILITIES TOTALS						
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Animal Control Cash Capital	311	243	0	0	500	1,054
General Cash Capital	1,568	1,399	2,599	1,750	1,617	8,933
General Debt	1,821	4,550	6,346	351	0	13,068
Library Cash Capital	182	384	190	196	202	1,154
Local Works Cash Capital	1,312	81	83	353	85	1,914
New York State	0	1,800	0	0	0	1,800
Parking Cash Capital	814	1,859	1,595	1,150	750	6,168
Parking Debt	2,389	1,185	1,730	1,025	5,978	12,307
Refuse Cash Capital	60	81	83	353	85	662
Refuse Debt	0	0	2,000	0	0	2,000
Water Cash Capital	5	316	43	43	43	450
	8,462	11,898	14,669	5,221	9,260	49,510

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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Library Cash Capital	20	20	20	20	20	100
	20	20	20	20	20	100

Environmental Services

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
	10	10	10	10	10	50

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	10	10	10	10	10	50
	10	10	10	10	10	50

Environmental Services/Water Bureau

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	18	19	19	20	76
	0	18	19	19	20	76

B-2	Small Equipment
------------	------------------------

Blue Cross Arena - Standard Allocation

Routine replacement of furnishings and equipment at War Memorial.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
War Memorial Cash Capital	68	68	68	68	68	340
	68	68	68	68	68	340

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Cemetery Cash Capital	0	40	40	45	40	165
	0	40	40	45	40	165

Emergency Communications

Standard allocation for replacement of equipment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	35	35	35	35	70	210
	35	35	35	35	70	210

Environmental Services

Standard allocation for replacement of equipment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	60	61	62	63	64	310
Local Works Cash Capital	19	20	20	21	21	101
Refuse Cash Capital	229	235	241	247	253	1,205
Water Cash Capital	54	56	58	60	62	290
	362	372	381	391	400	1,906

B-3

Technology

Branch Libraries Technology

Provision for cyclical replacement of branch IT equipment including computers, servers, UPS systems, network switches and copy/fax print equipment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Library Cash Capital	45	10	100	10	50	215
	45	10	100	10	50	215

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	0	13	13	14	0	40
	0	13	13	14	0	40

Future Technology Initiatives and Planning

Staff time for replacement of obsolete information systems.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	100	100	100	100	450
	50	100	100	100	100	450

Police Fingerprint File

Address high problem areas.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	250	0	0	0	0	250
	250	0	0	0	0	250

Production Mainframe Printer

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	70	0	0	0	0	70
	70	0	0	0	0	70

Street Pavement Management System

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	90	93	96	99	99	477
	90	93	96	99	99	477

Street Tablets

Tablets for street & sidewalk inspectors, permits, and construction.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	25	0	0	0	0	25
	25	0	0	0	0	25

B-4

PSI

Electronic Processing Payment

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

Enterprise Document Management System

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Enterprise GIS Transformation

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	100	0	0	0	100
	0	100	0	0	0	100

**2016-17 TO 2020-21
Capital Improvement Program**

BUSINESS EQUIPMENT

☐ Lagan Upgrade

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	150	0	0	0	0	150
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	150	0	0	0	0	150

☐ Migrate Cold Fusion Web Applications

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	0	50
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	50	0	0	0	0	50

☐ Payroll System

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	50	50	50	50	200

☐ Police - Records Management System

Upgrade Centralized computer operation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	5	5	5	5	5	25
	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>25</u>

B-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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	300	300	300	300	1,200
	<u>0</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>1,200</u>

Client Services Licenses

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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>

MS Office 2013

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	190	190	190	190	190	950
	<u>190</u>	<u>190</u>	<u>190</u>	<u>190</u>	<u>190</u>	<u>950</u>

Printer Consolidation

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	80	200	250	250	250	1,030
	<u>80</u>	<u>200</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>1,030</u>

Security Remediation

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	150	100	100	100	100	550
	150	100	100	100	100	550

B-96 Network Telecommunications & Security

Data Center Expansion

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

Disaster Recovery Assessment

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Network Revitalization

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

Telephony Expansion

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

B-97

Security & Surveillance

Video Surveillance Camera Network

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

Summary of Funding by Program: Business Equipment

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
B-1 Office Equipment						
General Cash Capital	10	10	10	10	10	50
Library Cash Capital	20	20	20	20	20	100
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
Water Cash Capital	0	18	19	19	20	76
	40	58	59	59	60	276
B-2 Small Equipment						
Cemetery Cash Capital	0	40	40	45	40	165
General Cash Capital	95	96	97	98	134	520
Local Works Cash Capital	19	20	20	21	21	101
Refuse Cash Capital	229	235	241	247	253	1,205
War Memorial Cash Capital	68	68	68	68	68	340
Water Cash Capital	54	56	58	60	62	290
	465	515	524	539	578	2,621
B-3 Technology						
General Cash Capital	485	193	196	199	199	1,272
Library Cash Capital	45	10	100	10	50	215
Water Cash Capital	0	13	13	14	0	40
	530	216	309	223	249	1,527
B-4 PSI						
General Cash Capital	250	1,050	800	800	800	3,700
	250	1,050	800	800	800	3,700

Summary of Funding by Program: Business Equipment

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
B-5 Business Equipment						
General Cash Capital	5	5	5	5	5	25
	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>25</u>
B-94 Client Technology Solution Support						
General Cash Capital	420	840	890	890	890	3,930
	<u>420</u>	<u>840</u>	<u>890</u>	<u>890</u>	<u>890</u>	<u>3,930</u>
B-96 Network Telecommunications & Security						
General Cash Capital	100	300	300	300	300	1,300
	<u>100</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>1,300</u>
B-97 Security & Surveillance						
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>
BUSINESS EQUIPMENT TOTALS						
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Cemetery Cash Capital	0	40	40	45	40	165
General Cash Capital	1,365	2,594	2,398	2,402	2,438	11,197
Library Cash Capital	65	30	120	30	70	315
Local Works Cash Capital	24	25	25	26	26	126
Refuse Cash Capital	234	240	246	252	258	1,230
War Memorial Cash Capital	68	68	68	68	68	340
Water Cash Capital	54	87	90	93	82	406
	<u>1,810</u>	<u>3,084</u>	<u>2,987</u>	<u>2,916</u>	<u>2,982</u>	<u>13,779</u>

NON-PUBLIC SAFETY FLEET

The Non-Public Safety category provides for the replacement of the City's vehicles.

New Projects

N-1 Motor Equipment

- Funding is provided for Bureau of Architecture & Engineering pool vehicles in 2016-17.
- Funding is provided for a Treasury pool vehicle in 2016-17.

Program Changes

N-1 Motor Equipment

- Buildings and Parks Division added.

N-1

Motor Equipment

Buildings & Parks

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	1,173	800	585	980	723	4,261
	1,173	800	585	980	723	4,261

Bureau of Architecture and Engineering

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	23	0	0	0	0	23
	23	0	0	0	0	23

Communications

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	22	0	22
	0	0	0	22	0	22

Department of Recreation and Youth Services

Standard allocation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	145	64	22	99	20	350
	145	64	22	99	20	350

DES Commissioner

Standard allocation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	20	21	22	0	63
	0	20	21	22	0	63

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	605	1,239	216	275	540	2,875
Local Works Cash Capital	2,125	1,344	1,498	1,438	666	7,071
	<u>2,730</u>	<u>2,583</u>	<u>1,714</u>	<u>1,713</u>	<u>1,206</u>	<u>9,946</u>

Equipment Services

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	48	117	92	0	108	365
	<u>48</u>	<u>117</u>	<u>92</u>	<u>0</u>	<u>108</u>	<u>365</u>

Information Technology

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	16	0	0	0	0	16
	<u>16</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>16</u>

Mayor's Office

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	0	23	61	0	0	84
	<u>0</u>	<u>23</u>	<u>61</u>	<u>0</u>	<u>0</u>	<u>84</u>

Motor Equipment - Cemetery

Standard allocation used for the replacement of motor equipment.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Cemetery Cash Capital	240	139	48	154	199	780
	<u>240</u>	<u>139</u>	<u>48</u>	<u>154</u>	<u>199</u>	<u>780</u>

Neighborhood & Business Development

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	62	37	0	22	0	121
	<u>62</u>	<u>37</u>	<u>0</u>	<u>22</u>	<u>0</u>	<u>121</u>

Parking

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Parking Cash Capital	64	0	58	96	0	218
	<u>64</u>	<u>0</u>	<u>58</u>	<u>96</u>	<u>0</u>	<u>218</u>

Public Market

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Public Market Cash Capit	0	30	0	0	0	30
	<u>0</u>	<u>30</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>30</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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Refuse Cash Capital	1,100	5,258	1,445	436	1,088	9,327
Refuse Debt	3,999	0	0	0	0	3,999
	<u>5,099</u>	<u>5,258</u>	<u>1,445</u>	<u>436</u>	<u>1,088</u>	<u>13,326</u>

Treasury

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
General Cash Capital	32	0	0	0	0	32
	<u>32</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>32</u>

**2016-17 TO 2020-21
Capital Improvement Program**

NON-PUBLIC SAFETY FLEET

Water Bureau

Standard allocation.

<u>Funding Source</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>TOTAL</u>
Water Cash Capital	758	1,302	721	857	935	4,573
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	758	1,302	721	857	935	4,573

Summary of Funding by Program: Non Public Safety Fleet

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
N-1 Motor Equipment						
Cemetery Cash Capital	240	139	48	154	199	780
General Cash Capital	2,104	2,300	997	1,420	1,391	8,212
Local Works Cash Capital	2,125	1,344	1,498	1,438	666	7,071
Parking Cash Capital	64	0	58	96	0	218
Public Market Cash Capital	0	30	0	0	0	30
Refuse Cash Capital	1,100	5,258	1,445	436	1,088	9,327
Refuse Debt	3,999	0	0	0	0	3,999
Water Cash Capital	758	1,302	721	857	935	4,573
	<u>10,390</u>	<u>10,373</u>	<u>4,767</u>	<u>4,401</u>	<u>4,279</u>	<u>34,210</u>

NON PUBLIC SAFETY FLEET TOTALS

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Total</u>
Cemetery Cash Capital	240	139	48	154	199	780
General Cash Capital	2,104	2,300	997	1,420	1,391	8,212
Local Works Cash Capital	2,125	1,344	1,498	1,438	666	7,071
Parking Cash Capital	64	0	58	96	0	218
Public Market Cash Capital	0	30	0	0	0	30
Refuse Cash Capital	1,100	5,258	1,445	436	1,088	9,327
Refuse Debt	3,999	0	0	0	0	3,999
Water Cash Capital	758	1,302	721	857	935	4,573
	<u>10,390</u>	<u>10,373</u>	<u>4,767</u>	<u>4,401</u>	<u>4,279</u>	<u>34,210</u>

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:

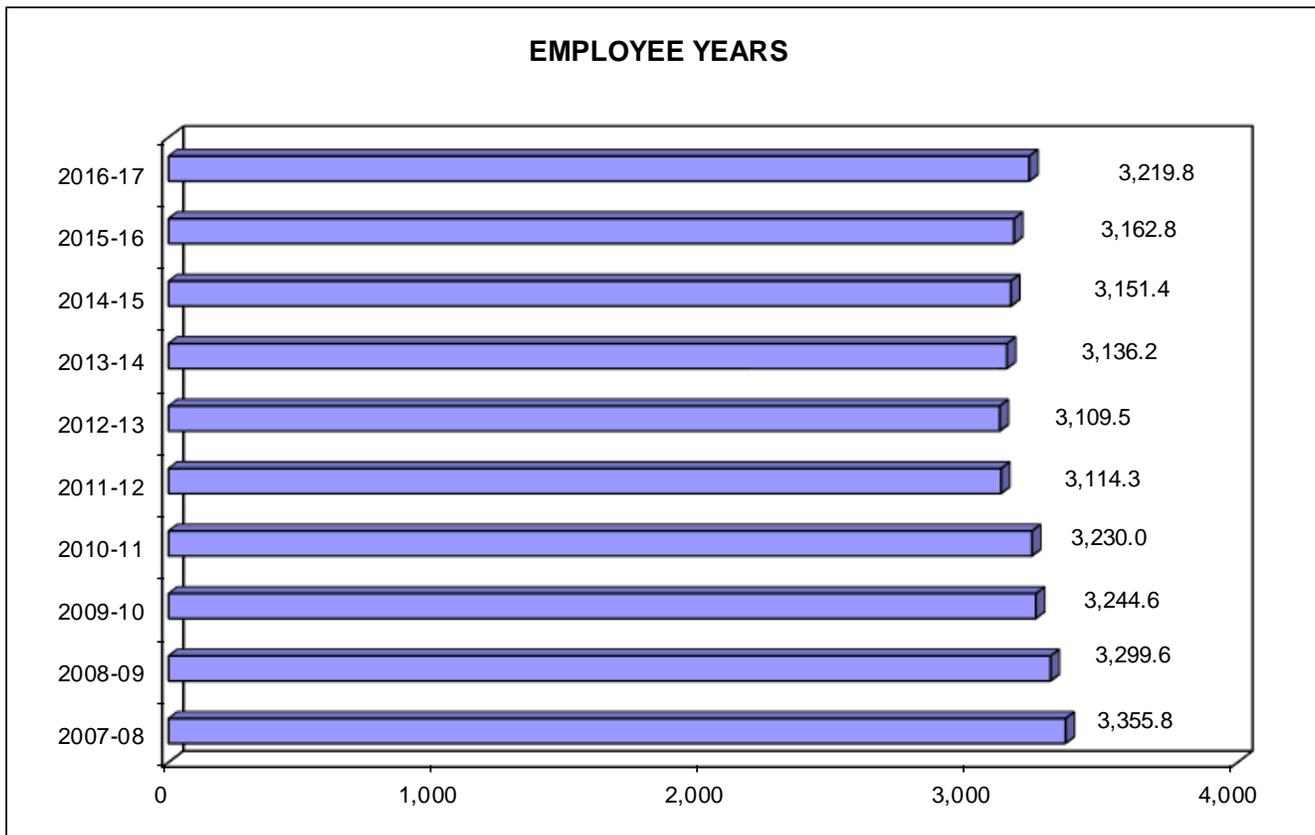
<u>Title</u>	<u>Activities</u>	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	<u>0.9</u>
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
City Council and Clerk	23.1	23.1	23.8	23.3
Administration				
Mayor's Office	17.3	20.6	27.8	28.0
Office of Management & Budget	10.7	10.7	10.1	9.8
Human Resource Management	28.7	28.5	29.3	30.4
Communications	17.8	17.6	19.4	19.4
Law	<u>19.0</u>	<u>20.0</u>	<u>20.5</u>	<u>22.5</u>
	93.5	97.4	107.1	110.1
Information Technology	54.2	54.8	54.8	55.2
Finance				
Director's Office	3.0	3.0	4.0	4.0
Accounting	18.6	19.5	18.3	18.2
Treasury	17.9	20.9	20.6	20.5
Assessment	13.3	13.2	13.4	13.4
Parking Violations & Adjudication	42.2	42.1	42.1	41.7
Purchasing	<u>11.9</u>	<u>12.2</u>	<u>12.1</u>	<u>12.0</u>
	106.9	110.9	110.5	109.8
Neighborhood & Business Development				
Commissioner	11.5	10.0	9.4	9.4
Business & Development	39.2	40.2	39.7	39.1
Planning & Zoning	21.1	22.1	22.6	23.6
Neighborhood Preservation	19.1	19.1	17.1	17.1
Inspection & Compliance	<u>47.3</u>	<u>47.3</u>	<u>47.2</u>	<u>47.7</u>
	138.2	138.7	136.0	136.9
Environmental Services				
Commissioner	13.9	51.1	51.2	54.5
Architecture & Engineering	59.1	58.7	59.0	57.8
Operations	256.2	256.1	257.1	254.4
Buildings & Parks	153.7	154.0	157.6	163.9
Equipment Services	66.2	68.2	69.2	67.2
Water	<u>133.0</u>	<u>133.0</u>	<u>134.2</u>	<u>133.8</u>
	682.1	721.1	728.3	731.6
Emergency Communications	231.7	233.9	233.1	230.4
Police	939.0	905.4	903.6	939.1
Fire	527.2	523.5	525.3	532.6

**PERSONNEL SUMMARY
PERSONNEL RESOURCES**

Total Employee Years	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
Library				
Central Library	100.7	98.3	95.6	95.3
Community Library	<u>41.5</u>	<u>42.1</u>	<u>43.2</u>	<u>44.2</u>
	142.2	140.4	138.8	139.5
Recreation & Youth Services				
Office of the Commissioner	5.2	22.2	22.1	20.2
Recreation	165.4	156.6	156.7	166.8
BEST & YS	0.0	23.4	22.7	24.3
Employment Opportunities	13.4	0.0	0.0	0.0
Youth Services	<u>14.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	198.1	202.2	201.5	211.3
Total	3,136.2	3,151.4	3,162.8	3,219.8

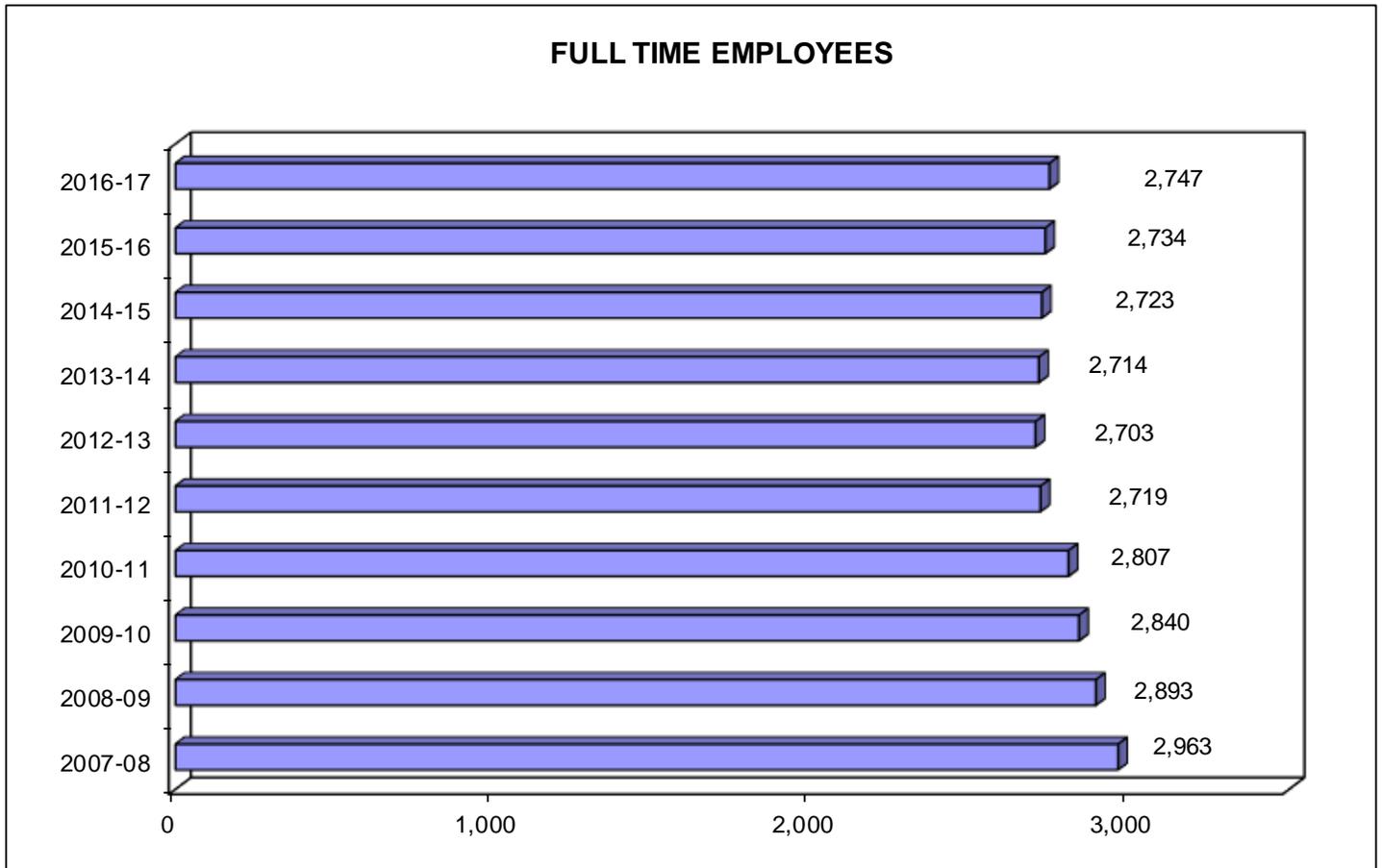


PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Full Time Positions	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
City Council and Clerk	12.0	12.0	12.0	12.0
Administration				
Mayor's Office	15.0	18.0	24.0	25.0
Office of Management & Budget	10.2	9.2	9.2	9.2
Human Resource Management	26.0	26.0	27.0	28.0
Communications	16.0	16.0	17.0	16.0
Law	<u>19.0</u>	<u>19.0</u>	<u>20.0</u>	<u>22.0</u>
	86.2	88.2	97.2	100.2
Information Technology	52.0	52.0	52.0	55.0
Finance				
Director's Office	3.0	3.0	4.0	4.0
Accounting	18.0	19.0	18.0	18.0
Treasury	17.0	20.0	20.0	20.0
Assessment	12.0	12.0	12.0	12.0
Parking Violations & Adjudication	36.0	36.0	36.0	36.0
Purchasing	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>
	97.0	101.0	101.0	101.0
Neighborhood & Business Development				
Commissioner	9.8	8.8	8.8	8.8
Business & Development	38.0	39.0	39.0	38.0
Planning & Zoning	21.0	22.0	22.0	23.0
Neighborhood Preservation	13.0	13.0	13.0	13.0
Inspection & Compliance	<u>44.0</u>	<u>44.0</u>	<u>44.0</u>	<u>44.0</u>
	125.8	126.8	126.8	126.8
Environmental Services				
Commissioner	13.0	35.0	34.0	36.0
Architecture & Engineering	58.0	58.0	58.0	57.0
Operations	204.0	203.0	199.0	196.3
Buildings & Parks	122.0	122.0	126.0	127.7
Equipment Services	59.0	61.0	62.0	62.0
Water	<u>121.0</u>	<u>121.0</u>	<u>121.0</u>	<u>122.0</u>
	577.0	600.0	600.0	601.0
Emergency Communications	214.0	214.0	214.0	215.0
Police	868.0	849.0	847.0	850.0
Fire	503.0	502.0	502.0	502.0

**PERSONNEL SUMMARY
PERSONNEL RESOURCES**

Total Full Time Positions	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>
Library				
Central Library	81.3	78.6	76.8	74.8
Community Library	<u>18.7</u>	<u>19.4</u>	<u>20.2</u>	<u>21.2</u>
	100.0	98.0	97.0	96.0
Recreation & Youth Services				
Office of the Commissioner	5.0	15.3	14.3	12.3
Recreation	55.2	49.9	55.6	57.7
BEST & YS	0.0	14.8	15.1	18.0
Employment Opportunities	9.0	0.0	0.0	0.0
Youth Services	<u>9.8</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	79.0	80.0	85.0	88.0
Total	2,714.0	2,723.0	2,734.0	2,747.0



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>
Council and Clerk	847,400
Administration	4,919,200
Information and Technology	2,810,200
Finance	3,667,300
Neighborhood and Business Development	5,674,000
Environmental Services	26,323,900
Emergency Communications	7,645,900
Police	47,902,900
Fire	27,395,700
Library	3,899,600
Recreation and Youth Services	<u>4,622,600</u>
	135,708,700

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>2016-17</u>
<u>AFSCME Local 1635</u>	
<u>Department of Environmental Services</u>	
• Environmental Services Operator I	84,300
• Supervisor of Structures & Equipment	93,600
• Secretary	69,600
• Operations Supervisor for Parks Operations	79,300
 <u>Rochester Police Locust Club, Inc.</u>	
Police Department	
• Police Investigator	129,200
• Police Sergeant	129,900
 <u>International Association of Firefighters, Local 1071</u>	
Fire Department	
• Firefighter	<u>111,000</u>
Total	696,900

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, 2015 to June 30, 2020

Rochester Police Locust Club, Inc.

July 1, 2013 to June 30, 2016

International Association of Firefighters, Local 1071, Uniformed

July 1, 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, 2016

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, 2016, all positions set forth in this Budget to be in existence for the fiscal year 2016-17 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, 2016, which are not set forth in this Budget shall be abolished effective July 1, 2016 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, 2016

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	27,723	28,580	29,464	30,400	31,338	32,140	32,793	33,389	34,142
2	28,428	29,307	30,214	31,175	32,140	32,793	33,389	34,142	34,992
3	29,002	29,898	30,823	31,814	32,793	33,389	34,142	34,992	35,897
4	29,529	30,442	31,383	32,389	33,389	34,142	34,992	35,897	36,695
5	30,192	31,127	32,089	33,114	34,142	34,992	35,897	36,695	37,698
6	30,948	31,905	32,892	33,945	34,992	35,897	36,695	37,698	38,644
7	31,755	32,737	33,749	34,820	35,897	36,695	37,698	38,644	39,698
8	32,454	33,458	34,493	35,595	36,695	37,698	38,644	39,698	40,846
9	33,346	34,378	35,441	36,568	37,698	38,644	39,698	40,846	42,098
10	34,180	35,236	36,327	37,488	38,644	39,698	40,846	42,098	43,405
11	35,111	36,196	37,316	38,507	39,698	40,846	42,098	43,405	44,756
12	36,131	37,249	38,401	39,621	40,846	42,098	43,405	44,756	46,313
13	37,239	38,391	39,577	40,838	42,098	43,405	44,756	46,313	47,707
14	38,394	39,581	40,804	42,098	43,405	44,756	46,313	47,707	49,314
15	39,588	40,813	42,075	43,418	44,756	46,313	47,707	49,314	50,814
16	40,957	42,224	43,529	44,922	46,313	47,707	49,314	50,814	52,572
17	42,196	43,503	44,847	46,275	47,707	49,314	50,814	52,572	54,676
18	43,614	44,961	46,352	47,833	49,314	50,814	52,572	54,676	56,924
19	44,939	46,328	47,759	49,289	50,814	52,572	54,676	56,924	59,225
20	46,497	47,934	49,416	50,995	52,572	54,676	56,924	59,225	61,636
21	48,354	49,849	51,391	53,031	54,676	56,924	59,225	61,636	64,192
110	29,853	37,316	38,507	39,698	40,846	42,098	43,405	44,756	46,098
150	33,660	42,075	43,418	44,756	46,313	47,707	49,314	50,814	52,340
170	35,878	44,847	46,275	47,707	49,314	50,814	52,572	54,676	56,319
180	37,081	46,352	47,833	49,314	50,814	52,572	54,676	56,924	58,632
190	38,208	47,759	49,289	50,814	52,572	54,676	56,924	59,225	61,000
200	39,533	49,416	50,995	52,572	54,676	56,924	59,225	61,636	63,482
210	49,849	51,391	53,031	54,676	56,924	59,225	61,636	64,191	66,117

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Weekly and Hourly Personnel
Effective July 1, 2016

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	16.07	16.55	17.06	17.67	18.19	18.58	19.00	19.53	20.04
41	16.59	17.12	17.64	18.19	18.74	19.17	19.88	20.08	20.82
42	17.21	17.75	18.29	18.90	19.54	20.04	20.49	21.21	21.74
51	14.03	14.45	14.90	15.31	15.75	16.08	16.37	16.61	16.90
52	14.22	14.67	15.12	15.61	16.08	16.37	16.61	16.90	17.30
53	14.42	14.86	15.32	15.84	16.37	16.61	16.90	17.30	17.69
54	14.70	15.16	15.63	16.10	16.61	16.90	17.30	17.69	18.08
55	14.94	15.40	15.89	16.42	16.90	17.30	17.69	18.08	18.50
56	15.28	15.75	16.24	16.86	17.30	17.69	18.08	18.50	18.82
57	15.65	16.13	16.63	17.20	17.69	18.08	18.50	18.82	19.53
58	15.97	16.46	16.96	17.53	18.08	18.50	18.82	19.53	19.88
59	16.36	16.87	17.38	17.91	18.50	18.82	19.53	19.88	20.46
60	16.65	17.16	17.69	18.26	18.82	19.53	19.88	20.46	20.92
61	17.20	17.74	18.28	18.89	19.53	19.88	20.46	20.92	21.63
62	17.60	18.13	18.70	19.24	19.88	20.46	20.92	21.64	22.23
63	18.07	18.65	19.22	19.88	20.46	20.92	21.63	22.23	22.86
64	18.52	19.10	19.70	20.35	20.92	21.63	22.23	22.86	23.54
65	19.17	19.75	20.36	20.98	21.63	22.23	22.86	23.54	24.25
66	15.43	15.91	16.41	16.89	17.42	18.50			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	134.47	138.62	142.91					
69	162.47	167.47	172.67	183.67	194.67	205.69	211.80	217.92
70	172.78	178.12	183.49	189.66	195.43	202.19		
71	188.13	194.46	200.79	207.11	213.44	219.76		

**PERSONNEL SUMMARY
SALARY SCHEDULES**

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, 2016

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	43,966	45,325	47,020	48,701	50,409	52,104	53,798	55,493	57,187	58,883
75	46,163	47,591	49,429	51,264	53,101	54,938	56,775	58,612	60,449	62,286
78	49,465	50,995	53,724	56,454	59,183	61,913	64,643	67,372	70,102	72,831

Operating Engineers
Effective July 1, 2016

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	17.05	17.56	18.11	19.37	19.95
150	Asst. HVAC Engineer	25.05	25.81	26.62	28.51	29.39
151	HVAC Engineer	26.07	26.87	27.69	29.67	30.58
152	Lead HVAC Engineer	28.07	28.94	29.81	31.91	32.96
153	Supervising HVAC Engineer	30.23	31.17	32.11	34.37	35.50

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Fixed Salary Rates
Effective July 1, 2016 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	44,309
Council Member*	34,309
Mayor*	143,339
Deputy Mayor	140,730
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 2016. 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, 2016

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	21.54	22.21	22.94	23.65	24.12	24.60
Class 5 Truck Driver	N085	17.11	17.64	18.20	18.77	19.14	19.53
Cleaner Library	N015	14.57	15.03	15.51	16.01	16.32	16.63
Clerk II Library	N095	17.54	18.08	18.66	19.25	19.63	20.03
Clerk III with Typing Library	N075	16.70	17.21	17.75	18.31	18.69	19.05
Clerk Typist Library	N035	15.26	15.73	16.21	16.74	17.09	17.41
Duplicating Operator	N065	16.27	16.77	17.30	17.89	18.22	18.59
Graphic Assistant	N145	20.20	20.81	21.52	22.17	22.61	23.08
Librarian I	N185	22.33	23.02	23.74	24.48	25.24	26.02
Librarian II	N195	23.64	24.38	25.15	25.95	26.47	27.00
Library Assistant	N145	20.20	20.81	21.52	22.17	22.61	23.08
Maintenance Worker	N575	16.33	16.83	17.36	17.90	18.45	18.83
Retrieval Room Aide (7/1/16-12/31/16)	N304	9.00	9.28	9.58	9.90	10.09	10.30
Retrieval Room Aide (1/1/17-6/30/17)	N304	9.70	9.70	9.70	9.90	10.09	10.30
Security Guard Library	N015	14.57	15.03	15.51	16.01	16.32	16.63
Shipping Aide (7/1/16-12/31/16)	N402	9.00	9.10	9.36	9.57	9.76	9.96
Shipping Aide (1/1/17-6/30/17)	N402	9.70	9.70	9.70	9.70	9.76	9.96
Sr. Retrieval Room Aide	N305	14.56	15.02	15.46	15.98	16.28	16.60
Youth Services Assistant	N075	16.70	17.21	17.75	18.31	18.69	19.05
Youth Services Coordinator	N145	20.20	20.81	21.52	22.17	22.61	23.08

PERSONNEL SUMMARY
SALARY SCHEDULES

AFSCME PART TIME
Effective July 1, 2016

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	23.18	23.90	24.64	25.43	26.20
Administrative Analyst	N720	25.54	26.34	27.14	28.02	28.89
Animal Care Tech	P702	13.67	14.10	14.52	14.98	15.45
Animal Care Tech II	P706	14.88	15.34	15.81	16.32	16.82
Auto Aide	P758	15.97	16.46	16.95	17.52	18.08
Cemetery Service Rep	N711	19.30	19.90	20.50	21.15	21.81
Cemetery Worker	P757	15.65	16.13	16.63	17.21	17.69
Cleaner	P701	13.32	13.74	14.16	14.62	15.07
Clerk II	N709	18.32	18.89	19.47	20.09	20.72
Clerk III / Typing	N707	17.44	17.99	18.54	19.14	19.73
Clerk Typist	N703	15.94	16.42	16.93	17.47	18.00
Code Enforcement Inspector	P761	17.20	17.73	18.28	18.89	19.52
Code Enforcement Officer	P721	23.26	23.97	24.71	25.51	26.29
Code Enforcement Officer Trainee	P718	20.97	21.61	22.29	22.99	23.70
Communications Aide	N716	22.50	23.21	23.91	24.68	25.45
Communications Research Assistant	N812	17.37	17.91	18.46	19.04	19.64
Counseling Specialist	N718	23.96	24.69	25.47	26.28	27.10
Dispatcher I / OEC	N715	16.18	20.23	20.87	21.52	22.27
Dispatcher II / OEC	N817	17.25	21.56	22.25	22.94	23.70
Grants Support Associate	N713	20.46	21.09	21.75	22.43	23.13
Ground Equipment Operator	P756	14.56	14.98	15.43	16.07	16.60
Interdepartmental Messenger	N706	17.01	17.52	18.07	18.67	19.22
Maintenance Mechanic	P760	16.65	17.17	17.69	18.26	18.82
Microfilm Equipment Operator	N706	17.01	17.52	18.07	18.67	19.22
Office Automation Specialist	N717	23.18	23.90	24.64	25.43	26.20
Parking Enforcement Officer	P710	16.43	16.93	17.46	18.01	18.57
Parking Equipment Mechanic	P710	16.43	16.93	17.46	18.01	18.57
Police Evidence Tech	P716	22.50	23.21	23.91	24.68	25.45
Principal Engineering Technician	N718	23.96	24.69	25.47	26.28	27.10
Project Assistant	N712	19.86	20.46	21.10	21.77	22.44
Property Conservation Inspector	P188	20.97	21.61	22.29	22.99	23.70
Receptionist Typist	N706	17.01	17.52	18.07	18.67	19.22
Secretary	N711	19.30	19.90	20.50	21.15	21.81
Security Guard	P752	14.22	14.67	15.12	15.61	16.08
Service Representative	N812	17.37	17.91	18.46	19.04	19.64
Service Representative Bil	N812	17.37	17.91	18.46	19.04	19.64
Senior Maintenance Mechanic	P762	17.61	18.13	18.70	19.23	19.89
Senior Maintenance Mechanic Bldg	P765	19.07	19.76	20.35	20.98	21.64
Telecommunicator	N810	14.35	17.94	18.51	19.08	19.64
Veterinary Technician	P710	16.43	16.93	17.46	18.01	18.57
Victim Assistance Counselor	N714	21.10	21.76	22.41	23.14	23.86
Water Quality Lab Tech	P720	22.36	23.04	23.77	24.52	25.28

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2016

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	N170	23.17	23.90	24.64	25.42	26.19	
Accountant Intern Seasonal	N308	13.92	15.57				
Administrative Analyst	N200	25.54	26.34	27.14	28.01	28.88	33.86
Administrative Assistant	N160	22.50	23.19	23.91	24.67	25.44	28.89
Administrative Secretary	N130	20.46	21.08	21.75	22.44	23.12	25.45
Architectural Intern Seasonal	N308	13.92	15.57				
Assistant Beach Manager	P840	14.84	15.33	15.73			
Assistant Exam Supervisor	P462	13.08					
Assistant GIS Technician	N030	15.92	16.42	16.94	17.47	18.01	
Assistant Pool Manager	P840	14.84	15.33	15.73			
Assistant Summer Program Coordinator	P459	11.69					
Assistant Supervisor of Markets	P417	16.64	17.20	17.69			
Auto Aide	P758	15.97	16.46	16.95	17.52	18.08	
Beach Lifeguard	P826	10.83					
Beach Lifeguard Captain	P836	13.93	14.33	14.80			
Beach Lifeguard Lieutenant	P831	12.38	12.78	13.25			
Beach Manager	P850	18.33	18.88	19.47			
Building Maintenance Helper	P528	14.22	14.67	15.12			
Car Pool Coordinator	P365	17.37	17.90	18.50			
Cemetery Crew Leader	P455	12.30					
Cemetery Service Representative	N110	19.29	19.89	20.50	21.15	21.81	24.58
Cemetery Worker	P578	15.65	16.13	16.63	17.20	17.69	
Cleaner	P018	13.32	13.74	14.17	14.63	15.08	
Clerical Aide	P350	13.17					
Clerk II	N090	18.32	18.89	19.47	20.09	20.71	
Clerk III	N070	17.44	17.98	18.53	19.13	19.73	21.81
Clerk IV	N030	15.92	16.42	16.94	17.47	18.01	
Clerk Typist	N030	15.92	16.42	16.94	17.47	18.01	
College Junior Intern	P452	13.92	15.57				
Coordinator Duplicating and Supply	N140	21.10	21.75	22.42	23.13	23.85	
Crew Chief Seasonal	P360	16.72					
Day Camp Supervisor	P461	15.36					
Dispatcher	P648	18.52	19.10	19.69	20.34	20.91	
Engineering Intern Seasonal	N308	13.92	15.57				
Exam Proctor	P358	9.79	10.44	11.11			

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2016

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Exam Supervisor	P460	15.67					
Field Auditor	N140	21.10	21.75	22.42	23.13	23.85	
Fire Protection Gear Repairer	P298	34.98					
Firefighter Trainee* (7/1/16 - 12/31/16)	P354	9.00	9.60	18.73			
Firefighter Trainee* (1/1/17 - 6/30/17)	P354	9.70	9.70	18.73			
Forestry Worker	P618	17.20	17.73	18.28	18.88	19.52	
Graduate Intern	N463	16.81					
Ground Equipment Operator	P362	14.55					
Grounds Worker	P451	10.72					
Human Resource Consultant II	N210	26.56	27.39	28.23	29.13	30.04	35.26
Interdepartmental Messenger	N060	17.00	17.52	18.06	18.66	19.23	
IT Intern	N308	13.92	15.57				
Laborer* (7/1/16 - 12/31/16)	P456	9.21					
Laborer* (1/1/17 - 6/30/17)	P456	9.70					
Laborer Library* (7/1/16 - 12/31/16)	N456	9.21					
Laborer Library* (1/1/17 - 6/30/17)	N456	9.70					
Lead Laborer	P455	12.30					
Legal Asst/CFB	N200	25.54	26.34	27.14	28.01	28.88	33.86
Legislative Aide	N160	22.50	23.19	23.91	24.67	25.44	28.89
Legislative Clerk	N070	17.44	17.98	18.53	19.13	19.73	21.81
Library Page* (7/1/16 - 12/31/16)	N401	9.00	9.18	9.44	9.69		
Library Page* (1/1/17 - 6/30/17)	N401	9.70	9.70	9.70	9.70		
Lifeguard	P825	10.48	10.87	11.34			
Lifeguard Captain	P835	13.58	13.97	14.45			
Lifeguard Lieutenant	P830	12.03	12.42	12.90			
Literacy Aide* (7/1/16 - 12/31/16)	N403	9.32	10.20	11.08			
Literacy Aide* (1/1/17 - 6/30/17)	N403	9.70	10.20	11.08			
Maintenance Mechanic	P608	16.65	17.16	17.69			
Operations Worker	P418	16.59	17.12	17.64	18.19	18.74	
Parks Operations Supervisor	P198	21.60	22.28	22.94	23.68	24.41	
Parks Operations Worker	P418	16.59	17.12	17.64	18.19	18.74	
Photo Grade I	N210	26.56	27.39	28.23	29.13	30.04	35.26
Playground Supervisor	P449	10.87					
Pool Attendant	P457	11.54					
Pool Supervisor	P850	18.33	18.88	19.47			
Principal Engineering Technician	N180	23.97	24.69	25.46	26.28	27.10	31.27
Project Assistant	P128	19.84					
Public Safety Aide	P445	19.82	20.40	20.98			
Public Safety Intern	P447	10.30					
Purchaser	N190	24.68	25.45	26.24	27.08	27.92	32.54

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2016

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Recreation Assistant* (7/1/16 - 12/31/16)	P815	9.69	10.03	10.33			
Recreation Assistant* (1/1/17 - 6/30/17)	P815	9.70					
Recreation Clerical Aide* (7/1/16 - 12/31/16)	P820	9.45	9.70	10.02			
Recreation Clerical Aide* (1/1/17 - 6/30/17)	P820	9.70					
Recreation Leader	N300	18.33	18.88	19.47	20.08	20.72	
Rink Aide* (7/1/16 - 12/31/16)	P448	9.31					
Rink Aide* (1/1/17 - 6/30/17)	P448	9.70					
Rink Manager	P446	13.70					
School Traffic Officer	P459	11.69					
School Traffic Officer II	P458	13.61					
Secretary to Commissioner	N180	23.97	24.69	25.46	26.28	27.10	31.27
Secretary	N110	19.29	19.89	20.50	21.15	21.81	24.58
Secretary to Police Chief	N160	22.50	23.19	23.91	24.67	25.44	28.89
Security Guard	P528	14.22	14.67	15.12	15.61	16.08	
Senior Cashier	N130	20.46	21.08	21.75	22.44	23.12	25.45
Senior Field Auditor	N180	23.97	24.69	25.46	26.28	27.10	31.27
Service Representative	N128	17.37	17.90	18.46	19.04	19.64	
Service Representative Bilingual	N128	17.37	17.90	18.46	19.04	19.64	
Sr. Maintenance Mechanic/Mason	D065	19.17	19.75	20.36	20.98	21.63	22.23
Sr. Operations Worker	D062	17.60	18.13	18.70	19.24	19.88	20.46
Sr. Recreation Assistant	P810	13.98	14.41	14.83			
Stock Clerk	P068	14.87	15.34	15.81	16.32	16.82	
Summer Program Clerk	N303	11.04					
Summer Program Clerk	P454	11.04					
Summer Program Coordinator	N325	19.64					
Summer Program Coordinator	P338	19.64					
Vending Inspector	P359	15.60					
Veterinary Technician Trainee	P088	15.60	16.08	16.59	17.12	17.65	
Water Maintenance Worker	P598	16.35	16.87	17.38			
Youth Intervention Specialist	N180	23.97	24.69	25.46	26.28	27.10	31.27
Youth Worker* (7/1/16 - 12/31/16)	N400	9.00					
Youth Worker* (1/1/17 - 6/30/17)	N400	9.70					
Youth Worker* (7/1/16 - 12/31/16)	P953	9.00					
Youth Worker* (1/1/17 - 6/30/17)	P953	9.70					

*NYS Minimum Wage increases to \$9.70 January 1, 2017.



Rochester City School District

Board of Education

May 12, 2016

President

Van Henri White

The Honorable Lovely A. Warren
Mayor, City of Rochester

Vice President

Cynthia Elliott

City Hall
30 Church Street
Rochester, NY 14614

Members

Mary Adams
José Cruz
Elizabeth Hallmark
Malik Evans
Willa Powell

Dear Mayor Warren:

On May 10, 2016, the Board of Education unanimously adopted a budget of \$864,734,068 to fund the Rochester City School District for fiscal year 2016-17.

Interim

Superintendent of Schools

Linda L. Cimusz

The budget will maintain District programs and services for children in grades K to 12 at or very near current levels, while adding some resources to meet the social and emotional needs of students. It adequately staffs our schools to serve general and special education students, based on current projections for enrollment and required services. The budget expands Pre-kindergarten education opportunities for three- and four-year old students. It maintains current support for schools in receivership status, and we expect to secure additional State allocations to add support for Receivership schools and those newly designated as Priority schools.

The District's 2016-17 budget closes a projected gap of \$40 million from increased employee salaries and benefits, along with tuition costs from the loss of nearly 800 students to charter schools. Efficiencies that have helped to close the gap include lower transportation and extra-pay expenses from consistent, tiered school schedules; reduced substitute costs through fewer teacher vacancies and improved monitoring; and decreased central office and administrative costs. Increased State aid revenue and the application of fund balance have also helped to close the gap.

Specific changes supported in the budget include:

- "Help Zone" rooms in 13 additional buildings to support students and improve climate in every K-8 and secondary school.
- Big Picture alternative program for 9th grade students who need extra support to meet graduation requirements.

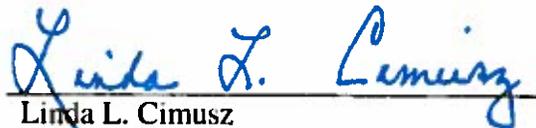
- K-2 curriculum development that is age-appropriate and culturally relevant for Rochester students.
- Summer learning programs in partnership with City libraries and R-centers to provide enrichment opportunities to reduce summer learning loss for our students.

As we prepare to welcome a new Superintendent in the 2016-17 school year, we are pleased to propose a budget that is fiscally balanced, educationally sound and based on input from stakeholders across the District and community. 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 where every student achieves and succeeds to the best of his or her ability.

Sincerely,



Van Henri White
President, Board of Education



Linda L. Cimusz
Interim Superintendent of Schools

Rochester City School District Board of Education

Van Henri White, President
Cynthia Elliott, Vice President
Mary Adams
José Cruz
Malik Evans
Elizabeth Hallmark
Willa Powell



Shanai Lee
District Clerk
(585) 262-8525
Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting: May 10, 2016

Resolution No 2015-16: 706

By Member of the Board Commissioner Cruz

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2016-17 fiscal year as follows:

General Fund Revenues:

\$ 581,239,886	New York State
\$ 119,100,000	City of Rochester
\$ 2,100,000	Federal Medicaid
\$ 9,040,789	Local
<u>\$ 15,000,000</u>	Appropriated Fund Balance
\$ 726,480,675	Total

General Fund Expenses:

\$ 655,972,423	Operating Expense
\$ 13,432,000	Capital Expenses
<u>\$ 57,076,252</u>	Debt Service
\$ 726,480,675	Total

Grants and Special Aid Revenues:

\$ 116,660,393

Grants and Special Aid Expenses:

\$ 116,660,393

School Food Service Fund Revenues:

\$ 21,593,000

School Food Service Fund Expenses:

\$ 21,593,000

Grand Total Budget:

\$ 864,734,068

Seconded by Member of the Board Vice President Elliott

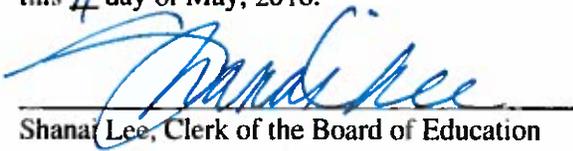
Roll Call Vote

Commissioner Adams	Yes
Commissioner Cruz	Yes
Commissioner Evans	Yes
Commissioner Hallmark	Yes
Commissioner Powell	Yes
Vice President Elliott	Yes
President White	Yes

Adopted 7-0

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 10th of May 2016, 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 seven 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 11 day of May, 2016.

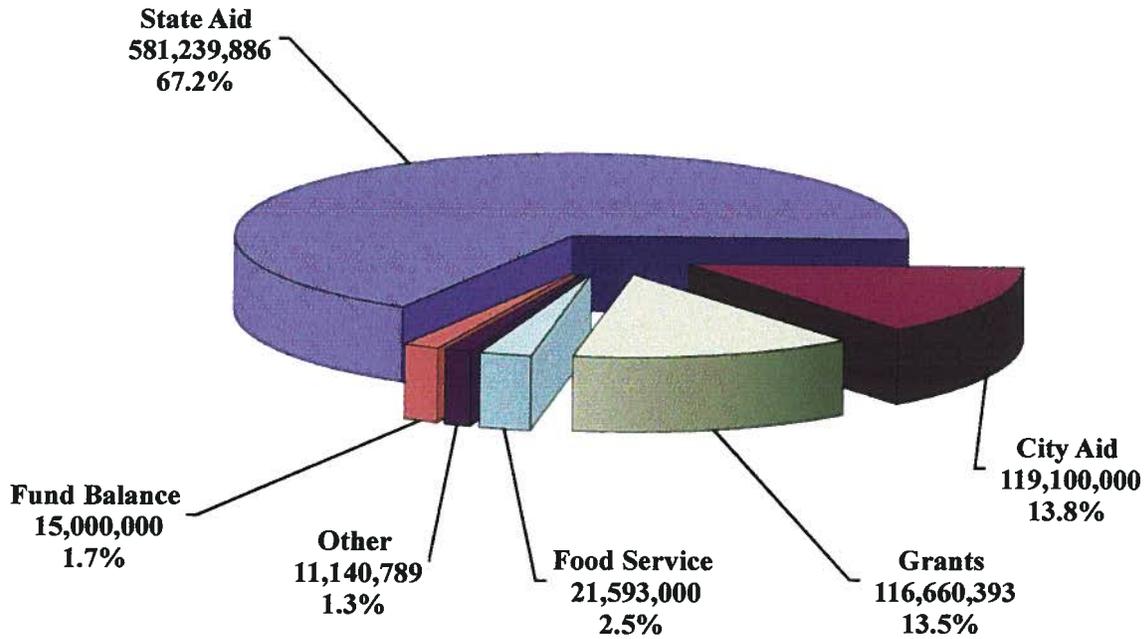

Shanai Lee, Clerk of the Board of Education



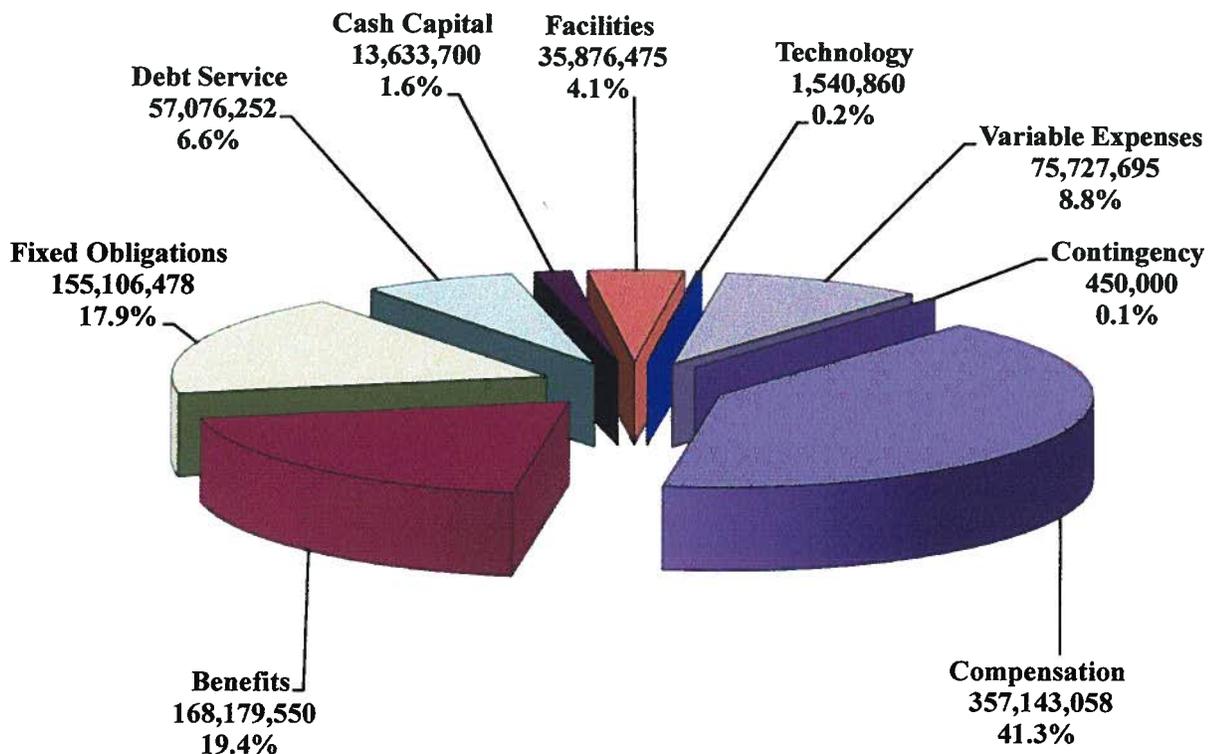
- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to the Budget
- Multi-Year Projection

Districtwide Budget Summary

Revenue Summary - All Funds
\$864,734,068



Expenditure Summary - All Funds
\$864,734,068



2016-17 RCSD Budget

REVENUE SUMMARY

Revenue Category	2014-15 Actual Revenue	2015-16 Amended Budget	2016-17 Proposed Budget	2016-17 Variance
GENERAL FUND				
<u>State Aid</u>				
Foundation Aid	363,022,310	384,827,413	\$406,994,539	\$22,167,126
Community School Aid		-	\$7,000,000	\$7,000,000
Special Services Aid	8,589,031	10,767,211	\$8,400,000	(\$2,367,211)
Special Education - Public High Cost Excess Cost Aid	8,680,868	6,316,908	\$6,500,000	\$183,092
Special Education - Private Excess Cost Aid	10,365,458	10,711,104	\$10,700,000	(\$11,104)
Transportation Aid	55,115,522	61,562,362	\$67,253,822	\$5,691,460
Computer Hardware Aid	721,467	714,094	\$712,237	(\$1,857)
Textbook Aid	2,033,974	2,041,430	\$2,041,400	(\$30)
Software Aid	515,103	512,796	\$512,576	(\$220)
Library Aid	214,912	213,950	\$213,590	(\$360)
Charter School Transitional Aid	11,461,320	15,146,116	\$14,069,640	(\$1,076,476)
Charter School Supplemental Basic Tuition Aid	-	1,008,750	\$1,606,850	\$598,100
Total - Recurring State Aid	460,719,965	493,822,134	526,004,654	32,182,520
<u>Building Aid</u>				
Building Aid	44,707,610	45,574,451	\$52,000,000	\$6,425,549
Subtotal - Building Aid	44,707,610	45,574,451	52,000,000	6,425,549
<u>State Aid Adjustments</u>				
Prior Year Aid - \$20M Spin Up Loan Payment	(667,000)	(666,667)	(\$666,667)	\$0
Local Share Deduction for Certain Students	(923,872)	(578,101)	(\$578,101)	(\$0)
Total - State Aid Adjustments	(1,590,872)	(1,244,768)	(1,244,768)	(0)
<u>Other State Revenues</u>				
Ch 47, 66, 721 Tuition - Alternative Residential	581,929	580,000	\$580,000	\$0
Chapter 348 Tuition - Nonresident Homeless	517,572	500,000	\$500,000	\$0
NYS Legislative Appropriation	1,200,000	1,310,000	\$1,400,000	\$90,000
Incarcerated Youth Aid	2,107,000	1,914,311	\$2,000,000	\$85,689
Total - Other State Revenues	4,406,501	4,304,311	4,480,000	175,689
Total - New York State Revenue	508,243,204	542,456,128	581,239,886	38,783,758
<u>City of Rochester Aid</u>				
City of Rochester Aid	119,100,000	119,100,000	119,100,000	\$0
Total - City Revenue	119,100,000	119,100,000	119,100,000	-
<u>Federal - Medicaid</u>				
Federal - Medicaid	1,426,742	2,100,000	2,100,000	\$0
Total - Federal Medicaid Revenue	1,426,742	2,100,000	2,100,000	-
<u>Other Local Revenue</u>				
Nonresident Tuition	333,502	1,000,000	1,000,000	\$0
Health Services Revenue	700,000	700,000	700,000	\$0
Rental and Use of Buildings	243,767	275,000	275,000	\$0
Curriculum Based Programs	47,876	35,000	35,000	\$0
Sale of Obsolete Equipment	84,847	75,000	75,000	\$0
Stop Loss Reimbursement for Self-insurance	452,555	893,831	450,000	(\$443,831)
Legal Awards & Settlements	1,609,170	-	-	\$0
Prior Years Refunds	706,373	-	-	\$0
Student and Other Fees	45,661	60,000	60,000	\$0
E-Rate Revenue	1,047,894	1,040,127	1,000,000	(\$40,127)
Earnings - General Fund Investments	72,567	75,000	75,000	\$0
Miscellaneous Revenue	261,251	250,000	250,000	\$0
Indirect Costs - Grants	2,743,456	2,813,428	2,366,913	(\$446,515)
Indirect Costs - Food Services		-	500,000	\$500,000
RJSCB QSCB Subsidies & Capitalized Interest	5,766,121	4,657,787	2,253,876	(\$2,403,911)
Total Other Local Revenue	14,115,040	11,875,173	9,040,789	(2,834,384)
Appropriated Fund Balance for General Fund	13,241,958	11,000,000	15,000,000	\$4,000,000
TOTAL GENERAL FUND REVENUE	656,126,944	686,531,301	726,480,675	39,949,374

2016-17 RCSD Budget

REVENUE SUMMARY

Revenue Category	2014-15 Actual Revenue	2015-16 Amended Budget	2016-17 Proposed Budget	2016-17 Variance
GRANT & SPECIAL AID FUNDS				
<u>State Sources</u>				
Universal Pre-Kindergarten	10,814,367	10,817,469	10,817,469	\$0
Other State Source Grants	34,366,025	48,412,076	52,696,304	\$4,284,228
Total - State Grant Sources	45,180,392	59,229,545	63,513,773	4,284,228
<u>Federal Sources</u>				
Formula (Recurring)	41,685,042	38,377,844	38,991,718	\$613,874
Federal ARRA	18,821,778	-	-	\$0
One-Time Grants (Competitive)	9,460,771	14,204,755	10,230,724	(\$3,974,031)
Roll-Over Grants	4,630,746	376,885	-	(\$376,885)
Total - Federal Sources	74,598,337	52,959,484	49,222,442	(3,737,042)
<u>Other Local Sources</u>				
	4,449,156	3,998,428	\$3,924,178	(\$74,250)
GRANT & SPECIAL AID FUND REVENUE	124,227,885	116,187,457	116,660,393	472,936
SCHOOL FOOD SERVICE FUND				
NYS Free & Reduced Price Reimbursement	548,773	570,000	550,000	(\$20,000)
Federal Free & Reduced Price Reimbursement	18,463,009	18,712,000	18,993,000	\$281,000
Federal Surplus Food Revenue	1,128,449	1,000,000	1,000,000	\$0
Summer Food Service Revenue	631,269	500,000	850,000	\$350,000
Other Cafeteria Sales	135,496	150,000	100,000	(\$50,000)
Miscellaneous Revenue	-	-	100,000	\$100,000
SCHOOL FOOD SERVICE FUND REVENUE	20,906,996	20,932,000	21,593,000	661,000
GRAND TOTAL REVENUE - ALL FUNDS	801,261,825	823,650,759	864,734,068	41,083,309

STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the adopted 2016-17 New York State Budget.

FOUNDATION AID **\$406,994,539**

Foundation Aid is unrestricted aid to support the district's general operations such as salaries, benefits, utilities and other operating costs. This aid represents 70% of the State Aid revenue to the District.

COMMUNITY SCHOOLS AID **\$7,000,000**

This aid is new for the 2016-17 budget year and is for Districts with one or more schools designated as persistently failing or failing, and districts designated as high need.

SPECIAL SERVICES AID **\$8,400,000**

These special aids are provided to the five large city school districts, and any other school district that was not a component of a board of cooperative educational services (BOCES) in the base year, in lieu of aid payable to other school districts for career education and administrative uses of technology purchased as shared services and aided through BOCES. A school district receiving aid under this category may not claim BOCES Aid for similar services/purchases.

SPECIAL EDUCATION – PUBLIC HIGH COST EXCESS COST AID **\$6,500,000**

Public High Cost Excess 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, District wealth and average operating expenses per pupil.

SPECIAL EDUCATION – PRIVATE EXCESS COST AID **\$10,700,000**

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, District wealth, and average operating expenses per pupil.

TRANSPORTATION AID **\$67,253,822**

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, and athletic trips.

HARDWARE AND TECHNOLOGY AID **\$712,237**

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. The amount is based on a fixed amount per student and weighted average daily attendance.

SOFTWARE, TEXTBOOK AID AND LIBRARY MATERIALS **\$2,767,566**

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 and weighted average daily attendance.

CHARTER SCHOOL TRANSITIONAL AID **\$14,069,640**

This aid partially offsets the cost of tuition that the district must provide for the transitional cost of students attending Charter Schools.

CHARTER SCHOOL SUPPLIMENTAL BASIC TUITION AID **\$1,606,850**

This aid partially offsets the cost of tuition that the district must provide, for the transitional cost for students attending Charter Schools.

BUILDING AID **\$52,000,000**

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. It is based on the wealth of the district and the allowable expenses of the projects.

OTHER STATE REVENUES **\$4,480,000**

This category represents state funding that the local delegation in Albany has secured for the district, aid for certain resident student placements, aid for homeless students, and incarcerated youth.

STATE AID ADJUSTMENTS **(\$1,244,768)**

This category represents adjustment to offset the district's debt service under the State's Prior Year Claims Financing Program, as well as 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 **\$581,239,886**

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

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.

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.

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.

STUDENT AND OTHER FEES **\$60,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

E-RATE REVENUE **\$1,000,000**

Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.

EARNINGS - GENERAL FUND INVESTMENTS **\$75,000**

This revenue from investments is earned by the district's cash management program.

MISCELLANEOUS REVENUE **\$250,000**

This represents revenues that do not fit in any other categories.

INDIRECT COSTS **\$2,866,913**

Many grant-funded programs provide revenue to offset overhead costs, which the district incurs in the operation of grants. Overhead costs include supervision and administrative cost.

The School Food Service Fund provides revenue to offset overhead cost incurred by the District in the operation of the Lunch Program. Overhead costs includes supervision and administrative cost.

EARNINGS - CAPITAL FUND INVESTMENTS **\$2,253,876**

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.

TOTAL LOCAL REVENUES **\$9,040,789**

APPROPRIATIONS FROM FUND BALANCE **\$15,000,000**

Appropriation from Fund Balance represents the use of accumulated financial surplus from prior years' activities.

GRAND TOTAL GENERAL FUND REVENUE **\$726,480,675**

GRANT REVENUE

Grant Title	2015-16 Amended	2016-2017 Budget	\$ Change Fav/(Unfav)
>>>>STATE SOURCES<<<<<			
ADMIN SPECIALIST – MCDHS	-	53,413	53,413
CITIZENSHIP INITIATIVE PROGRAM	10,000	-	(10,000)
CUBAN-HAITIAN ENTRANTS SUPPORT	54,375	-	(54,375)
EMPLOYMENT PREP ED (EPE)	3,502,927	2,802,342	(700,585)
ENCOMPASS: RESOURCE FOR LEARN	39,035	54,064	15,029
EXTEND DAY/VIOLENCE PROTECTION	342,291	350,000	7,709
EXTENDED LEARNING TIME	3,465,570	3,465,570	-
HAZARD ABATEMENT	23,856	-	(23,856)
HEALTH WORKFORCE RETRAIN NYS	104,651	-	(104,651)
MATH & SCIENCE OPTICS - EAST	460,666	460,666	-
MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
OTDA BRIA - REFUGEE ASSISTANCE	228,735	-	(228,735)
PRE-K EXPANSION 3 & 4 YEAR OLD	7,164,374	11,940,627	4,776,253
PRE-K FULL DAY/EXPANDED	9,976,972	9,977,445	473
PRE-K UNIVERSAL	10,817,469	10,817,469	-
RECEIVERSHIP CHARLOTTE	1,108,576	-	(1,108,576)
RECEIVERSHIP EAST	3,612,240	4,031,995	419,755
RECEIVERSHIP MONROE	1,833,816	2,800,000	966,184
RECEIVERSHIP SCHOOL #09	1,324,962	1,600,000	275,038
SCHOOL FOR DEAF STATE TUITION	2,060,000	2,163,000	103,000
SCHOOL HEALTH SERVICES	6,292,705	6,292,705	-
SCHOOL LIBRARY SYS OPERATIONS	88,625	88,625	-
SCHOOL LIBRARY SYS SUPPORT	44,628	44,628	-
SMART SCHOLARS/ECHS COHORT 2	111,848	-	(111,848)
SMART SCHOLARS/ECHS COHORT 3	190,000	-	(190,000)
SUMMER SPECIAL ED PROG (ESY)	5,600,000	5,800,000	200,000
TEACHER CENTERS	206,224	206,224	-
TEACHERS OF TOMORROW	500,000	500,000	-
SUBTOTAL - STATE	<u>59,229,545</u>	<u>63,513,773</u>	<u>4,284,228</u>

GRANT REVENUE

Grant Title	2015-16 Amended	2016-2017 Budget	\$ Change Fav/(Unfav)
>>>>FEDERAL SOURCES<<<<			
21ST CENTURY COMMUNITY LEARN'G	1,200,000	1,200,000	-
CHILD NUTRITION FRESH FRUIT	1,033,800	948,120	(85,680)
HOMELESS CHILDREN & YOUTH	91,423	120,000	28,577
IDEA PRESCHOOL SERV & SEC 619	648,628	463,628	(185,000)
IDEA SUPPORT SERV & SEC 611	9,650,149	9,575,149	(75,000)
IMPACT AID	10,000	10,000	-
NATIVE AMERICAN RESOURCE CTR	54,387	12,681	(41,706)
OTDA FOOD STAMP EMPLOYMENT	300,000	-	(300,000)
PERKINS IV CAREER & TECH	80,260	80,260	-
PERKINS IV INCARCERATED YOUTH	11,837	-	(11,837)
PERKINS IV SECONDARY	511,305	400,000	(111,305)
PREGNANCY ASSISTANCE FUND	125,000	125,000	-
PTECH	339,010	339,010	-
RSE-TACS SPEC ED TECH ASST CTR	459,110	472,883	13,773
SES 1003(A) EDISON	-	500,000	500,000
SES 1003(A) SCHOOL #12	-	500,000	500,000
SES 1003(A) SCHOOL #50	-	500,000	500,000
SIF #22	249,759	250,000	241
SIG DISTRICT	7,700,179	4,500,000	(3,200,179)
SUPPLEMNT NUTRITION ASST -SNAP	300,000	0	(300,000)
TITLE I	22,100,000	23,800,000	1,700,000
TITLE I SCHOOL IMPROVEMENT	1,350,000	300,000	(1,050,000)
TITLE II MSP MATH	1,000,000	-	(1,000,000)
TITLE II MSP SCIENCE	325,000	-	(325,000)
TITLE IIA TEACH/PRIN TRNG/RECR	3,800,000	3,800,000	-
TITLE III BILINGUAL	550,000	550,000	-
WIA TITLE 2 - ADULT ED	469,878	375,903	(93,975)
WIA TITLE 2 - ESOL/CIVICS	249,759	199,808	(49,951)
WIA TITLE 2 - INCAR & INSTTT	250,000	120,000	(130,000)
WIA TITLE 2 - LITERACY ZONE	100,000	80,000	(20,000)
SUBTOTAL - FEDERAL	52,959,484	49,222,442	(3,737,042)

GRANT REVENUE

Grant Title	2015-16 Amended	2016-2017 Budget	\$ Change Fav/(Unfav)
>>>>LOCAL SOURCES<<<<			
CAREER & TECH ED TRNG (COUNTY)	520,000	-	(520,000)
EDISON AUTO TECH UPGRADE	60,000	-	(60,000)
EXPEDITIONARY LEARNING – IAT	9,360	-	(9,360)
GO GRANT #10	1,000	-	(1,000)
GREATER ROCH HEALTH DISTRICT	849,558	847,178	(2,380)
JAMES PATTERSON #01	3,500	-	(3,500)
LAURA BUSH – RIA	7,000	-	(7,000)
LAURA BUSH #15	6,000	-	(6,000)
PRE-SCH ADMIN & COUNTY	580,000	715,000	135,000
PRE-SCH INTEGRATED & HANDICAPD	1,100,000	1,100,000	-
PRE-SCH RELATED SERVICES	515,000	900,000	385,000
PRE-SCH S.E.I.T.	210,000	275,000	65,000
PRIMARY PROJECT	130,000	87,000	(43,000)
SKI CLUB #20 WILLMOTT FOUNDTN	6,010	-	(6,010)
YOUTH AS A RESOURCE	1,000	-	(1,000)
SUBTOTAL - LOCAL	3,998,428	3,924,178	(74,250)
TOTAL - GRANT REVENUE	<u>116,187,457</u>	<u>116,660,393</u>	<u>472,936</u>

PRE-K UNIVERSAL**\$10,817,469**

Universal Pre-Kindergarten 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 18 Community Based Organizations that are contracted and supervised by the District.

PRE-K PRIORITY 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 and add 90 additional full day seats over the UPK allocation. The grant provides funding for 1,414 full-day four-year old Pre-Kindergarten placements in designated high needs schools. The Four-year old full-day program will be maintained at 2,080 seats, which includes those at Community Based Organizations. Full Day four-year old programs funded through this grant are offered at 28 RCSD sites and 17 Community Based Organizations.

PRE-K EXPANSION 3 & 4 YEAR OLDS**\$11,940,627**

Expanded Pre-Kindergarten is a grant from New York State that targets the youngest students yet. The grant funds three-year old high-need city residents to attend full-day three-year old programs modeled after the Universal Prekindergarten programs. Pre-K Expansion provides for 1,052 full-day three-year old seats. Students qualify for this program by having met one of three criteria: having an IEP, ELL status, or qualifying for free and/or reduced lunch program. The program is offered at nine RCSD sites and 19 Community Based Organizations.

RECEIVERSHIPS**\$8,431,995**

The New York State Education Department allocated funds specifically to support and implement turnaround efforts for Priority Schools (East, Monroe, Charlotte, and School #9) that have been identified as "Persistently Struggling Schools". These schools have been placed under the sole authority of a 'Receiver'. Each school's 'Receiver' has an initial one-year period to use the enhanced Receivership authority, and the allocated funds, to make demonstrable improvement in student performance at each Persistently Struggling School, or have the State assume school control. The Superintendent of the RCSD is the Receiver for Monroe, Charlotte, and School #9. The University of Rochester is the Receiver for East.

SCHOOL HEALTH SERVICES**\$6,292,705**

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, and Documentation and State reporting

SUMMER SPECIAL EDUCATION – EXTENDED SCHOOL YEAR (ESY) \$5,800,000

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 on learning new skills or "catching up" to grade level, but rather to provide practice to maintain previously acquired or learned skills. The cost of the ESY program is reimbursed by the State at 80% with the remaining 20% funded locally.

EMPLOYMENT PREPARATION EDUCATION AID (EPE) \$2,802,342

This aid supports employment preparation programs such as: adult education, GED preparation, ESOL, and career education for pupils age 21 and older.

EXTENDED LEARNING TIME \$3,465,570

The Rochester City School District received a competitive grant award from the New York State Education Department to provide funding for selected schools to improve student outcomes by adding at least 25 percent more time to the academic calendar beyond the standard schedule, by extending the school day, week, year, or a combination thereof. Schools #8, #10, #22, #23, #41, #44, #46, and the Leadership Academy for Young Men are participants in this grant award. East school is working collaboratively with a partner Community Based organization, the district, and their school-based planning team to add 300 hours per year in Extended Learning Time to their individual school time schedules through academic and enrichment activities.

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 \$3,485,620

GRAND TOTAL STATE GRANTS \$63,513,773

TITLE I FEDERAL ESSA**\$23,800,000****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 the Title I funds for School Improvement activities as defined by NYSED. In 2015/2016, Supplemental Academic Services and ELA/Math Instructional Coaches were used to meet this requirement.

TITLE I SCHOOL IMPROVEMENT GRANT**\$4,500,000**

The School Improvement Grants under Section 1003(g) of the Elementary and Secondary Education Act of 1965, or SIG, provides financial assistance to the lowest achieving schools to significantly raise student achievement through the implementation of one of four recognized school intervention strategies (turnaround, restart, school closure, and transformation). Funding from the US Department of Education flows through the NYS Department of Education, who awards grants to individual school districts. Current Schools are #3, #8, #17, #44, #45, Monroe, NE, NW and Wilson.

TITLE IIA FEDERAL ESSA**\$3,800,000****Highly Qualified and Effective Teaching (ESEA/NCLB Title II A)**

The purpose of Title IIA is to meet NCLB highly qualified teaching requirements, by:

- Providing high quality professional development to ensure teachers become, and remain, highly effective in helping all students learn and achieve high performance standards;
- Meeting 'highly qualified teacher' requirements for core course teaching through effective teacher recruitment, retention and professional development practices; and
- Ensuring strong instructional leadership through effective principal recruitment, retention and professional development practices

TITLE III FEDERAL ESSA**\$550,000****Language Instructions for English Language Learner 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.

DISTRICT - WIDE SUMMARY BUDGET 2015 - 16 PROPOSED BUDGET

IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT **\$10,038,777**
Assistance to States for the Education of School-Aged (Section 611) and
Pre-School Students (Section 619) with Disabilities

The Individuals with Disabilities Education Act (IDEA) is a United States federal law that governs how states and public agencies provide early intervention, special education and related services to children with disabilities. The purpose of IDEA is to provide students with disabilities a Free Appropriate Public Education (FAPE) that prepares them for further education, employment and independent living. These grants provide funding to assist with the additional costs to the District.

21ST CENTURY COMMUNITY LEARNING **\$1,200,000**

The 21st Century Community Learning Centers grant provides students at Schools #3 and #45 with a tiered support framework that balances academics, socio-emotional supports, health and wellness education, community outreach, and family education. The program is heavily individualized to provide each child with a unique set of enrichment activities and caring relationships. Community partners collaborate with the District to deliver a diverse array of support activities.

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.

OTHER FEDERAL GRANTS **\$5,083,665**

GRAND TOTAL FEDERAL GRANTS **\$49,222,442**

LOCAL REVENUE

Pre-School Special Education - Section 4410 **\$2,990,000**

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; and
- CPSE Administration

OTHER LOCAL GRANTS **\$934,178**

GRAND TOTAL LOCAL GRANTS **\$3,924,178**

GRAND TOTAL – ALL GRANTS **\$116,660,393**

2016-17 RCSD Budget

Expenditure Summary (All Funds)

	2014-2015	2015-2016	2016-2017	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
EXPENDITURES BY ACCOUNT				
Salary Compensation				
Teacher	\$ 192,069,536	\$ 196,472,384	\$ 212,964,068	\$ (16,491,684)
Civil Service	59,456,271	61,418,085	63,229,580	(1,811,495)
Administrator	29,260,442	31,288,383	31,615,174	(326,791)
Teaching Assistants	5,407,919	6,184,509	6,806,026	(621,517)
Paraprofessional	7,991,888	8,955,055	10,021,689	(1,066,634)
Sub Total Salary Compensation	294,186,058	304,318,415	324,636,537	(20,318,122)
Other Compensation				
Substitute Teacher	12,148,722	9,966,897	7,445,871	2,521,026
Hourly Teachers	18,524,004	17,315,851	19,183,272	(1,867,421)
Teachers In-Service	2,039,033	2,204,264	977,090	1,227,174
Overtime Civil Service	4,005,552	4,420,359	3,231,978	1,188,381
Civil Service Substitutes	2,183,690	1,619,364	1,668,310	(48,946)
Sub Total Other Compensation	38,901,001	35,526,735	32,506,521	3,020,214
Total Salary and Other Compensation	333,087,058	339,845,150	357,143,058	(17,297,908)
Employee Benefits	157,969,928	161,454,214	168,179,550	(6,725,335)
Total Sal., Other Comp., and Empl. Benefits	491,056,986	501,299,364	525,322,608	(24,023,243)
Fixed Obligations With Variability				
Special Education Tuition	18,370,779	19,658,078	19,256,234	401,844
Contract Transportation	57,879,065	62,574,080	63,049,244	(475,164)
Charter School Tuition	52,263,594	59,682,200	70,821,000	(11,138,800)
Health Service Other Districts	1,072,949	900,000	1,100,000	(200,000)
Insurance Non-Employee	801,014	879,083	880,000	(917)
Sub Total Fixed Obligations	130,387,400	143,693,441	155,106,478	(11,413,037)
Debt Service	48,041,497	52,536,197	57,076,252	(4,540,055)
Cash Capital Outlays				
Cash Capital Expense	6,622,000	5,237,000	10,000,000	(4,763,000)
Textbooks	3,302,183	2,259,761	2,181,600	78,161
Equipment Other than Buses	1,707,934	1,753,034	131,600	1,621,434
Equipment Buses	465,396	179	500,000	(499,821)
Computer Hardware - Instructional	2,465,873	499,888	452,600	47,288
Computer Hardware - Non-Instructional	173,826	256,796	152,000	104,796
Library Books	314,045	421,500	215,900	205,600
Sub Total Cash Capital Outlays	15,051,257	10,428,158	13,633,700	(3,205,542)

2016-17 RCSD Budget

Expenditure Summary (All Funds)

	2014-2015	2015-2016	2016-2017	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
Facilities and Related				
Utilities	9,801,641	9,877,351	9,343,910	533,441
Instructional Supplies	6,439,004	7,204,362	5,148,558	2,055,804
Equip Service Contr & Repair	2,619,981	2,947,802	3,044,895	(97,093)
Facilities Service Contracts	1,668,866	1,570,000	1,016,179	553,821
Rentals	3,215,066	3,201,632	2,668,132	533,500
Maintenance Repair Supplies	1,592,385	1,023,644	969,100	54,544
Postage and Print/Advertising	1,659,673	1,767,037	1,314,663	452,374
Auto Supplies	909,938	1,015,749	1,042,300	(26,551)
Supplies and Materials	9,896,906	9,996,236	10,232,686	(236,450)
Custodial Supplies	663,973	598,627	731,915	(133,288)
Office Supplies	379,314	446,000	364,137	81,863
Sub Total Facilities and Related	38,846,748	39,648,440	35,876,475	3,771,965
Technology				
Computer Software - Instructional	604,117	661,778	589,000	72,778
Computer Software - Non-Instructional	1,327,123	1,441,676	951,860	489,816
Subtotal Technology	1,931,240	2,103,454	1,540,860	562,594
All Other Variable Expenses				
Miscellaneous Services	1,929,305	2,102,333	1,777,408	324,925
Professional Technical Service	22,663,841	29,443,755	29,720,150	(276,395)
Agency Temporary Staff	4,319,866	3,572,549	3,432,289	140,260
Judgments and Claims	354,449	500,000	500,000	-
Grant Disallowances	(835,679)	175,000	120,000	55,000
Interfund Exp Pre-K Spec Ed	508,716	1,000,000	500,000	500,000
Departmental Credits	(2,037,062)	(1,462,880)	(1,097,000)	(365,880)
Indirect Costs Grants	2,787,757	2,813,428	3,155,454	(342,026)
Professional Development	1,276,752	1,711,382	1,791,688	(80,306)
BOCES Services	29,000,641	31,713,418	35,827,706	(4,114,288)
Subtotal of All Other Variable Expenses	59,968,587	71,568,985	75,727,695	(4,158,710)
Total Non Compensation	294,226,729	319,978,675	338,961,460	(18,982,785)
Contingency Fund	-	2,372,720	450,000	1,922,720
Grand Total	\$ 785,283,715	\$ 823,650,759	\$ 864,734,068	\$ (41,083,309)

Position Summary

	2014 - 2015 Actual	2015 - 2016 Amended	2016 - 2017 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT				
Compensation				
Teacher	3,193.30	3,282.76	3,324.70	(41.94)
Civil Service	1,455.75	1,459.49	1,444.76	14.73
Administrator	298.00	301.00	292.70	8.30
Teaching Assistants	240.00	244.00	250.00	(6.00)
Paraprofessional	389.30	419.80	450.00	(30.20)
Building Substitute Teachers	25.00	26.00	26.00	0.00
Employee Benefits	8.00	6.69	5.69	1.00
Grand Total	5,609.35	5,739.74	5,793.85	(54.11)

Explanation of Changes to the Budget

The proposed 2016-17 Rochester City School District Budget increased to \$864.7M from the 2015-16 February Amended Budget of \$823.6M; this represents an increase of \$41.1M or 5.0%.

The overall budget increase was funded by increases of \$38.8M in New York State Aid, \$0.5M in Grant and Special Aid Fund, \$0.7M in Food Service Revenue, and the use of an additional \$4.0M from Fund Balance. These revenue increases were offset by reductions of \$2.8M in Other Local Revenue (Stop-Loss reimbursements for self-insurance and RJSCB QSCB subsidies). The net increase in revenue for all funds is projected to be \$41.1M, from \$823.7M to \$864.7M.

The District projects Salary and Other Compensation costs to increase to \$357.1M from \$339.8M, this represents an increase of \$17.3M or 5.1%. The total increase in teaching staff salaries is \$16.5M, which accounts for 81.2% of the overall salary increase. Increases in total teacher compensation were attributable to contractual salary increases, additional hourly pay for extended day and after-school programs, and additional Special Education teachers to provide adequate support for the Special Education student population. Cost control and management efficiencies have been put in place to curtail the spending on teacher substitute costs, civil service substitute costs, and civil service overtime. Contractual salary increases were incorporated in the budget based on the collective bargaining agreements with each of the five bargaining units.

Employee Benefits costs will increase in 2016-17 from \$161.5M to \$168.2M, an increase of \$6.7M or 4.2%. Health and Dental Insurance is projected to increase by \$3.1M due to rising usage and medical claims as a result of being self-insured. Retirement System costs are expected to increase by \$3.6M as a result of the increase in the total salary for members of the New York State Retirement System and the Teachers Retirement System. Social Security will also increase due to projected staffing salary increases.

Fixed Obligations with Variability will increase by \$11.4M to \$155.1M in 2016-17. Contract Transportation will increase by \$0.5M to \$63.0M as a result of projected student service needs. Charter School Tuition costs are projected to increase by \$11.1M to \$70.8M, reflecting the anticipated enrollment growth of about 800 additional students in the Charter Schools. The enrollment growth is due to the opening of one new charter school, as well as in the continuing expansion of seven of the existing schools to serve additional grade levels.

The Debt Service budget will increase by \$4.5M to \$57.1M 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 expenditures will increase by \$3.2M to \$13.6M in 2016-17. The increase is the result of a change in the items classified as capital expenditure to be in compliance with the City of Rochester capital requirement for the District. An increase of \$0.5M is budgeted for the purchase of school buses in 2016-17 is offset by budget reductions in Equipment Other than Buses and non-instructional hardware. These items are not aidable and will be purchased from the \$10.0M Cash Capital Expense line.

Facilities and Related expenses will decrease by \$3.8M to \$35.9M. Utilities, Instructional Supplies, Facilities Service Contract, Rentals, Maintenance Repair Supplies, Postage and

Print/Advertising, and Office Supplies all decreased by a total of \$4.3M. Equipment Service Contracts, Auto Supplies, Supplies & Materials, and Custodial Supplies increased by \$0.5M in total.

Technology expenses are projected to decrease by \$0.6M to \$1.5M. The District will be purchasing less Computer Software due to decreased grant funding.

All Other Variable Expenses will increase by \$4.2M to \$75.7M. This is due largely to increases of \$4.1M in BOCES Services related to increased Special Education and Health Services, \$0.3M in Professional Technical Services, reduction of \$0.4M in Departmental Credits and \$0.3M in Indirect Grant Cost. These increases were offset by reductions of \$0.1M in Agency Temporary Services, \$0.5M in Inter-fund Expenses for Pre-K Special Education Services and \$0.3M in Miscellaneous Services.

The 2016-17 Budget includes a \$0.5M Contingency Fund designated for East EPO. This contingency budget is reserved to support emergency needs that may arise in the East EPO during the 2016-17 school year. The current budget does not include a contingency fund set aside for the rest of the District.

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	Commissioner's Office (DES), 7-8 (DRYS), 12-6 (NBD), 6-5
Administration (Police), 9-29	Communications (Admin.), 3-18
Architecture & Engineering (DES), 7-15	Community (Library), 11-9
Assessment (Finance), 5-17	Contingency (Contingency), 14-1
BEST (DRYS), 12-19	Debt Service (Capital Expense) 15-16
Budget Amendments, 2015-16 1-41	Director's Office (Finance), 5-5
Buildings and Parks (DES), 7-35	Emergency Communications (ECD), 8-1
Business and Housing Development (NBD), 6-9	Employment Benefits-Current (Undistributed), 13-3
Cash Capital (Capital Expense), 15-5	Employment Benefits-Non-Current (Undistributed), 13-8
Central (Library), 11-5	Equipment Services (DES), 7-41
Chargebacks Duplicating, 5-28 Motor Equipment, 7-43 Postage, 5-14 Printer, 4-8 Telephone, 4-7 Workers Compensation, 13-5	Fund Summary 1-46
Chief's Office (Fire), 10-6 (Police), 9-8	General Risk Management (Undistributed), 13-11
City Council & Clerk (Council/Clerk), 2-1	Glossary ix (Admin.), 3-13
	Information Technology (IT), 4-1

Inspection & Compliance (NBD), 6-24	Reader's Guide vii
Law Department (Admin.), 3-23	Recreation (DRYS), 12-12
Local Government Exemption Impact Report 1-32	Revenue Changes - Summary 1-2
Management & Budget (Admin.), 3-9	Salary Schedules 16-9
Mayor's Office (Admin.), 3-4	Sales Tax 1-6
Multi-Year Projection 1-48	School Tax Relief Program (STAR) 1-27
Neighborhood Preservation (NBD), 6-19	State Aid 1-10
Operations (Police), 9-12	Support (Fire), 10-16
Operations (Fire), 10-10	Treasury (Finance), 5-12
Operations-Bureau of (DES), 7-21	Water – Bureau of (DES), 7-46
Operations-Director's Office (DES), 7-25	Water -Director's Office (DES), 7-48
Operations – Solid Waste Collections (DES), 7-28	Water – Engineering (DES), 7-51
Operations-Special Services (DES), 7-31	Water-Upland Operations Division (DES), 7-54
Operations-Special Operations (Police), 9-22	Water-Water Distribution (DES), 7-57
Operations-Patrol (Police), 9-16	Water-Water Fixed Charges (DES), 7-60
Other (Undistributed), 13-13	
Parking & Municipal Violations (Finance), 5-21	
Planning & Zoning (NBD), 6-15	
Police Personnel Summary 9-5	
Position Summary 16-4	
Property Tax 1-4	
Property Tax (computation) 1-24	
Purchasing (Finance), 5-25	