City of Rochester, NY
2014-2015 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)
Carla M. Palumbo (Northwest District)
Michael A. Patterson (Northeast District)
Elaine M. Spaull (East District)

Mayor
Lovely A. Warren

Deputy Mayor
Leonard E. Redon

Office of Management & Budget

Christopher M. Wagner
Budget Director

Budget Staff
Sarah E. Boyce
Alan Bredekamp
Sharla D. Davenport
James Gillis
Joe Mustico
Kabutey Ocansey
Sarah E. Ruekberg
Josephus Tisdale
Amy J. Ventura
Suzanne P. Warren
Victoria Wehbring

BUDGET AT A GLANCE

	Amended Budget 2013-14	Proposed Budget 2014-15	Dollar Change
BUDGET	$482,451,000	$499,950,200	$17,499,200
PROPERTY TAX LEVY (Before STAR)	$167,149,400	$171,949,400	$4,800,000
TYPICAL HOMESTEAD BURDEN*			
Property Tax	$1,375.50	$1,403.50	$28.00
Service Charges	$932.83	$951.17	$18.34
Subtotal	$2,308.33	$2,354.67	$46.34
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	$11,018.69	$11,236.23	$217.54
Local Works Charge	$818.70	$835.07	$16.37
Total	$11,837.39	$12,071.30	$233.91
PROPERTY TAX RATES (PER $1,000)			
Homestead	$19.65	$20.05	$0.40
Non-Homestead	$42.04	$42.87	$0.83
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	$348.51	$355.48	$6.97
Refuse	$366.00	$373.00	$7.00
Local Works	$218.32	$222.69	$4.37
	$932.83	$951.17	$18.34

*Based on a typical house assessed at $70,000 with 40' front footage and using 80,000 gallons of water annually.
**Based on a business assessed at $262,100 with 150' front footage.

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Budget Process

This budget is for the City's 2014-15 fiscal year, which begins on July 1, 2014 and closes on June 30, 2015. The process and content requirements of the annual budget are stipulated in Section 3–9 of the City Charter. Consistent with these requirements, the Mayor prepares a proposed budget. Detailed budget requests are made by each department, reviewed and analyzed by the Office of Management & Budget, modified as necessary, and approved by the Mayor.

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

Scope of the Budget

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

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

Federal Programs: The administrative costs and certain program expenses are included. However, most program expenditures from the Consolidated Plan. Appropriations from these programs are made during the year.

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

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

Budget Format – Organization

The budget is organized into five presentations:

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

Budget Format - Departmental Sections

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

1. 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. Key Performance Indicators measure how well objectives are being met.

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

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

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

Budget Format Year-to-Year Comparisons

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

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

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

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

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

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

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

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

Basis of Accounting

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

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

Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Overtime Employee Years See Employee Years.

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

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

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

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

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

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

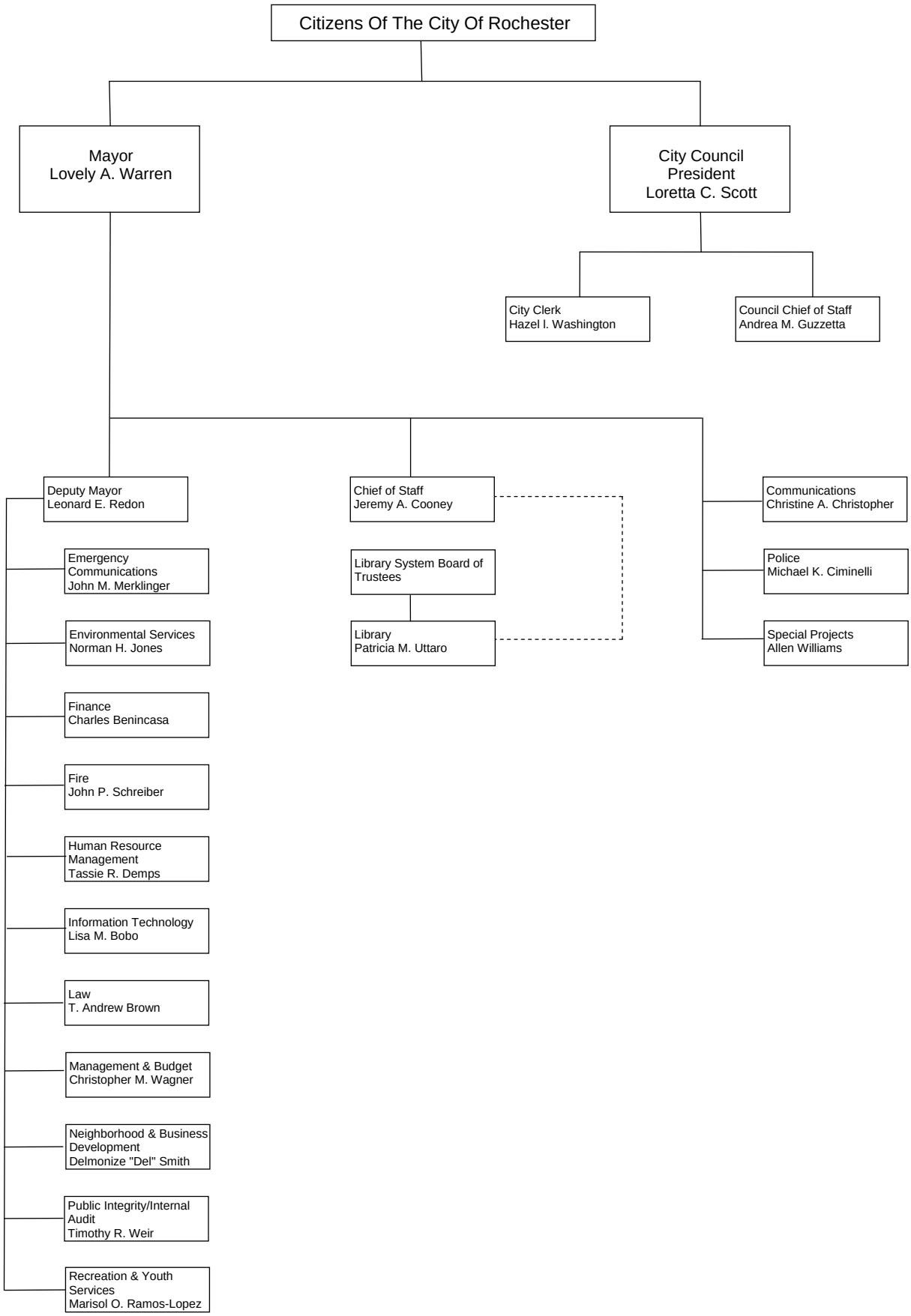
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

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

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

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

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


Citizens Of The City Of Rochester
Mayor
Lovely A. Warren
City Council
President
Loretta C. Scott
City Clerk
Hazel I. Washington
Council Chief of Staff
Andrea M. Guzzetta
Deputy Mayor
Leonard E. Redon
Chief of Staff
Jeremy A. Cooney
Communications
Christine A. Christopher
Emergency
Communications
John M. Merklinger
Library System Board of
Trustees
Police
Michael K. Ciminelli
Environmental Services
Norman H. Jones
Library
Patricia M. Uttaro
Special Projects
Allen Williams
Finance
Charles Benincasa
Fire
John P. Schreiber
Human Resource
Management
Tassie R. Demps
Information Technology
Lisa M. Bobo
Law
T. Andrew Brown
Management & Budget
Christopher M. Wagner
Neighborhood & Business
Development
Delmonize "Del" Smith
Public Integrity/Internal
Audit
Timothy R. Weir
Recreation & Youth
Services
Marisol O. Ramos-Lopez

City of Rochester

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Lovely A. Warren
Mayor

May 16, 2014

TO THE COUNCIL:

RE: The 2014-15 Budget

Ladies and Gentlemen:

In accordance with the City Charter, it is my pleasure to submit to you the City of Rochester's annual budget estimate for the 2014-15 fiscal year. The 2014-15 proposed budget is $499,950,200, which is $17,499,200 or 3.6% higher than the 2013-14 amended budget of $482,451,000. More than half of this increase ($10,761,400) results from an increase in pension expense, which the City will pay in full this year. There will be no pension amortization as there was in 2013-14. The remaining $6,737,800 represents an increase of 1.4% and is in line with the most recent 12-month rate of inflation.

Every budget cycle offers an opportunity to take a fresh look at our priorities. A budget is an articulation of our vision, a roadmap – and in the case of this particular budget, we balance an investment in capital projects with investment in human and social capital – because a healthy city needs both; not just to survive, but to thrive.

Strategic Investment Areas

The issues that Rochester faces are larger than one budget can remedy. Crafting the 2014-15 Budget has been a rigorous exercise, involving many people who have worked through an extensive process to find the right balance that allows us to deliver essential services that the citizens of Rochester rely upon, while continuing to invest in initiatives that will propel our City forward.

This budget provides for a net increase of nine full-time positions. The positions added include a grant writer, staffing in Finance to accommodate the needs of the HR/payroll project and succession planning; and additional staff to support more in-house handling of tax delinquent properties and to increase focus on general collection efforts. We are also adding part-time and seasonal staff to ensure that recreation center amenities are available to our citizens at all times that those centers are open.

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

This budget is framed around a set of strategic investment areas for this Administration – Neighborhood Development, Economic Development, Children and Families, Education and Job Opportunities, Arts and Cultural Vitality, and Public Safety; in other words, an investment in people, an investment in traditional brick and mortar public works projects, an investment in business, and in safety. Below are some highlights of investments contained in the 2014-15 budget.

Investments in Neighborhood Development include:

- $200,000 in cash capital for design and acquisition of land in the Bull's Head area and acceleration of the project
- $40,000 for innovative programming to be administered through Neighborhood Service Center Offices
- Additional resources to handle more tax-delinquent properties in-house and sell fewer tax liens
- Continued funding to support the Focused Investment Strategies (FIS) initiative. It includes funding for streetscape improvements in the Beechwood and Dewey/Driving Park FIS areas. To date, $14.7 million of city funds have been invested in the FIS initiative which has leveraged $56.5 million in additional outside funding
- $1.7 million in cash capital and debt to support demolition of blighted properties

Investments in Economic Development include:

- Support for the Inner Loop East Transformation project
- $500,000 in cash capital for streetscape treatments for Midtown
- $100,000 in additional funding in the Department of Environmental Services for a Clean Commercial initiative to augment cleaning efforts on arterial streets
- Small and micro business support
- Commercial development

Investments in Children and Families include:

- Appropriate staffing for recreation centers so that citizens can utilize all the amenities offered at all sites
- Funding to study the best delivery method for recreational services and to evaluate our Pathways to Peace program
- Continued support for public swimming at Durand-Eastman Beach
- $644,000 to address repairs at recreation centers and parks facilities
- Summer Camp programs in STEM Explosion, Creative Arts Workshop, Sports Center and Earth Explorer Expeditions

Investments in Education and Job Opportunities include:

- Additional staffing to implement Operation Transformation Rochester, which will realign PRIME and the Summer of Opportunity Program; and offer additional programs geared towards education, vocation and employment
- Continued support for the Pathways to Public Safety and Police Cadet Programs
- $520,000 for Library books and materials
- Continued partnership with RCSD for Literacy Aides in branch libraries

Investments in Arts and Cultural Vitality include:

- Continued support for major events that draw regional audiences including The Xerox Rochester International Jazz Festival, The Lilac Festival, the Rochester SummerFest, Fringe Fest and Greentopia
- Continued support for celebrations including The Clarissa Street Reunion, Carifest, the Puerto Rican Festival, Juneteenth, and the Fourth of July
- Continued support for cultural arts activities including free concerts by the Rochester Philharmonic Orchestra, the Image Out Film Festival and the High Falls Film Festival
- Funding to support a new program, "Art/Life," that will bring performances and arts experiences into neighborhoods

Investments in Public Safety include:

- Funding to support the transition to a five-section policing model beginning in January 2015
- Support for recruit classes for Police and Fire, which will maintain staffing levels and increase diversity among uniformed personnel
- A firefighter dedicated to school and community fire safety education programs
- $1 million to replace a ladder truck in the Fire Department

Closing the Budget Gap

We closed our $37.5 million all funds gap and funded an additional $1.2 million in strategic investments through:

- $10.4 million Reduction in planned capital expenses and use of Enterprise Fund Balances to support them;
- $7.4 million Net fringe benefits savings, including pension
- $6.0 million Municipal Relief from New York State
- $6.0 million Use of Retirement Reserve
- $5.8 million Tax and Fee Increases
- $2.6 million Use of Tax Relief Reserve
- $0.5 million Departmental reductions and efficiencies

Despite the reduction in planned capital expenses and use of Enterprise Fund balances to support them, the proposed $98.6 million 2014-15 capital program represents significant investment in our City. We benefitted from savings in our Undistributed budget of $7.4 million, largely due to lower than expected pension expenses. We are grateful to New York State for the $6 million in Municipal Relief, which allows us to make many of the investments highlighted above and avoid cuts to critical services.

To close the bulk of the remaining gap, this budget proposes that the typical homeowner pay an additional $46.34 and non-homestead property owners will see a rate increase of 1.98% in taxes and fees. This decision is not made lightly, but is one that had to be balanced against significant cuts or a choice to further deplete reserves. It is fiscally prudent because it is within the tax cap allowed by New York State. The fact that this budget complies with the State's tax freeze program ensures that homeowners eligible for the STAR exemption will be held harmless for the tax increase; and thus, they will receive rebate checks from the state starting in the fall.

Conclusion

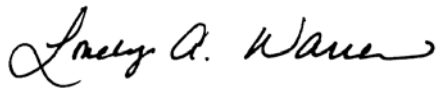
Our community has significant needs, as was outlined in the Rochester Area Community Foundation's poverty report, released last winter. In response, this Administration is stepping up to the challenge and making a fundamental shift to balance our investment in human and social capital with our investment in capital infrastructure. As our priorities shift and realign, we will continue to work aggressively to cultivate more innovative ideas, new pathways of engagement, new partnerships, and opportunities to raise revenue.

I truly appreciate my team for working tirelessly to prepare this budget. I know there were some sleepless nights. Their expertise, candor, insights and passion for our City is priceless.

Many have said that in order to live a healthy life, you have to find balance. The same can be said for a healthy city. With this budget, we bring a sensible balance – one with thoughtful consideration and one that makes fiscally prudent strategic investments.

I look forward to your review and comments.

Respectfully submitted,



Mayor Lovely A. Warren

2014-15 CHILDREN AND FAMILIES FUNDING

The 2014-15 Budget was developed with children and families in mind. All City Departments benefit children and families in some way, from the Public Library and the Department of Recreation and Youth Services, to our 911 Emergency Communications Department and numerous programs within Neighborhood and Business Development.

Our largest departments include the Police Department, the Fire Department, and the Department of Environmental Services – all of which provide services that support children, families, and others who live, work, visit, or do business in the City of Rochester. These include maintenance of law and order, protection of life and property, and maintenance of a safe, clean, and attractive city.

Those programs and services designed for, and delivered specifically to, children and families are listed below.

	PROGRAM	**AMOUNT**
Funding for City School District		
	Maintenance of Effort (MOE)	119,100,000
Environmental Services		
	Parks Operations	2,373,200
Emergency Communications Department		
	Pathways to Public Safety	19,800
Fire Department		
	Pathways to Public Safety & Firefighter Trainee Program	293,000
	Community Outreach Program	76,700
	Fire Related Youth Program	46,400
Library		
	Literacy program	832,800
	Other City funding for library operating expenditures	4,774,400
	Library Books and Materials	520,000
Neighborhood and Business Development		
	Lead Paint Initiative Grant	275,000
	Emergency Shelter Grant	666,000
Police Department		
	School Crossing Guards	538,400
	School Resource Officers	1,000,000
	Pathways to Public Safety/Police Cadet Program	83,200
	Police Activities League	In Kind
	Do The Right Thing Program	In Kind

	PROGRAM	AMOUNT
Recreation and Youth Services		
Commissioner's Office	Summer Food Program Grant	337,300
	Public Market	757,900
	Office of Youth Outreach and Violence Prevention/Pathways to Peace	400,600
Bureau of Recreation	Biz Kids	24,500
	Youth Voice/One Vision - partially grant funded	35,000
	Jr. Rec Leaders	26,400
	Durand Beach	149,600
	Sexual Health Among Young People: NYS Grant	191,200
	USDHHS: Substance Abuse Program Grant	125,000
	Recreation on the Move	96,800
	Youth Bureau contract with Monroe County (partially grant funded)	110,700
	Recreation Centers, Athletics/Aquatics, Summer Camps	6,600,500
Bureau of Employment, Skills Training, & Youth Services	Teenage Pregnancy Prevention USDHHS Grant	1,499,700
	Comprehensive Adolescent Pregnancy Prevention NYS Grant	546,000
	Operation Transformation Rochester	680,500
	Natl League of Cities Grant: Summer/afterschool meals programs	44,000
	Summer of Opportunity Program - General Fund, CDBG, NYS Grant	594,100
	Job Creation/Youth Development (CDBG)	157,100
	Parent Leadership Training Institute (CDBG)	10,000
	NE Youth Organizing (CDBG)	30,000
	Rochester After School Academy NYS Grant	74,400
DRYS Capital	Neighborhood Recreation Facilities (capital)	644,000
	Neighborhood Spray Park (CDBG)	250,000
	TOTAL FUNDING	**143,984,200**

This section will be provided in the Approved Budget.

Increases

Revenue:

- Municipal relief from New York State is budgeted $6,000,000
- A transfer from fund balance committed for retirement costs is budgeted
- An increase of $4,800,000 in the tax levy is proposed to balance the budget
- A transfer from fund balance committed for tax relief is budgeted
- A water rate increase is proposed to balance the budget
- A local works rate increase is proposed to balance the budget
- A residential and commercial refuse rate increase is proposed to balance the budget

Expense:

- Pension amortization does not recur
- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Program enhancements
- Personnel expense related to additional staffing

Decreases

Revenue:

- Interest collected on delinquent property taxes declines
- Delinquent property tax collection declines with shift towards foreclosure
- One time transfer from Cultural Commission does not recur $2,660,000

Expense:

- Decrease in cash capital expense
- Departmental reductions and efficiencies

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

General Fund 2014-15 revenue estimates are $374,153,400 or 5.4% more than the 2013-14 Budget. Municipal relief of $6,000,000 from New York State is budgeted. A transfer of $6,000,000 from fund balance committed for retirement costs is budgeted to avoid amortization of pension costs. A 2.9% increase in the tax levy is proposed to generate $4.5 million in revenue. A transfer of $2.6 million from fund balance committed for tax relief is budgeted.

Special Fund 2014-15 revenue estimates are $18,298,300 or 3.3% more than the 2013-14 Budget. Support from Monroe County increases $150,000 to partially offset full payment of the pension bill for the Central Library. Property tax support to Animal Control and Library increases to offset full payment of the pension bill.

Enterprise Fund 2014-15 revenue estimates are $107,498,500 or 2.1% less than the 2013-14 Budget. Rate increases are budgeted for the Water, Local Works, and Refuse Funds. The appropriation of Refuse Fund balance decreases $2,629,100 as capital expenditures are reduced. The transfer of $2.6 million from the Cultural Commission for the East End garage does not recur. The appropriation of fund balance for Local Works increases $1,888,800.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

	Amended 2013-14	Proposed 2014-15	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	137,000,100	140,152,900	3,152,800	2.3%
Delinquent & Supplemental Taxes	3,490,400	3,100,000	-390,400	-11.2%
In-Lieu-of-Tax Payments	11,000,100	10,115,200	-884,900	-8.0%
Interest & Penalties	2,412,000	1,512,000	-900,000	-37.3%
Sales Tax	139,332,000	142,871,400	3,539,400	2.5%
Utilities Gross Receipts Tax	6,000,000	5,810,600	-189,400	-3.2%
Mortgage Tax	1,500,000	1,500,000	0	0.0%
Taxes Total	300,734,600	305,062,100	4,327,500	1.4%
Departmental Income	6,746,900	7,079,000	332,100	4.9%
Use of Money & Property	314,900	295,000	-19,900	-6.3%
Fines & Forfeitures	5,697,400	5,114,000	-583,400	-10.2%
Licenses & Permits	2,597,400	2,411,700	-185,700	-7.1%
Sale of Property & Compensation for Loss	738,600	722,000	-16,600	-2.2%
Miscellaneous	7,494,400	7,444,900	-49,500	-0.7%
Intergovernmental – New York State	106,992,800	112,983,600	5,990,800	5.6%
Intergovernmental – Federal	4,983,800	4,761,900	-221,900	-4.5%
Intergovernmental – Other	18,901,700	19,883,800	982,100	5.2%
Interfund Revenue & Transfers	-100,251,300	-91,604,600	8,646,700	-8.6%
General Total	354,951,200	374,153,400	19,202,200	5.4%
Animal	1,675,800	1,789,900	114,100	6.8%
Library	16,046,200	16,508,400	462,200	2.9%
Water	39,931,800	39,860,800	-71,000	-0.2%
War Memorial	2,906,600	3,151,500	244,900	8.4%
Parking	15,999,200	13,115,700	-2,883,500	-18.0%
Cemetery	2,843,900	3,249,000	405,100	14.2%
Public Market	814,600	925,800	111,200	13.7%
Refuse	28,095,200	25,719,000	-2,376,200	-8.5%
Local Works	19,186,500	21,476,700	2,290,200	11.9%
Grand Total	482,451,000	499,950,200	17,499,200	3.6%

Property Tax

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

Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation increases by $39,167,214 or 0.67% from the 2013-14 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 2013-14 budget:

	2013-14	2014-15	Change
Expenses	482,451,000	499,950,200	17,499,200
Non-Property Tax Revenue	336,842,800	349,961,300	13,118,500
Property Tax Required (City & School)	145,608,200	149,988,900	4,380,700

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 2014-15. In addition, anticipated collections for the first sixty days following the current year are accrued as 2013-14 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 2014-15 and an amount for the settlement of assessment review proceedings. In accordance with Generally Accepted Accounting Principles, the tax reserve is not reflected in the budget.

4. STAR Program – In 1998-99 New York State enacted the School Tax Relief (STAR) Program, which provides two types of exemption for owner-occupied primary residences. The “Enhanced” program is for property owners 65 years of age or older, with incomes of less than $81,900. Approximately 4,900 property owners will benefit from this program in 2014-15. All owner-occupied property owners with incomes less than $500,000 are eligible for the “Basic” STAR program. Approximately 24,800 property owners will take advantage of the “Basic” program in 2014-15. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Year-to-Year Comparison

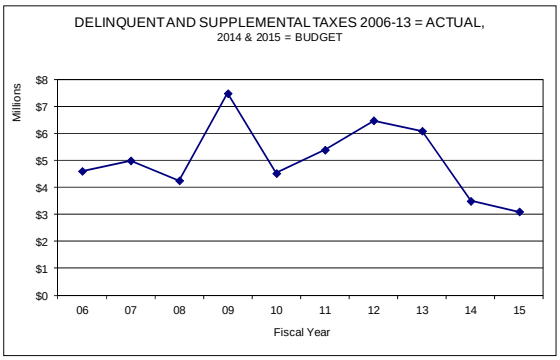
All Funds

2013-14	2014-15	Change
145,608,200	149,988,900	4,380,700

General Fund

2013-14	2014-15	Change
137,000,100	140,152,900	3,152,800

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.

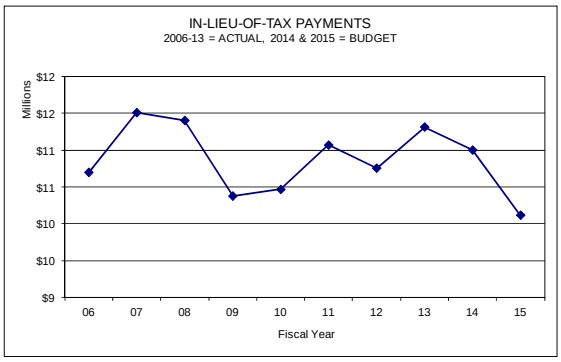
Major Change

Policy shift towards managing distressed properties through foreclosure reduces lien sale activity thereby decreasing delinquent taxes collected.

Year-to-Year Comparison

2013-14	2014-15	Change
3,490,400	3,100,000	-390,400

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.

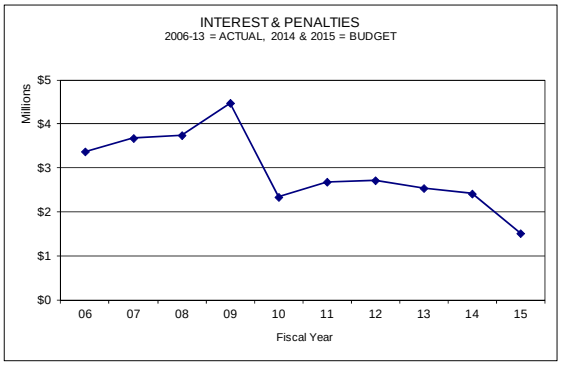
Currently ninety-three COMIDA projects make payments in lieu of taxes. Sixty-six housing projects make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

Major Change
Reduction in revenue due to return to tax roll of 75 S. Clinton Avenue is partially offset by five new COMIDA projects. Three new housing projects begin making payments in 2014-15.

Year-to-Year Comparison

2013-14	2014-15	Change
11,000,100	10,115,200	-884,900

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.

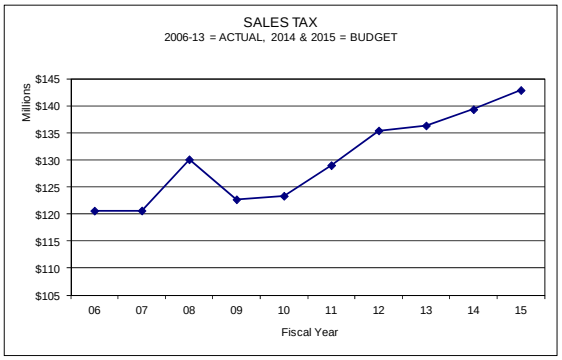


Major Change
Policy shift to foreclosures with reduced lien sale activity results in less interest collected. Lower delinquent tax balances remaining from July 1, 2011 or earlier also reduces revenue.

Year-to-Year Comparison

2013-14	2014-15	Change
2,412,000	1,512,000	-900,000

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.

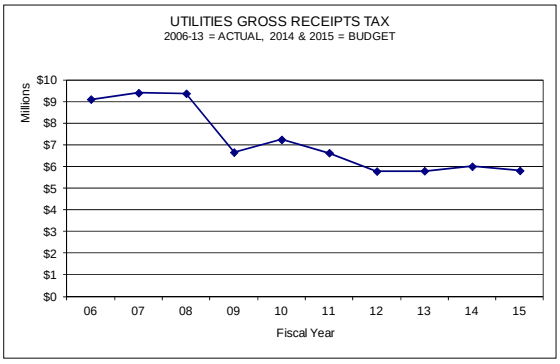
Major Change
Taxable sales are expected to increase 2% on a higher than expected base.

Year-to-Year Comparison

2013-14	2014-15	Change
139,332,000	142,871,400	3,539,400

Utilities Gross Receipts Tax

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



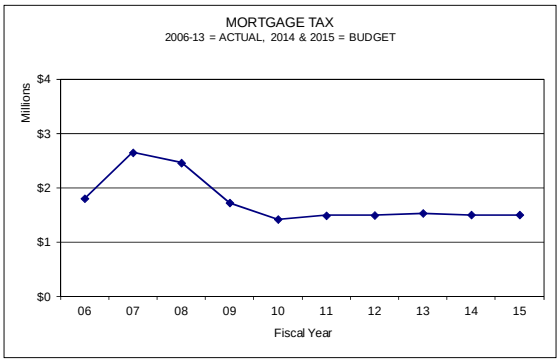
Major Change
Revenue declines as fewer Energy Service Companies (ESCOs) assess and remit tax.

Year-to-Year Comparison

2013-14	2014-15	Change
6,000,000	5,810,600	-189,400

Mortgage Tax

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

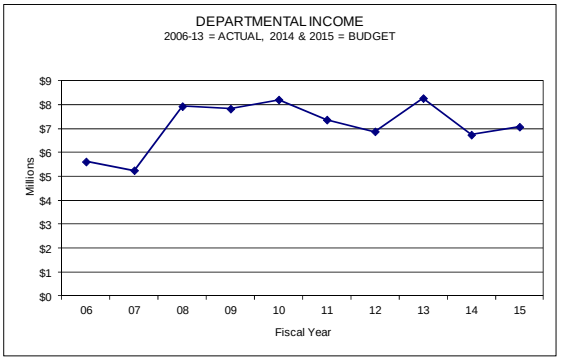


Year-to-Year Comparison

2013-14	2014-15	Change
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

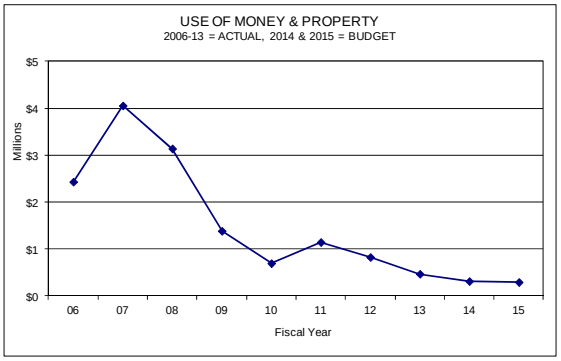
Revenue from West Brighton for primary fire protection and emergency medical first responder services is budgeted at $789,500. Workers' compensation refunds decrease $200,000. Proposed increase in foreclosure fee and increased activity results in $147,000 additional revenue. Special event reimbursement for RPD and RFD drops by $117,700 and $25,000 respectively due to fewer details. Recreation fees decrease net of $100,800 due primarily to: competing kickball league $52,000; construction at South Avenue Recreation Center $22,500; lower than expected permits for Martin Luther King Jr. Memorial Lodge $10,000; and $16,300 in miscellaneous recreation center revenues. Reimbursement from RCSD for School Resource Officers is reduced due to expected vacancy credit $100,000. Reimbursement for demolition charges decrease $40,000. Fewer Fire recruits to be trained by MCC reduces reimbursement $30,000. Reimbursement for legal services provided to Rochester Economic Development Corporation increases $35,000. Fewer sales reduces commissions from vending machines $20,000. Revenue from ATM's within City facilities is reduced $18,400. Convenience fees increase as more transactions occur on-line $14,000. Net of other changes is a decrease of $1,500.

Year-to-Year Comparison

2012-14	2014-15	Change
6,746,900	7,079,000	332,100

Use Of Money & Property

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



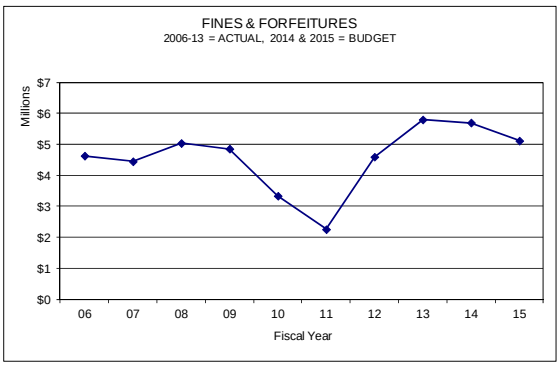
Major Change

Revenue from use of soccer stadium increases $20,100. Rental income from High Falls Center is eliminated $18,000. Port revenue decreases due to loss of tenants during construction $12,000. Interest earnings decrease by $10,000.

Year-to-Year Comparison

2013-14	2014-15	Change
314,900	295,000	-19,900

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.

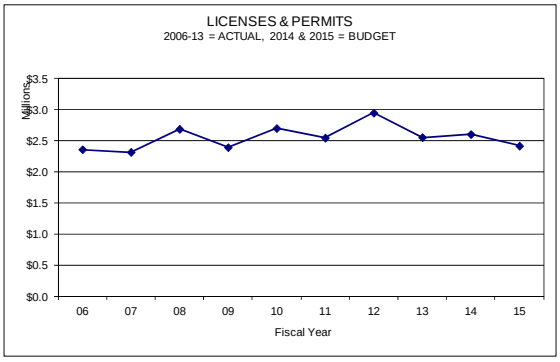
Major Change

Revenue from Red Light Photographic Enforcement Program decreases due to fewer tickets written and reduced collection activity $400,000. Transfer of portion of parking ticket revenue from Parking Fund is discontinued $127,400. Moving violation revenue decreases as NYS retains a larger portion for administrative costs $65,000. Net of other changes is an increase of $9,000.

Year-to-Year Comparison

2013-14	2014-15	Change
5,697,400	5,114,000	-583,400

Licenses & Permits



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

Major Change

Professional licenses decrease $200,600 due to the biannual schedule for renewal. Taxicab and solicitor licenses increase based on actual activity $29,400. Secondhand dealer permits decrease $8,600. Net of other changes is a decrease of $5,900.

Year-to-Year Comparison

2013-14	2014-15	Change
2,597,400	2,411,700	-185,700

Sale Of Property & Compensation For Loss

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

Major Change

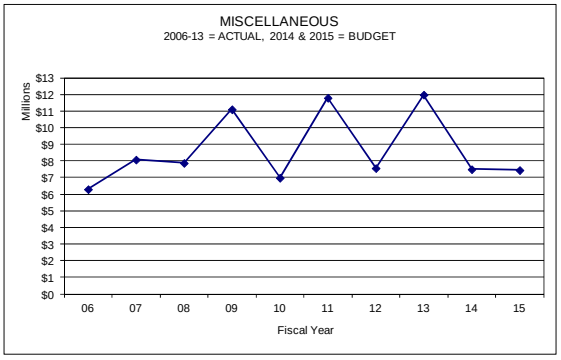
Auto auction proceeds decrease due to reduced inventory $70,000. Sale of real property increases $50,000. Net of other changes is an increase of $3,400.

Year-to-Year Comparison

2013-14	2014-15	Change
738,600	722,000	-16,600

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.



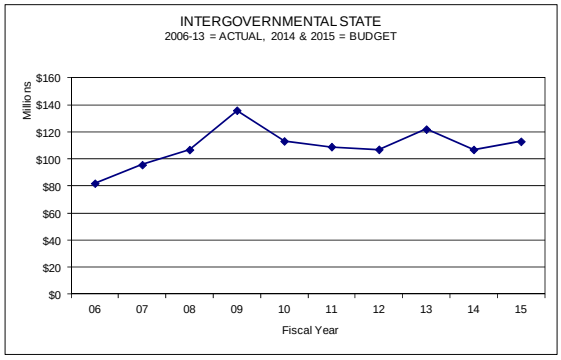
Major Change

Cable TV Franchise revenue decreases $67,400 based on projected sales activity. Appropriation of general fund surplus increases $10,000. First responder franchise fee increases with inflation $7,900.

Year-to-Year Comparison

2013-14	2014-15	Change
7,494,400	7,444,900	-49,500

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



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

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

3. Miscellaneous aid includes reimbursements for various services.

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

Major Change

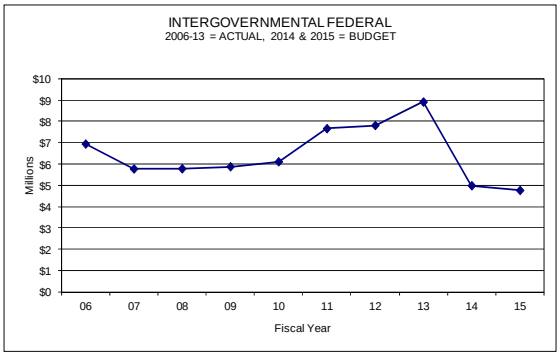
Municipal relief from NYS is budgeted $6,000,000. Project IMPACT expires $569,300. Inflationary adjustment and one time allocation for Extreme Winter Recovery increases Consolidated Highway Improvement Program funding $557,900. Incremental STAR revenue results from proposed property tax increase $179,300. Miscellaneous state grants decrease $190,800 which is largely attributable to the following grants not recurring: Violence Reduction $100,000; Urban Area Security Initiative $43,700; Rochester Works $25,000; and Motor Vehicle Theft Insurance Fraud $22,100. Environmental Quality grant funds increase $93,900. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) decreases $81,100. Net of other changes is an increase of $900.

Year-to-Year Comparison

2013-14	2014-15	Change
106,992,800	112,983,600	5,990,800

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

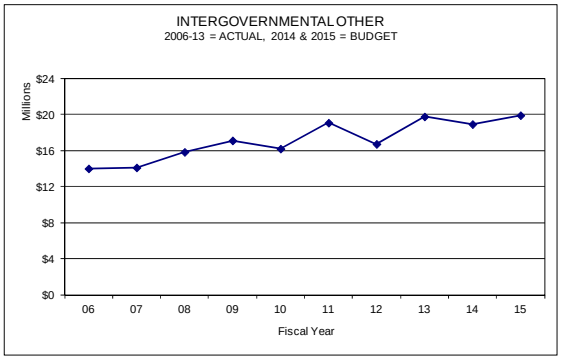
Net reduction in Federal Pregnancy Prevention grant funds $132,300 as more expenses are accounted for in a Special Revenue Fund. Revenue from Community Development Block Grant (CDBG) increases to reimburse on-budget expenditures $119,000. Net reduction in Smart Policing grant $75,200. State Homeland Security Program (SHSP) grant expires $66,400. Project Safe Neighborhoods (PSN) grant expires $47,700. Metropolitan Medical Response System grant ends $36,100. Reimbursement for the Federal Nutrition Summer Lunch Program increases $21,000 to reflect more meals served. Net of other changes is a decrease of $4,200.

Year-to-Year Comparison

2013-14	2014-15	Change
4,983,800	4,761,900	-221,900

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

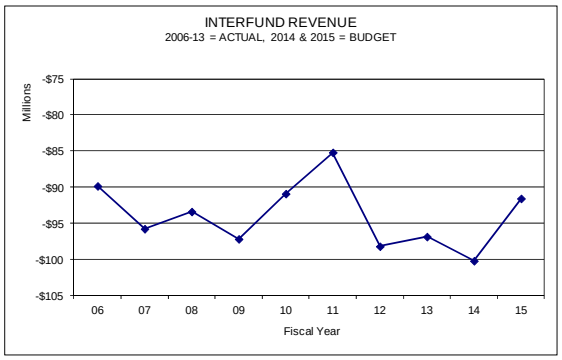
Reimbursement for Emergency Communications increases $1,055,100 due to wage increase, full payment of the pension bill, and program changes. The following grant funding expires: STOP-DWI $67,000 and Underage Tobacco Enforcement $38,000. Traffic shares increase $37,000. Lead hazard reimbursement decreases $5,000.

Year-to-Year Comparison

2013-14	2014-15	Change
18,901,700	19,883,800	982,100

Interfund Revenues & Transfers

Interfund transfers consist of three categories:



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

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

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

Major Change

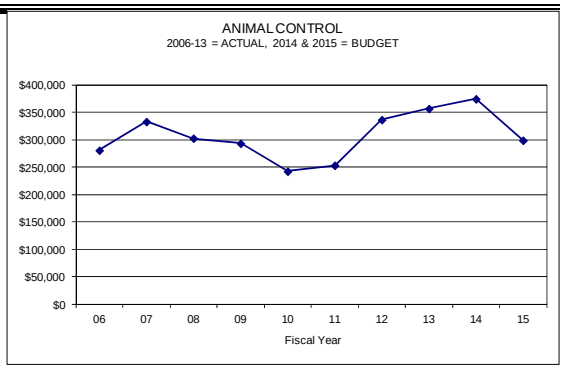
A transfer from fund balance committed for retirement costs is budgeted $6,000,000. Transfer from fund balance committed for tax relief is budgeted $2,619,100. Transfer from Premium & Interest needed to balance the budget increases $380,800. The transfer from refunds and overpayments decreases $111,600. Annual allocation for GRANET expires $200,000. One time allocation of forfeiture funds for community-based programs does not recur $52,600. Street lighting reimbursement increases with corresponding expense $10,000. Net of other changes is an increase of $1,000.

Year-to-Year Comparison

2013-14	2014-15	Change
-100,251,300	-91,604,600	8,646,700

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

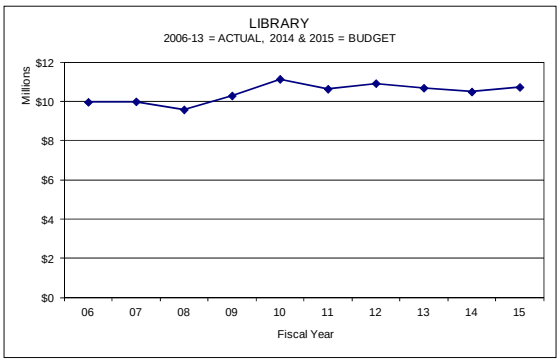
Revenue from spay/neuter services decreases due to veterinarian vacancy $40,000. Net reduction in American Society for the Prevention of Cruelty to Animals (ASPCA) grant funding $35,400. Net of other changes is a decrease of $200. Property tax support needed to balance the budget increases $189,700.

Year-to-Year Comparison

	2013-14	2013-14	Change
Operating Revenue	374,100	298,500	-75,600
Property Tax	1,301,700	1,491,400	189,700
Total	1,675,800	1,789,900	114,100

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

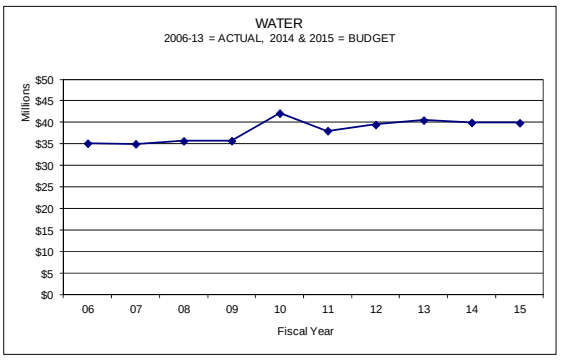
NYS support for capital grant expires $176,400. Support from Monroe County Library System increases $150,000 due to payment of pension bill in full. Net increase in Central Library use and service charges $102,400. A transfer from Premium & Interest is budgeted $98,400. Support from City School District for Literacy Aide program increases $71,800. Net reduction in Central and Community E-rate program $11,300. Net of other changes results in an increase of $900. Property tax support needed to balance the budget increases $226,400.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	10,489,000	10,724,800	235,800
Property Tax	5,557,200	5,783,600	226,400
Total	16,046,200	16,508,400	462,200

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

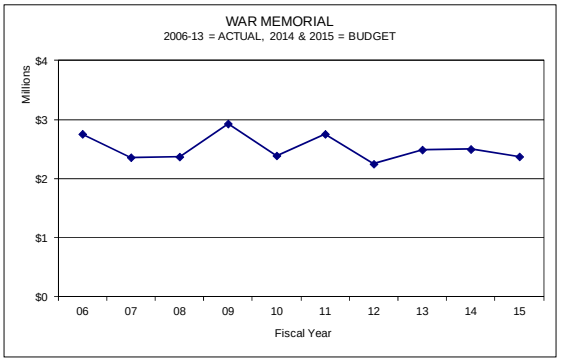
Proposed rate increase results in $595,000 incremental revenue based upon slight reduction in consumption. Appropriation of fund balance decreases by $490,400. Delinquent collections decrease $125,000 due to shift towards foreclosure with less lien sale activity. Sale of water to other municipalities decreases $89,000. Interest and penalties increase $50,000. Net of other changes is a decrease of $11,600.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	39,931,800	39,860,800	-71,000

War Memorial Fund

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



Major Change

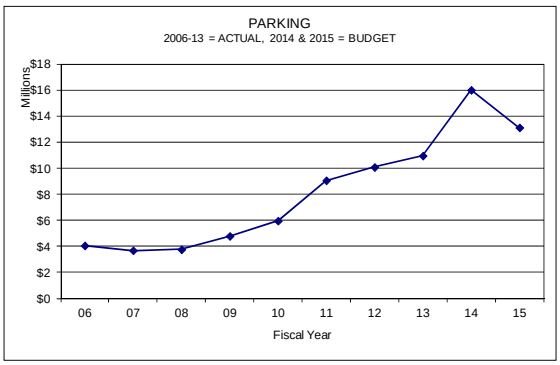
Scoreboard sponsorship is not renewed $125,000. Property tax support needed to balance the budget increases $369,900.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	2,501,000	2,376,000	-125,000
Property Tax	405,600	775,500	369,900
Total	2,906,600	3,151,500	244,900

Parking Fund

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



Major Change

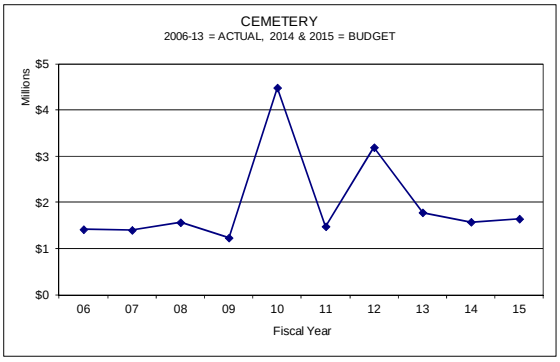
One time transfer from Cultural District for East End Garage capital expenditures does not recur $2,660,000. Delay in reopening of Midtown for public parking decreases revenue $139,900. Decrease in parking tickets written and lower than expected collection of parking fines $225,000. Increase in on-street parking meter collections due to installation of College Town and Midtown meters $102,400. Proposed increase in parking garage rates results in $67,000 additional revenue. Revenue from Strong Museum and Broadway lots transfers to Urban Renewal $28,000.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	15,999,200	13,115,700	-2,883,500

Cemetery Fund

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



Major Change

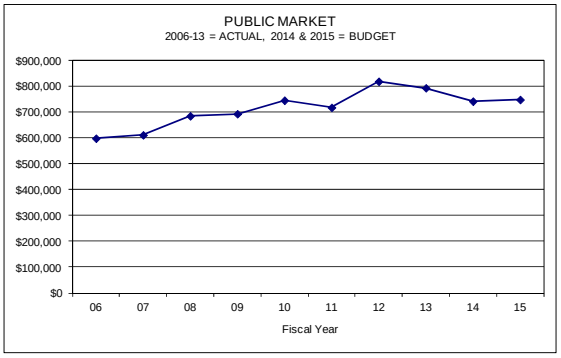
Interment space and product sales increase $34,000. Cremation service fee restructuring results in $30,000 additional revenue. Memorial product sales and service fees increase $28,000. Reimbursement for labor spent on Cemetery capital projects transfers to the General Fund $24,600. Transfer from Premium & Interest increases $700. Property tax support needed to balance the budget increases $337,000.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	1,574,600	1,642,700	68,100
Property Tax	1,269,300	1,606,300	337,000
Total	2,843,900	3,249,000	405,100

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

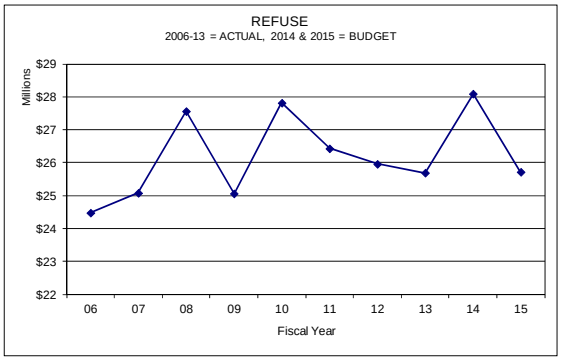
Embellishment fees for snowplowing increase $5,600. Interest on investments increase $700. Property tax support needed to balance the budget increases $104,900.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	740,300	746,600	6,300
Property Tax	74,300	179,200	104,900
Total	814,600	925,800	111,200

Refuse Fund

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



Major Change

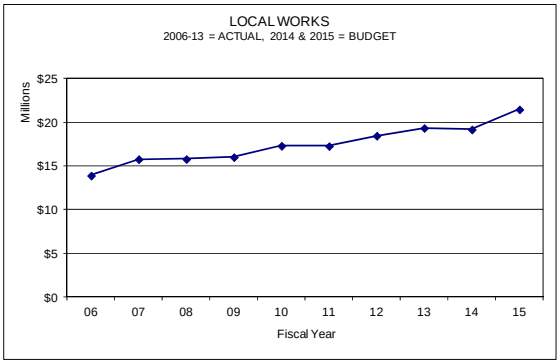
Appropriation of fund balance decreases $2,629,100 as planned capital expenditures decrease. Proposed residential and commercial rate increases result in $245,600 and $100,000 additional revenue respectively. Delinquent collections decrease $100,000 due to shift towards foreclosure with less lien sale activity. Interest on investments increases $7,300.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	28,095,200	25,719,000	-2,376,200

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 increases $1,888,800 to fund capital expenditures. Proposed rate increase results in $394,200 additional revenue. Interest on investments increases $5,000. Transfer from Premium & Interest increases $2,200.

Year-to-Year Comparison

	2013-14	2014-15	Change
Operating Revenue	19,186,500	21,476,700	2,290,200

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
General				
Taxes				
Property Tax (City & School)	137,007,712	137,654,000	137,000,100	140,152,900
Delinquent & Supplemental Taxes	6,087,886	3,098,500	3,490,400	3,100,000
In-Lieu-of-Tax Payments	11,312,984	11,280,800	11,000,100	10,115,200
Interest & Penalties	2,538,375	1,525,500	2,412,000	1,512,000
Sales Tax	136,331,943	140,070,000	139,332,000	142,871,400
Utilities Gross Receipts Tax	5,794,096	5,883,000	6,000,000	5,810,600
Mortgage Tax	1,528,652	1,500,000	1,500,000	1,500,000
Taxes Total	300,601,648	301,011,800	300,734,600	305,062,100
Departmental Income				
Police Fees	1,875,598	1,218,900	1,331,600	1,213,700
Fire Fees	667,607	677,400	734,500	679,400
Finance Fees	136,385	163,200	105,000	263,000
Repairs & Clean-up Fees	585,741	455,000	445,000	455,000
Recreation Fees	1,002,491	980,700	1,087,700	986,900
Zoning Fees	105,982	80,000	80,000	80,000
Charges for Service	2,157,167	2,169,700	1,530,400	2,189,900
Other Dept. Income	1,744,452	1,627,100	1,432,700	1,211,100
Departmental Income Total	8,275,423	7,372,000	6,746,900	7,079,000
Use of Money & Property				
Interest Earnings	190,581	154,000	150,000	140,000
Rental of Real Property	279,014	186,900	164,900	155,000
Use of Money & Property Total	469,595	340,900	314,900	295,000
Fines & Forfeitures				
City Court Fines	37,233	55,000	30,000	39,000
Moving Violations	975,049	835,500	900,000	835,000
Parking Violations	0	0	127,400	0
Municipal Code Fines	943,343	1,001,300	505,000	505,000
Miscellaneous	357,473	238,000	235,000	235,000
Red Light Camera Violations	3,483,676	2,541,400	3,900,000	3,500,000
Fines & Forfeitures Total	5,796,774	4,671,200	5,697,400	5,114,000
Licenses & Permits				
Business & Occupational Licenses	356,529	322,300	323,800	338,600
Bingo Licenses	9,085	10,500	10,500	10,500
Professional Licenses	35,485	323,900	227,000	35,000
Other Licenses	68,396	67,200	67,100	67,200
Building Permits	1,775,263	1,667,600	1,662,000	1,653,400
Street Opening Permits	303,433	307,000	307,000	307,000
Licenses & Permits Total	2,548,191	2,698,500	2,597,400	2,411,700
Sale of Property & Compensation for Loss				
Sale of Scrap	334,345	150,000	200,000	204,000
Sale of Real Property	469,524	216,400	200,000	250,000
Sale of Unclaimed Property	254,251	240,300	257,600	187,000
Other Compensation for Loss	176,799	140,100	81,000	81,000
Sale of Property & Compensation for Loss Total	1,234,919	746,800	738,600	722,000

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Miscellaneous				
General Fund Surplus	4,921,000	4,860,000	4,860,000	4,870,000
Cable TV Franchise Revenue	1,849,116	1,761,100	1,769,200	1,701,800
Miscellaneous	4,901,873	925,500	550,000	550,000
First Responder Franchise Fee	307,500	315,200	315,200	323,100
Miscellaneous Total	11,979,489	7,861,800	7,494,400	7,444,900
Intergovernmental – New York State				
Aid & Incentives to Municipalities	103,703,448	88,234,400	88,234,400	88,234,400
STAR	13,165,687	13,195,700	13,183,700	13,363,000
Youth Aid	91,584	91,600	91,600	91,600
Consolidated Highway Improvements	3,063,875	3,686,500	3,686,500	4,244,400
Miscellaneous	1,975,785	1,819,600	1,796,600	1,050,200
Municipal Relief	0	0	0	6,000,000
Intergovernmental – New York State Total	122,000,379	107,027,800	106,992,800	112,983,600
Intergovernmental – Federal				
Community Development Block Grant	3,494,940	3,297,900	3,308,100	3,427,100
Crime Bill	2,262,814	0	0	0
Transportation Grants	153,218	42,000	90,000	90,000
Federal Nutrition	287,758	243,000	316,300	337,300
Lead Programs	67,639	89,000	89,000	89,000
Metro. Medical Response	366,895	36,100	36,100	0
Substance Abuse Grant	129,696	142,500	142,500	138,100
Miscellaneous	2,147,247	986,400	1,001,800	680,400
Intergovernmental – Federal Total	8,910,207	4,836,900	4,983,800	4,761,900
Intergovernmental – Other				
Off Track Betting	239,829	200,000	200,000	200,000
Emergency Communications	17,216,953	16,746,100	17,066,900	18,122,000
Police Services-Firearms Instruction	27,813	71,200	55,700	55,700
Election Inspectors	193,140	206,200	211,100	211,100
Traffic Shares	694,856	484,000	112,000	149,000
STOP-DWI	159,002	143,000	143,000	76,000
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Miscellaneous	408,571	313,000	318,000	275,000
Intergovernmental – Other Total	19,735,164	18,958,500	18,901,700	19,883,800

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
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	6,675,797	6,639,100	6,639,100	6,639,100
Street Lighting Districts	35,625	35,000	35,000	45,000
Premium & Interest Fund	2,415,000	3,890,000	3,890,000	4,270,800
Foreign Insurance Fund	2,543,046	165,000	165,000	180,000
Downtown Enhancement District	568,500	650,000	568,000	554,000
Downtown Special Services District	528,920	529,200	529,200	529,200
Seized Property Fund	314,625	272,600	352,600	100,000
Tax Relief Fund	0	0	0	2,619,100
Capital Funds	372,000	396,600	372,000	372,000
Early Retiree Reinsurance Program	91,982	0	0	0
Trans. Retirement Reserve	3,280,000	0	0	6,000,000
Trans. Refunds & Overpayment	0	924,200	924,200	812,600
Interfund Revenue & Transfers Total	-96,900,905	-100,224,700	-100,251,300	-91,604,600
General Total	384,650,884	355,301,500	354,951,200	374,153,400
Animal				
Animal Control Center Fees	248,377	199,700	261,000	221,000
Dog Licenses	46,484	42,400	39,000	38,800
Animal Fines	15,705	17,100	16,000	16,000
Miscellaneous	45,892	58,100	58,100	22,700
Property Tax	1,309,100	1,301,700	1,301,700	1,491,400
Animal Total	1,665,558	1,619,000	1,675,800	1,789,900
Library				
Library Charges	2,904,535	2,667,500	2,662,000	2,824,900
County Reimbursement	6,827,000	6,720,000	6,720,000	6,870,000
State Aid	805,160	1,078,900	1,107,000	918,400
Miscellaneous	133,025	0	0	0
Intergovernmental – Federal	13,035	8,600	0	13,100
Trans. Premium & Interest	0	0	0	98,400
Property Tax	5,288,200	5,557,200	5,557,200	5,783,600
Library Total	15,970,955	16,032,200	16,046,200	16,508,400

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Water				
Metered Water Sales	32,677,794	32,000,000	32,765,000	33,360,000
Upland Sales/MCWA	2,444,260	2,240,000	2,280,000	2,185,000
Other Municipalities	446,510	305,000	310,000	316,000
Delinquent Collections	1,435,516	815,000	1,050,000	925,000
Service Charges	132,746	125,000	132,500	139,000
Interest & Penalties	1,087,131	970,000	950,000	1,000,000
Miscellaneous	322,506	251,900	251,700	230,200
Interest Earnings	11,962	11,200	11,200	11,200
Intergovernmental – Federal	1,668	3,400	0	3,400
Trans. Premium & Interest	1,132,000	1,000,000	1,000,000	1,000,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Refund Prior Years Expense	2,889	0	0	0
Trans. Retirement Reserve	70,000	0	0	0
Appropriation of Fund Balance	489,200	938,400	938,400	448,000
Water Total	40,497,182	38,902,900	39,931,800	39,860,800
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	1,586,203	1,596,000	1,596,000	1,471,000
Interest Earnings	321	0	0	0
Property Tax	616,300	405,600	405,600	775,500
War Memorial Total	3,107,824	2,906,600	2,906,600	3,151,500
Parking				
Parking Ramps	5,855,931	6,635,500	7,735,000	7,696,700
Parking Lots	202,329	244,300	297,300	242,000
Meters	987,393	1,097,600	1,097,600	1,200,000
Parking Fines	3,676,489	3,853,000	4,099,600	3,874,600
Cultural District	0	2,660,000	2,660,000	0
Miscellaneous	176,909	91,800	83,000	78,000
Interest Earnings	4,966	5,600	5,600	5,600
Intergovernmental – Federal	5,060	5,000	8,900	5,000
Trans. Premium & Interest	0	12,200	12,200	13,800
Appropriation of Fund Balance	42,800	0	0	0
Parking Total	10,951,877	14,605,000	15,999,200	13,115,700

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Cemetery				
Sales	638,258	517,800	508,000	540,000
Service Charges	601,275	556,500	564,000	573,500
Miscellaneous	219,893	141,200	136,500	157,000
Interest Earnings	13,289	5,100	5,100	5,100
Intergovernmental – Federal	0	98,000	0	0
Trans. Premium & Interest	0	20,400	20,400	21,100
Cremation Service fees	307,419	323,700	316,000	346,000
Trans, Capital Funds	0	0	24,600	0
Property Tax	1,113,000	1,269,300	1,269,300	1,606,300
Cemetery Total	2,893,134	2,932,000	2,843,900	3,249,000
Public Market				
Market Fees	735,083	750,000	700,000	700,000
Embellishment Fees	38,477	44,500	40,000	45,600
Miscellaneous	17,052	0	0	0
Interest Earnings	1,158	300	300	1,000
Intergovernmental – New York State	0	25,000	0	0
Property Tax	268,900	74,300	74,300	179,200
Public Market Total	1,060,670	894,100	814,600	925,800
Refuse				
Current Collections	20,039,798	20,327,000	20,366,900	20,612,500
Commercial Charges	3,136,148	3,242,000	3,266,000	3,366,000
Delinquent Collections	1,800,332	1,579,000	1,675,000	1,575,000
Miscellaneous	473,953	80,000	95,000	95,000
Interest Earnings	20,388	22,000	17,700	25,000
Sale of Scrap	82,750	35,000	35,000	35,000
Trans. Retirement Reserve	79,900	0	0	0
Appropriation of Fund Balance	60,800	2,639,600	2,639,600	10,500
Refuse Total	25,694,069	27,924,600	28,095,200	25,719,000
Local Works				
Current Collections	16,903,490	17,400,000	17,288,600	17,682,800
Delinquent Collections	1,170,779	950,000	925,000	925,000
Miscellaneous	199,323	35,000	35,000	35,000
Interest Earnings	22,417	20,000	15,000	20,000
State Reimbursement-Snow & Ice Control	56,920	60,000	60,000	60,000
Trans. Premium & Interest	0	61,100	61,100	63,300
Appropriation of Fund Balance	1,004,900	801,800	801,800	2,690,600
Local Works Total	19,357,829	19,327,900	19,186,500	21,476,700
Total All Funds	505,849,982	480,445,800	482,451,000	499,950,200

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 2014-15 STAR revenue of $13,363,000 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) is $70,000 in 2014-15. The assessed value for a typical commercial property (Non-Homestead) is $262,100 in 2014-15.

	2013-14	2014-15	Change	Percent Change
TAX RATE (per $1,000)				
Homestead Class				
- City	5.70	6.22	0.52	9.12%
- School	13.95	13.83	-0.12	-0.86%
Total	19.65	20.05	0.40	2.04%
Non-Homestead Class				
- City	12.09	13.18	1.09	9.02%
- School	29.95	29.69	-0.26	-0.87%
Total	42.04	42.87	0.83	1.97%
TAX BURDEN				
Single Family Residence				
- City	$399.00	$435.40	$36.40	9.12%
- School	$976.50	$968.10	-$8.40	-0.86%
Total	$1,375.50	$1,403.50	$28.00	2.04%
Commercial Property				
- City	$3,168.79	$3,454.48	$285.69	9.02%
- School	$7,849.90	$7,781.75	-$68.15	-0.87%
Total	$11,018.69	$11,236.23	$217.54	1.97%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation Of City 2014-15 Property Tax Levy

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	435,867,200			435,867,200
Cash Capital		28,002,000		28,002,000
Debt Service			36,081,000	36,081,000
Tax Reserve	939,496	624,453	1,078,521	2,642,470
Total	436,806,696	28,626,453	37,159,521	502,592,670
REVENUE				
Operating	418,016,770			418,016,770
Cash Capital		16,137,400		16,137,400
Debt Service			15,589,100	15,589,100
Total	418,016,770	16,137,400	15,589,100	449,743,270
TOTAL TAX LEVY	18,789,926	12,489,053	21,570,421	52,849,400
Homestead (42.57103%)**				22,498,534
Non-Homestead (57.42897%)**				30,350,866
ASSESSED VALUE				5,922,074,367
Homestead				3,618,980,359
Non-Homestead				2,303,094,008
TAX RATE				
Homestead	2.21	1.47	2.54	6.22
Non-Homestead	4.69	3.11	5.38	13.18

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2014-15 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2013-14 Homestead and Non-Homestead apportionment was 42.87541% and 57.12459%

Computation Of School 2014-15 Property Tax Levy

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

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	80,116,216			80,116,216
Cash Capital		14,378,851		14,378,851
Debt Service			47,785,769	47,785,769
Tax Reserve	4,216,643	487,008	1,251,349	5,955,000
Total	84,332,859	14,865,859	49,037,118	148,235,836
REVENUE				
Operating	0	0	0	0
Cash Capital		5,125,695		5,125,695
Debt Service*	0	0	24,010,141	24,010,141
Total	0	5,125,695	24,010,141	29,135,836
TOTAL TAX LEVY	84,332,859	9,740,164	25,026,977	119,100,000
Homestead (42.57103%)**				51,064,613
Non-Homestead (57.42897%)**				68,035,387
ASSESSED VALUE				5,968,609,112
Homestead				3,665,169,663
Non-Homestead				2,303,439,449
TAX RATE				
Homestead	9.79	1.13	2.91	13.83
Non-Homestead	21.02	2.43	6.24	29.69

*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 2014-15 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2013-14 Homestead and Non-Homestead apportionment was 42.87541% and 57.12459% respectively.

Computation Of Property Tax Revenue For The General Fund

City Property Tax Levy	52,849,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	171,949,400
Less: Allowance for Uncollectables (Tax Reserve)	8,597,470
Less: STAR Revenue	13,363,000
Combined City and School Property Tax Revenue	149,988,900
Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:	
Animal Control Fund	1,491,400
Library Fund	5,783,600
War Memorial Fund	775,500
Cemetery Fund	1,606,300
Public Market Fund	179,200
Net General Fund Property Tax Revenue	140,152,900

Property Tax Cap

On June 24, 2011 New York State enacted a property tax cap that imposes a limit on the annual growth of property taxes levied by local governments to 2% or the rate of inflation, whichever is less. The calculation of the basic cap of up to 2% is subject to several exclusions or modifications. The calculation is adjusted by a tax base growth factor reflecting the “quantity change” in taxable property values in the base year which is reflective of actual physical changes including new construction. The cap calculation is also adjusted by pension contribution increases that exceed two percentage points of covered payroll. The final adjustment in the calculation is the ability of a local government to use a carryover of up to 1.5% of any unused tax levy growth from the prior year calculation. For 2014-15, the allowable levy growth factor is 1.46% as published by the NYS Office of the Comptroller. Since there was no increase in the tax levy for 2013-14, the City is eligible to use a carry-over in establishing the tax levy for 2014-15. The proposed increase in the tax levy for 2014-15 is $4,800,000 or 2.87% which falls within the allowable levy growth factor adjusted for the carry-over from 2013-14.

STAR

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of less than $81,900. 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 2014-15 program receive up to a $43,010 and $20,100 assessment exemption for the Enhanced program and Basic program respectively. The 2013-14 assessment exemption for the Enhanced program was $42,410. 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 2013-14 for the Enhanced and Basic programs were $821 and $396 respectively. Due to the fact that the Homestead tax rate increased the actual savings for Enhanced was capped at $821 and the savings for Basic was calculated at $395. Therefore the 2014-15 maximum STAR savings is limited to $837 for the Enhanced program and $403 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 4,900 property owners will benefit from the Enhanced STAR program and 24,800 property owners for the Basic STAR program in 2014-15.

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 2014-15 STAR revenue estimate to be reimbursed from the state is as follows:

	Assessed Value Exemption	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	653,652,675	6.22	4,065,720	4,027,865
Non-Homestead	6,419,103	13.18	84,604	84,134
	660,071,778		4,150,323	4,111,998
School:				
Homestead	661,116,968	13.83	9,143,248	9,059,017
Non-Homestead	6,499,729	29.69	192,977	191,917
	667,616,697		9,336,225	9,250,934
Total	N/A	N/A	13,486,549	13,362,932

Assessed Value – Changes

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

2014-15 Assessed Value	5,922,074,367
2013-14 Assessed Value	5,882,907,153
Change	39,167,214
Percent Change	0.67%

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

Non-Homestead Assessment:	
75 S. Clinton Avenue (from COMIDA)	25,000,000
Roll Section 5 (Special Franchise)	4,944,200
87 N. Clinton Avenue (from COMIDA)	3,400,000
Declining 485E/Empire Zone	2,830,400
690 St. Paul Street (from COMIDA)	1,780,900
1770 Emerson Street (from COMIDA)	540,000
Railroad (Roll Section 7)	508,000
38-52 Liberty Pole Way (to COMIDA)	-2,800,000
124 E. Main Street Garage (to COMIDA)	-1,987,600
294-300 Alexander Street (to COMIDA)	-1,349,000
155-159 E. Main Street (to COMIDA)	-800,000
Non-Homestead Net other changes	-93,921
Subtotal	31,972,979
Homestead Assessment :	
Decrease in Veterans Exemption	3,804,041
Homestead Net of other changes	3,390,194
Subtotal	7,194,235
Total Assessment Change	39,167,214

Assessed Valuation – Historic

Fiscal Year	General Municipal Purposes	Veterans Exemption*	Total School Purposes	Change from Prior Year
2014-15	5,922,074,367	46,534,745	5,968,609,112	57,617,533
2013-14	5,882,907,153	48,442,888	5,931,350,041	20,358,462
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2009-10	5,716,799,275	55,887,191	5,772,686,466	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	558,144,061
2007-08	5,135,078,243	54,377,249	5,189,455,492	37,975,473
2006-07	5,094,593,315	56,886,704	5,151,480,019	33,815,713
2005-06	5,057,647,759	60,016,547	5,117,664,306	11,857,246

Tax Collection Experience

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

A. Current Taxes

Fiscal Year	Tax Billed July 1	Current Collections	Percent of Levy	Tax Balances June 30*
2013-14	206,187,605	191,094,700	92.68	15,092,905
2012-13	206,013,149	190,290,555	92.37	15,722,594
2011-12	205,558,194	190,955,268	92.90	14,602,926
2010-11	201,211,222	185,325,233	92.10	14,879,786
2009-10	197,218,680	182,280,504	92.43	14,354,317
2008-09	196,088,229	181,217,589	92.42	13,496,524
2007-08	190,297,840	174,901,972	91.91	14,634,571
2006-07	189,822,199	174,245,337	91.79	14,248,723
2005-06	184,085,987	168,296,701	91.42	14,037,418
2004-05	178,379,701	163,292,548	91.54	13,349,242

B. Delinquent Taxes

Fiscal Year	Delinquent Tax Balances July 1	Delinquent Tax Collections	Percent of Delinquent Tax Balances	Delinquent Tax Balances June 30*	Total Tax Balances June 30**
2013-14	17,595,933	8,405,102	47.77	9,190,831	24,283,736
2012-13	17,491,685	9,953,813	56.91	7,537,872	23,260,466
2011-12	17,188,963	9,163,776	53.31	8,025,187	22,628,113
2010-11	21,084,138	9,355,618	44.37	2,309,177	17,188,963
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138
2008-09	28,448,291	12,409,403	43.62	7,393,287	20,889,811
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291
2006-07	24,102,157	10,328,437	42.85	11,633,085	25,881,807
2005-06	23,003,806	9,682,226	42.09	10,064,739	24,102,157
2004-05	22,968,443	10,310,008	44.89	9,654,564	23,003,806

*Current and delinquent tax balances on June 30 reflect the beginning balances less collections and adjustments for cancellations.
**Total tax balances equals the sum of current and delinquent balances as of June 30.

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

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

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

Fiscal Year	Assessed Value	Equalization Ratio	Full Assessed Valuation
2014-15	5,968,609,112	95.49	6,250,506,977
2013-14	5,931,350,041	97.27	6,097,820,542
2012-13	5,910,991,579	99.30	5,952,660,200
2011-12	5,779,908,468	95.67	6,041,505,663
2010-11	5,777,374,411	99.36	5,814,587,773
	Five Year Total		30,157,081,155
	Five Year Average		6,031,416,231
	Constitutional Percentage		2%
	Constitutional Limit		120,628,325

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 2005-06 to 2014-15

Fiscal Year	Limit	Amount Used	Tax Margin
2014-15	120,628,325	88,082,916	32,545,409
2013-14	118,271,244	83,788,131	34,483,113
2012-13	117,713,012	81,464,027	36,248,985
2011-12	117,971,445	88,313,937	29,657,508
2010-11	117,705,892	83,918,841	33,787,051
2009-10	116,174,350	84,494,562	31,679,788
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043
2006-07	102,594,091	78,369,414	24,224,677
2005-06	100,062,845	87,548,500	12,514,345

Computation of Constitutional Tax Levy Margin for Fiscal Year 2014-15

Five Year Average Full Valuation		$6,031,416,231
Two Per Centum of Five Year Average Full Valuation		$120,628,325
Exclusion Added Thereto:		
School bonds and notes, principal and interest	$23,775,628	
Water bonds and notes, principal and interest	7,460,961	
Appropriation for bonded indebtedness	23,012,439	
Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law*	32,294,756	86,543,784
		207,172,109
Less: Revenue Applied to Debt		2,677,300
Maximum Taxing Power		204,494,809
Total Tax Levy		171,949,400
Constitutional Tax Levy Margin		$32,545,409

*Includes City School District Cash Capital

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

RP-495 (9/08)

NEW YORK STATE DEPARTMENT OF TAXATION & FINANCE

OFFICE OF REAL PROPERTY TAX SERVICES

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: **May 16, 2014**

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2013

Total equalized value in taxing jurisdiction: **$8,369,333,032**

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Total Equalized Value (Column E)	Percentage of Value Exempted (Column F)
13100	County Owned (Generally)	RPTL 406(1)	43	174,891,850	2.09%
13350	City Owner (Generally)	RPTL 406(1)	3,495	466,584,250	5.57%
18020	Municipal Ind. Dev. Agency	RPTL 412-a	146	286,244,900	3.42%
25110	Nonprofit Orgnztn-Religious	RPTL 412-a	569	140,767,200	1.68%
25120	Nonprofit Orgnztn-Educational	RPTL 412-a	128	329,000,950	3.93%
25130	Nonprofit Orgnztn-Charitable	RPTL 412-a	181	97,490,650	1.16%
25210	Nonprofit Orgnztn-Hospital	RPTL 412-a	11	209,713,625	2.51%
41836	Enhanced STAR	RPTL425	4,581	151,588,891	1.81%
41856	Basic STAR	RPTL 425	25,401	509,170,502	6.08%
All Other	All Other	Various	7,316	784,400,020	9.37%
		Totals	41871	$3,149,852,838	37.64%

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

Amount, if any, attributed to payments in lieu of taxes: $ _____
(details contained on RP-495-PILOT)

RP-495 PILOT (9/08)

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: May 16, 2014

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2013

Total equalized value in taxing jurisdiction: $ 8,369,333,032

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Payments in Lieu of Taxes (PILOTs) (Column E)
18020	MUNICIPAL INDUST DEVEL AGNCY	RPTL 412-a	146	$6,834,629.96
		Totals	146	$6,834,629.96

Expense Changes – Highlights

The Mayor's Proposed Budget of $499,950,200 increases expenditures by $17,499,200 or 3.6% more than the 2013-14 Budget. Highlights of the changes that produce this variance are noted in the following display. Details of these and other expense changes are found in Tabs #4 through #17 of this document.

MAJOR PROPOSED INCREASES

- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Pension amortization does not recur
- Program enhancements
- Additional personnel resources to handle more tax-delinquent properties in-house
- Additional staffing in DRYS to implement Operation Transformation Rochester
- Increased staffing for recreation centers
- Finance personnel to assist with implementation of HR/Payroll project
- Grant-writer

MAJOR PROPOSED DECREASES

- Decrease in cash capital expense
- Departmental efficiencies and reductions
- In lieu of depreciation for Parking is eliminated
- Adjustment to timing and number of uniformed recruit classes

Change Detail

Salary & Wage Adjustment	Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,475,200	1,098,400	199,600	566,100	-39,800	14,199,700	17,499,200

Year-to-Year Comparison

	Budget 2013-14	Budget 2014-15	Variance	Percent
City Council and Clerk	1,767,300	1,799,600	32,300	1.8
Administration:				
Mayor's Office	1,717,500	2,148,400	430,900	25.1
Management & Budget	847,100	823,600	-23,500	-2.8
Human Resource Management	2,199,400	2,245,000	45,600	2.1
Communications	2,526,000	2,615,700	89,700	3.6
Law	1,983,000	1,872,100	-110,900	-5.6
Information Technology	6,220,700	6,461,100	240,400	3.9
Finance (Excluding Parking)	4,526,600	4,818,000	291,400	6.4
Finance (Parking)	7,876,300	7,249,500	-626,800	-8.0
Neighborhood & Business Development	13,610,600	13,828,600	218,000	1.6
Environmental Services	80,021,900	82,944,200	2,922,300	3.7
Emergency Communications	13,688,500	13,775,500	87,000	0.6
Police	86,985,900	85,074,600	-1,911,300	-2.2
Fire	45,781,700	45,193,000	-588,700	-1.3
Library	11,151,700	11,290,100	138,400	1.2
Recreation & Youth Services	11,244,900	11,264,400	19,500	0.2
Undistributed Expense	120,701,500	132,281,700	11,580,200	9.6
Contingency	4,418,900	10,182,100	5,763,200	130.4
Cash Capital	30,175,500	28,002,000	-2,173,500	-7.2
Debt Service	35,006,000	36,081,000	1,075,000	3.1
TOTAL	482,451,000	499,950,200	17,499,200	3.6

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
City Council and Clerk	1,714,454	1,756,300	1,767,300	1,799,600
Administration				
Mayor's Office	1,423,496	1,570,800	1,717,500	2,148,400
Management & Budget	805,309	847,900	847,100	823,600
Human Resource Management	2,017,953	2,090,000	2,199,400	2,245,000
Communications	2,361,443	2,542,400	2,526,000	2,615,700
Law Department	1,708,104	1,851,300	1,983,000	1,872,100
	8,316,305	8,902,400	9,273,000	9,704,800
Information Technology	6,133,868	6,855,700	7,077,300	7,489,700
Interfund Credit	-84,100	-69,600	-69,600	-99,100
Intrafund Credit	-791,500	-787,000	-787,000	-929,500
	5,258,268	5,999,100	6,220,700	6,461,100
Finance				
Director's Office	516,888	326,300	474,500	506,800
Accounting	1,148,299	1,161,500	1,161,500	1,258,800
Treasury	1,608,843	1,631,600	1,649,700	1,789,900
Assessment	810,496	925,600	926,800	949,400
Parking & Municipal Violations	5,226,649	6,818,300	7,876,300	7,249,500
Purchasing	786,673	1,006,000	1,006,000	1,036,400
	10,097,848	11,869,300	13,094,800	12,790,800
Interfund Credit	-235,800	-169,000	-169,000	-137,800
Intrafund Credit	-379,000	-522,900	-522,900	-585,500
	9,483,048	11,177,400	12,402,900	12,067,500
Neighborhood & Business Development				
Commissioner	687,613	800,000	843,200	868,500
Business & Housing Development	6,099,601	6,100,000	6,163,400	6,338,200
Planning & Zoning	1,466,961	1,600,000	1,659,600	1,668,900
Neighborhood Preservation	1,268,911	1,510,000	1,522,900	1,526,000
Inspection & Compliance	3,143,468	3,375,000	3,421,500	3,427,000
Total	12,666,554	13,385,000	13,610,600	13,828,600
Environmental Services				
Office of the Commissioner	2,608,797	2,845,400	2,809,100	5,065,400
Architecture & Engineering	7,798,133	7,687,500	7,699,200	7,827,400
Operations & Parks	52,197,881	58,189,700	59,861,200	60,889,900
Water	21,541,063	21,993,300	23,225,300	23,161,700
	84,145,874	90,715,900	93,594,800	96,944,400
Interfund Credit	-5,533,623	-5,852,700	-6,552,700	-6,977,200
Intrafund Credit	-5,888,470	-7,020,200	-7,020,200	-7,023,000
	72,723,781	77,843,000	80,021,900	82,944,200

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Emergency Communications	12,728,851	13,262,000	13,688,500	13,775,500
Police	84,805,251	85,708,700	86,985,900	85,074,600
Fire	44,537,605	45,146,200	45,781,700	45,193,000
Library				
Central Library	7,236,982	7,379,700	7,466,900	7,474,600
Community Library	3,548,087	3,474,000	3,684,800	3,815,500
	10,785,069	10,853,700	11,151,700	11,290,100
Recreation & Youth Services				
Office of the Commissioner	390,578	454,800	457,700	2,085,500
Recreation	7,619,053	7,972,300	8,078,600	7,359,700
BEST	0	0	0	1,819,200
Employment Opportunities	1,189,929	1,236,300	1,376,500	0
Youth Services	1,527,568	1,076,200	1,332,100	0
	10,727,128	10,739,600	11,244,900	11,264,400
Undistributed	128,999,337	115,823,200	121,046,400	132,653,600
Interfund Credit	-332,459	-198,100	-214,000	-244,000
Intrafund Credit	-93,586	-204,800	-130,900	-127,900
	128,573,292	115,420,300	120,701,500	132,281,700
Contingency	0	4,418,900	4,418,900	10,182,100
Capital				
Cash Capital	36,247,600	30,175,500	30,175,500	28,002,000
Debt Service	32,868,958	34,668,000	35,006,000	36,081,000
	69,116,558	64,843,500	65,181,500	64,083,000
TOTAL	471,436,164	469,456,100	482,451,000	499,950,200

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
PERSONNEL EXPENSES				
City Council and Clerk	1,501,709	1,528,700	1,539,500	1,523,500
Administration	6,443,933	6,686,100	6,861,400	7,266,000
Information Technology	4,025,055	3,828,200	4,055,400	4,227,700
Finance	5,534,426	5,845,000	5,909,100	6,174,500
Neighborhood & Business Development	8,409,153	9,121,800	9,175,300	9,403,900
Environmental Services	34,013,702	35,847,200	36,094,200	37,686,300
Emergency Communications	11,467,608	11,924,200	12,322,800	12,328,700
Police	72,188,079	72,181,500	72,226,000	71,143,300
Fire	41,586,639	41,786,700	42,055,700	41,485,800
Library	6,961,990	8,104,900	8,322,200	8,515,300
Recreation & Youth Services	6,382,351	6,894,500	6,994,200	7,047,400
Undistributed	105,225,064	90,311,600	94,437,200	105,222,700
	303,739,709	294,060,400	299,993,000	312,025,100
MATERIALS AND SUPPLIES				
City Council and Clerk	6,573	9,800	8,700	9,300
Administration	82,348	92,000	94,000	95,000
Information Technology	30,118	39,800	41,400	41,500
Finance	176,499	245,400	245,400	227,500
Neighborhood & Business Development	54,486	68,000	85,600	80,500
Environmental Services	10,018,898	11,162,600	12,649,000	13,031,600
Emergency Communications	191,740	142,700	194,700	246,700
Police	1,301,043	1,525,600	1,674,000	1,613,400
Fire	590,523	642,200	688,600	698,500
Library	772,961	777,800	780,900	752,800
Recreation & Youth Services	524,025	318,600	353,100	305,400
	13,749,214	15,024,500	16,815,400	17,102,200

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
SERVICES				
City Council and Clerk	206,172	217,800	219,100	266,800
Administration	1,790,023	2,124,300	2,317,600	2,343,800
Information Technology	2,078,695	2,987,700	2,980,500	3,220,500
Finance	4,386,924	5,778,900	6,940,300	6,388,800
Neighborhood & Business Development	4,040,886	4,002,900	4,144,700	4,134,100
Environmental Services	30,997,558	35,124,300	35,694,800	37,197,300
Emergency Communications	1,069,503	1,195,100	1,171,000	1,200,100
Police	11,263,213	11,972,900	13,057,200	12,309,900
Fire	2,359,847	2,708,100	3,028,200	2,999,300
Library	3,050,118	1,953,600	1,953,600	1,927,000
Recreation & Youth Services	3,820,752	3,526,500	3,709,100	3,809,400
Capital & Debt	39,400	39,400	39,400	39,400
	65,103,091	71,631,500	75,255,500	75,836,400
OTHER				
Neighborhood & Business Development	162,029	192,300	205,000	210,100
Environmental Services	9,115,716	8,581,800	9,156,800	9,029,200
Police	52,916	28,700	28,700	8,000
Fire	596	9,200	9,200	9,400
Library	0	17,400	95,000	95,000
Recreation & Youth Services	0	0	188,500	102,200
Undistributed	23,774,273	25,511,600	26,609,200	27,430,900
Contingency	0	4,418,900	4,418,900	10,182,100
Capital & Debt	69,077,158	64,804,100	65,142,100	64,043,600
	102,182,688	103,564,000	105,853,400	111,110,500
INTERFUND & INTRAFUND CREDITS	-13,338,538	-14,824,300	-15,466,300	-16,124,000
Total	471,436,164	469,456,100	482,451,000	499,950,200

EXPENDITURE SUMMARY
SUMMARY OF 2012-13 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. 2013-14 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

EXPENDITURE SUMMARY
SUMMARY OF 2013-14 BUDGET AMENDMENTS

Department	Approved Budget	Amended Budget	Variance	Ordinances
City Council and Clerk	1,767,300	1,767,300	0	
Administration:	0	0	0	
-Mayor's Office	1,717,500	1,717,500	0	
-Management & Budget	847,100	847,100	0	
-Human Resource Management	2,199,400	2,199,400	0	
-Communications	2,526,000	2,526,000	0	
-Law	1,983,000	1,983,000	0	
Information Technology	6,220,700	6,220,700	0	
Finance (excl. Parking)	4,526,600	4,526,600	0	
Finance - Parking	7,876,300	7,876,300	0	
Neighborhood & Business Development	13,610,600	13,610,600	0	
Environmental Services	80,021,900	80,021,900	0	
Emergency Communications	13,688,500	13,688,500	0	
Police	86,472,000	86,985,900	513,900	2013-262; 2013-263; 2013-296; 2013-303; 2013-343; 2013-385; 2013-386; 2013-390; 2014-18
Fire	45,764,200	45,781,700	17,500	2013-388
Library	11,044,300	11,151,700	107,400	2013-171;2013-273
Recreation & Youth Services	11,114,600	11,244,900	130,300	2013-300; 2013-427; 2013-429; 2014-20
Undistributed Expenses	120,661,500	120,701,500	40,000	2013-349
Contingency	4,509,800	4,418,900	-90,900	2013-273; 2013-349
Cash Capital	29,646,000	30,175,500	529,500	2013-380; 2013-425
Debt Service	35,498,000	35,006,000	-492,000	
TOTAL EXPENSE	481,695,300	482,451,000	755,700	

EXPENDITURE SUMMARY
SUMMARY OF 2012-13 BUDGET AMENDMENTS

Ordinance	Purpose	Amount	Department
2013-171	Literacy Aides	20,000 *	Library
2013-262	Forfeiture Funds	52,600 *	Police
2013-263	GRANET	200,000 *	Police
2013-273	NYSED High Falls	62,000 *	Library
2013-296	Police Grant Funds	90,300 *	Police
2013-300	RASA	46,200 *	DRYS
2013-303	Tobacco Sales Enforcement	38,000 *	Police
2013-343	Homeland Security Emergency Services Grant	7,500 *	Police
2013-349	Mayor Transition	-40,000	Contingency
		40,000	Undistributed
		0	
2013-380	Intermodal Transportation Center		
		-492,000	Debt Service
		-8,000	Contingency
		500,000	Cash Capital
		0	
2013-385	2013 Bomb Squad Initiative Grant	32,300 *	Police
2013-386	2014 STOP DWI	64,000 *	Police
2013-388	2012 Assist to Firefighters Grant	-17,500	Contingency
		17,500	Fire
		0	
2013-390	ASPCA Grant	7,100 *	Police
2013-425	Mt Hope Improvement Project	29,500 *	Cash Capital
2013-427	HEALTH Grant COLA	15,600 *	DRYS
2013-429	Pathways - Hospital Based Intervention Program	47,700 *	DRYS
2011-18	MV Theft and Insurance Fraud Prevention	22,100 *	Police
2014-20	CAPP COLA	20,800 *	DRYS

*Appropriation of additional revenue

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY
APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current 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	1,799,600	956,400	0	0	2,756,000	681,700	2,074,300
Administration	9,704,800	4,560,900	905,000	3,611,300	18,782,000	1,964,000	16,818,000
Information Technology	6,461,100	2,654,000	1,065,000	0	10,180,100	0	10,180,100
Finance	12,067,500	3,645,600	0	0	15,713,100	14,259,600	1,453,500
Neighborhood & Business Development	13,828,600	5,913,800	1,755,000	2,982,600	24,480,000	10,128,500	14,351,500
Environmental Services	82,944,200	25,921,600	20,101,000	23,804,500	152,771,300	96,189,000	56,582,300
Emergency Communication	13,775,500	7,739,600	60,000	81,900	21,657,000	18,122,000	3,535,000
Police	85,074,600	44,485,400	1,933,000	0	131,493,000	9,327,000	122,166,000
Fire	45,193,000	26,043,400	1,066,000	1,608,400	73,910,800	2,439,500	71,471,300
Library	11,290,100	3,925,300	722,000	563,800	16,501,200	16,410,000	91,200
Recreation & Youth Services	11,264,400	4,390,300	395,000	930,900	16,980,600	3,631,500	13,349,100
Undistributed*	2,045,400	0	0	0	2,045,400	0	2,045,400
Contingency	10,182,100	0	0	0	10,182,100	0	10,182,100
Cash Capital	N/A	0	0	0	0	0	0
Debt Service**	N/A	0	0	2,497,600	2,497,600	0	2,497,600
Total		130,236,300	28,002,000	36,081,000	499,950,200	173,152,800	326,797,400

*Other General Fund expenses not distributed.
**Includes only expenditures not distributed to departmental budgets.
N/A - Not applicable; all expenditures distributed
Net of all interfund and intrafund chargebacks

FUND ACCOUNTING

In accordance with generally accepted accounting principles, the City records financial transactions of its operations in various funds, each of which is a separate entity. Funds that do not generate sufficient revenues from operations are supported by property tax revenue. Following is a description of the funds and a table summarizing transactions in these funds during 2013-14.

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.

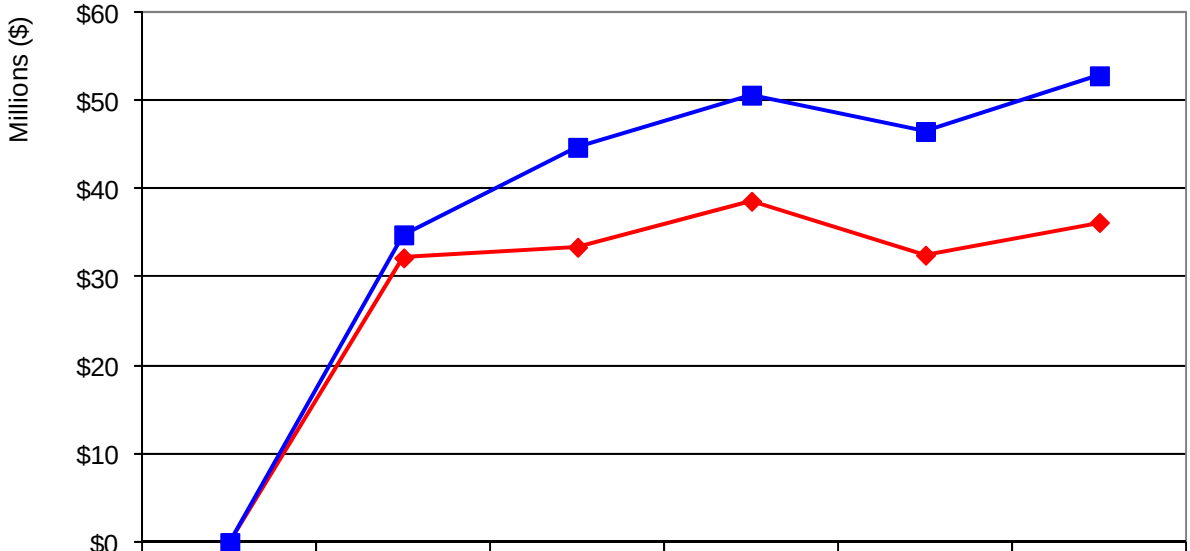
Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk	1,799,600										1,799,600
Administration:											
Mayor's Office	2,148,400										2,148,400
Management & Budget	823,600										823,600
Human Resource Management	2,245,000										2,245,000
Communications	2,615,700										2,615,700
Law	1,872,100										1,872,100
Information Technology	6,461,100										6,461,100
Finance	4,818,000						7,249,500				12,067,500
Neighborhood & Business Developmer	12,833,100					995,500					13,828,600
Environmental Services	25,928,200			12,803,600	23,304,400			1,761,600		19,146,400	82,944,200
Emergency Communications	13,775,500										13,775,500
Police	83,748,700	1,325,900									85,074,600
Fire	45,193,000										45,193,000
Library			11,290,100								11,290,100
Recreation & Youth Services.	10,506,500								757,900		11,264,400
Undistributed Expense	112,233,900	464,000	3,932,300	3,624,400	5,083,400	10,300	1,051,800	484,100	119,900	5,277,600	132,281,700
Contingency	10,182,100										10,182,100
Cash Capital	14,520,000		722,000	4,667,000	4,012,000	688,000	1,203,000	847,000	48,000	1,295,000	28,002,000
Debt Service	22,448,900		564,000	381,700	7,461,000	1,457,700	3,611,400	156,300			36,081,000
	374,153,400	1,789,900	16,508,400	21,476,700	39,860,800	3,151,500	13,115,700	3,249,000	925,800	25,719,000	499,950,200
Revenue											
Property Tax (City & School)	140,152,900	1,491,400	5,783,600			775,500		1,606,300	179,200		149,988,900
Other Taxes	164,909,200										164,909,200
Departmental Income	7,079,000	282,500	2,824,900	18,607,800	38,095,000	1,471,000	9,144,300	1,616,500	745,600	25,588,500	105,455,100
Use of Money & Property	295,000			20,000	254,200			5,100	1,000	25,000	600,300
Fines & Forfeitures	5,114,000	16,000					3,874,600				9,004,600
Licenses & Permits	2,411,700										2,411,700
Sale of Property & Comp.	722,000										722,000
Miscellaneous	2,574,900			35,000	60,200		78,000			35,000	2,783,100
Intergovernmental State	112,983,600		918,400	60,000							113,962,000
Intergovernmental Federal	4,761,900		13,100		3,400		5,000				4,783,400
Intergovernmental Other	19,883,800		6,870,000			905,000					27,658,800
Interfund Revenue	-91,604,600										-91,604,600
Trans. Premium & Interest			98,400	63,300	1,000,000		13,800	21,100			1,196,600
Appropriation of Fund Balance	4,870,000			2,690,600	448,000					10,500	8,019,100
Refuse										60,000	60,000
Total	374,153,400	1,789,900	16,508,400	21,476,700	39,860,800	3,151,500	13,115,700	3,249,000	925,800	25,719,000	499,950,200

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 $34.7 million is expected for 2015-16. This gap accumulates to $52.5 million in 2019-2020.

PROJECTED CITY OF ROCHESTER GAPS



	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
GENERAL FUND	$0.0	$32.2	$33.4	$38.6	$32.5	$36.2
ALL FUNDS	$0.0	$34.8	$44.7	$50.6	$46.5	$52.8

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 2.5% for 2014-15 through 2019-20.

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 $1.0 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 2014-15 to 2019-20.
- Funding for categorical and miscellaneous aid programs increases in the New York State 2014-15 budget by $247,200 for one-time Extreme Winter Recovery relief (e.g., Consolidated Highway Improvement Program funds).
- Funding of $6.0 million to Rochester for municipal relief in the 2014-15 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

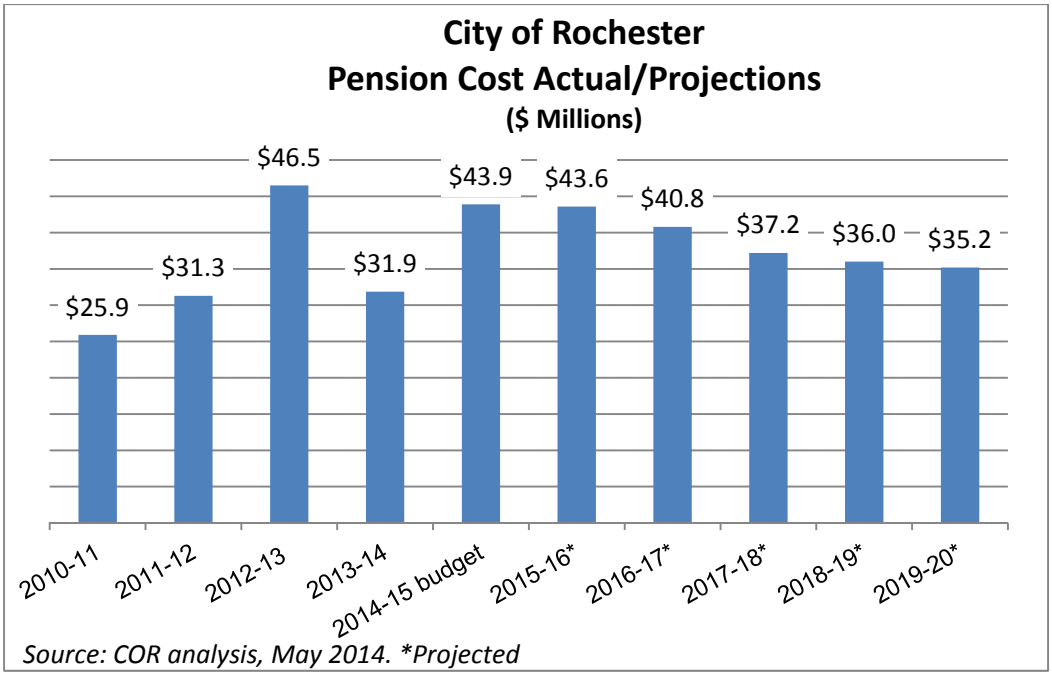
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

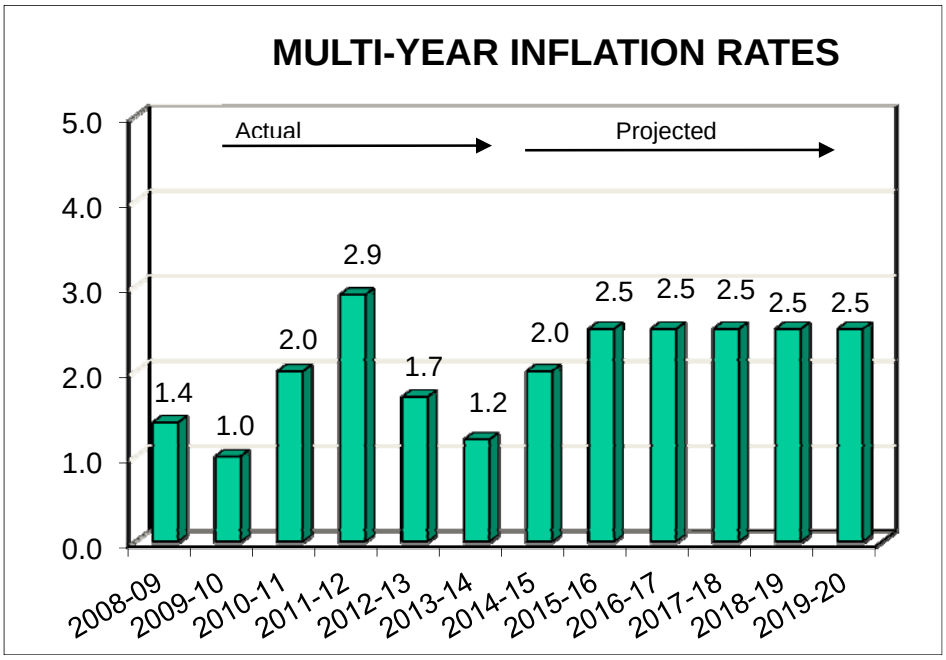
The multi-year projection assumes the appropriation of $4.9 million General Fund surplus is assumed to be constant for 2014-15 to 2019-20.

Expense

The most intense pressure on the projected expenditures is the mandated contribution to the New York State Retirement System. Retirement expense reflects projections based on the most recent information from the New York State Retirement System and amounts to $43.9 million for 2014-15. The projection for 2015-16 is $43.6 million.



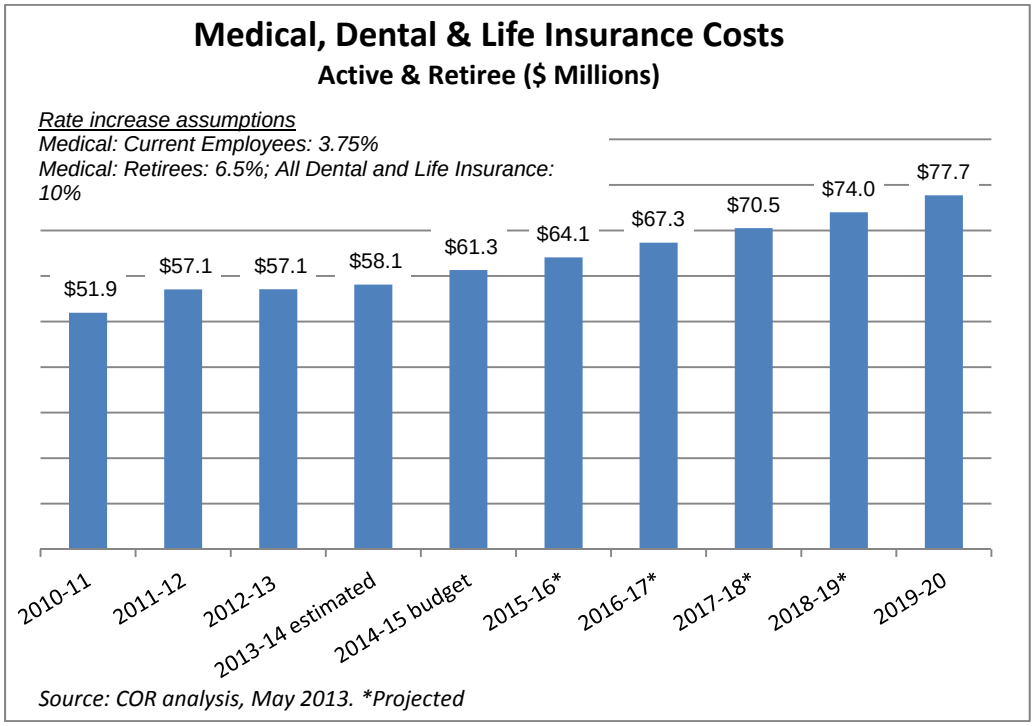
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 2.0% in 2014-15 and 2.5% for 2015-16 through 2019-20. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, construction projects, materials, and other services. Cost increases based on expected inflation rates and current labor agreements are reflected in the multi-year expense projection.



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

Expenditure forecasts for Cash Capital and Debt Service are based on the City's 2015-2019 Capital Improvement Program.

Projections for active employee hospitalization and medical insurance assume a 3.75% increase in 2014-15 and each year thereafter. Projections for retiree hospitalization and medical insurance assume a 6.5% increase in 2014-15 and each year thereafter. The projected debt service reflects projects in the Capital Improvement Program.



Closing The Gap

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

Revenue Options

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

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

Expenditure Options

Major expenditure options to eliminate the gap are to:

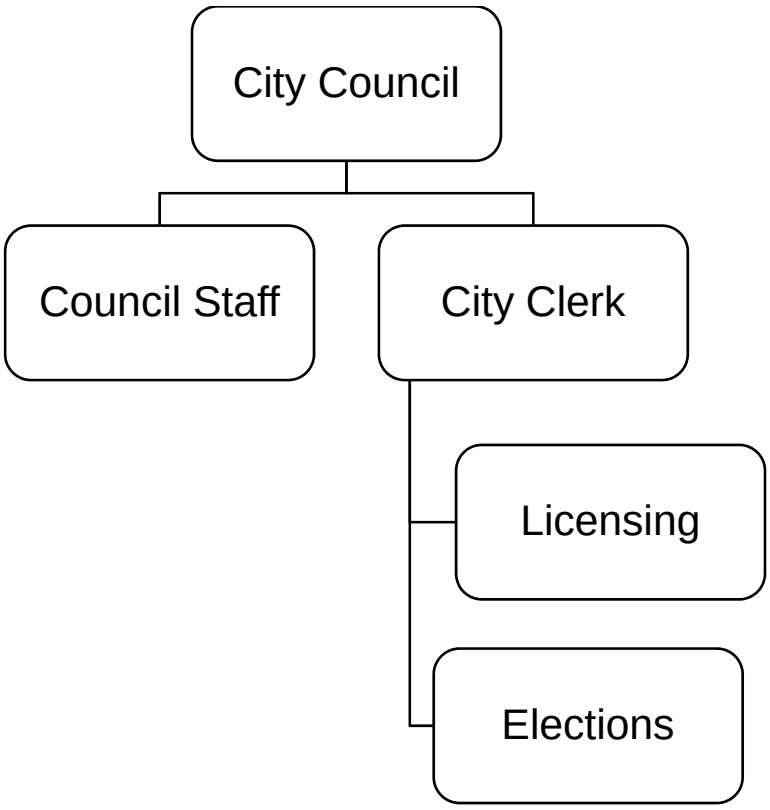
- Improve productivity – Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels.
- Reduce service – If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will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

Mission Statement

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

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

Organization



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

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

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

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

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
CUSTOMER PERSPECTIVE				
Licenses processed:				
● Dog	4,407	4,073	4,125	4,185
● Marriage	1.849	1,887	1,777	1,816
● Duplicate Marriage	1,594	1,435	1,610	1,544
● Commissioner of Deeds	127	128	131	128
● Business	1,386	1,422	1,475	1,424
● Hack Plates	278	264	225	261
● Taxicab drivers	421	427	473	424
● Other taxicab	304	309	324	308
● Animal and Poultry	29	31	28	31
Domestic Partnerships	231	221	164	216
Alarm permits	7,779	7,816	8,193	8,047
Handicapped parking	4,138	4,273	4,035	4,280
Marriage ceremonies	576	571	585	576
Passports	159	163	243	173

Year-To-Year Comparison

Activity	Budget 2013-14	Budget 2014-15	Change	Percent Change
City Council	975,700	1,004,100	28,400	2.9%
Office of the City Clerk	382,500	371,500	-11,000	-2.9%
Licensing	194,500	207,900	13,400	6.9%
Elections	214,600	216,100	1,500	0.7%
Total	1,767,300	1,799,600	32,300	1.8%
Employee Years	23.1	23.1	0.0	0.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-6,000	6,300	700	0	6,500	24,800	32,300

Major Change

Provision made for studies and outside assistance for City Council	14,800
Funding has been set aside should additional contract staffing assistance be needed, particularly with communications	10,000

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

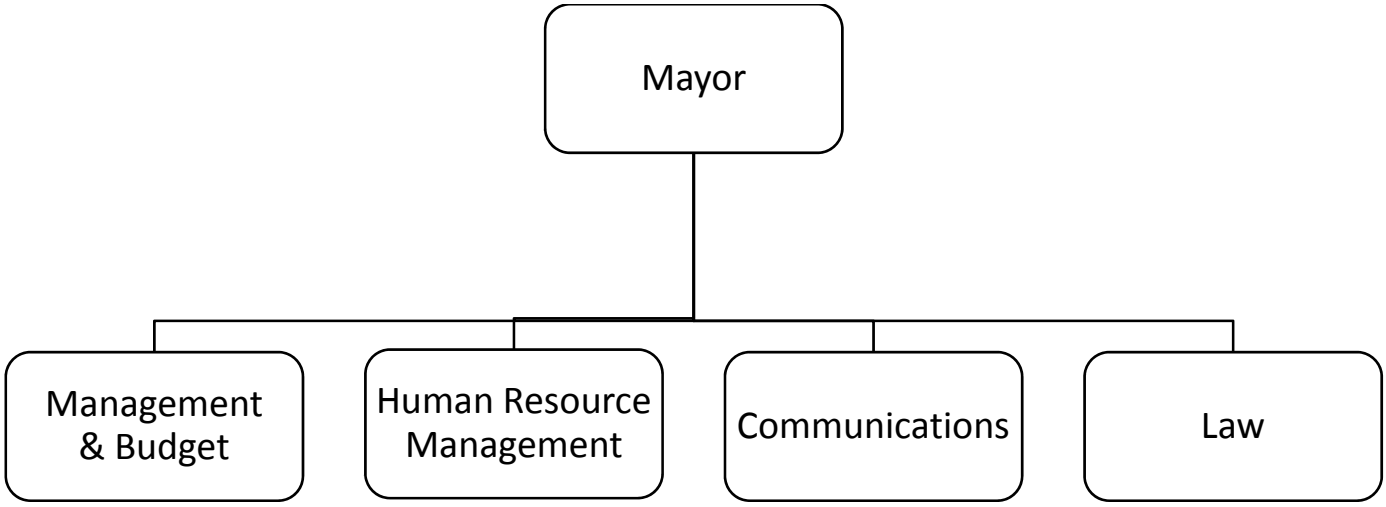
	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,501,709	1,528,700	1,539,500	1,523,500
Materials & Supplies	6,573	9,800	8,700	9,300
Services	206,172	217,800	219,100	266,800
Other	0	0	0	0
Total	1,714,454	1,756,300	1,767,300	1,799,600
Appropriation by Activity				
City Council	935,209	962,400	975,700	1,004,100
Office of the City Clerk	381,661	384,300	382,500	371,500
Licensing	198,404	199,900	194,500	207,900
Elections	199,180	209,700	214,600	216,100
Total	1,714,454	1,756,300	1,767,300	1,799,600
Employee Years by Activity				
City Council	7.0	7.0	7.2	7.2
Office of the City Clerk	4.2	4.0	4.4	4.4
Licensing	4.2	4.1	4.1	4.1
Elections	7.0	7.4	7.4	7.4
Total	22.4	22.5	23.1	23.1

CITY COUNCIL & CLERK
PERSONNEL SUMMARY

FULL TIME POSITIONS				City Council	Office of the City Clerk	Licensing	Elections
Br.	Title	Budget 2013-14	Proposed 2014-15				
36	Chief of Staff	1.0	1.0	1.0			
31	City Clerk	1.0	1.0		1.0		
28	Deputy City Clerk	1.0	1.0		1.0		
26	Associate Legislative Analyst	1.0	0.0				
24	Chief Legislative Assistant	0.0	1.0			1.0	
24	Senior Legislative Analyst	0.0	1.0	1.0			
20	Senior Legislative Assistant	2.0	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	0.0	1.0			1.0	
9	Senior Legislative Clerk	1.0	0.0				
7	Legislative Clerk	2.0	2.0			2.0	
FX	President-City Council	(1)	(1)	(1)			
FX	Vice President-City Council	(1)	(1)	(1)			
FX	Council Member	(7)	(7)	(7)			
	( ) = not in totals						
EMPLOYEE YEARS							
Full Time		12.0	12.0	3.8	4.0	4.2	0.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		12.6	12.6	3.6	0.5	0.0	8.5
Less: Vacancy Allowance		1.5	1.5	0.2	0.1	0.1	1.1
Total		23.1	23.1	7.2	4.4	4.1	7.4

Purpose

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



Year-To-Year Comparison

Main Functions	Budget 2013-14	Budget 2014-15	Change	Percent Change
Mayor's Office	1,717,500	2,148,400	430,900	25.1%
Management & Budget	847,100	823,600	-23,500	-2.8%
Human Resource Management	2,199,400	2,245,000	45,600	2.1%
Communications	2,526,000	2,615,700	89,700	3.6%
Law Department	1,983,000	1,872,100	-110,900	-5.6%
Total	9,273,000	9,704,800	431,800	4.7%
Employee Years	93.5	97.4	3.9	4.2%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
148,600	33,600	-6,800	0	-8,800	265,200	431,800

Major Change Highlights

Staff changes in Administration	267,900
Productivity improvements result in savings	-12,800
Funding is added for more concerts	9,000

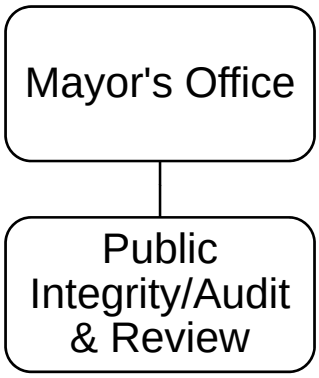
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	6,443,933	6,686,100	6,861,400	7,266,000
Materials & Supplies	82,348	92,000	94,000	95,000
Services	1,790,023	2,124,300	2,317,600	2,343,800
Other	0	0	0	0
Total	8,316,305	8,902,400	9,273,000	9,704,800
Appropriation by Activity				
Mayor's Office	1,423,496	1,570,800	1,717,500	2,148,400
Management & Budget	805,309	847,900	847,100	823,600
Human Resource Management	2,017,953	2,090,000	2,199,400	2,245,000
Communications	2,361,443	2,542,400	2,526,000	2,615,700
Law Department	1,708,104	1,851,300	1,983,000	1,872,100
Total	8,316,305	8,902,400	9,273,000	9,704,800
Employee Years by Activity				
Mayor's Office	16.3	16.3	17.3	20.6
Management & Budget	9.7	10.7	10.7	10.7
Human Resource Management	27.3	27.7	28.7	28.5
Communications	17.7	17.4	17.8	17.6
Law Department	18.3	19.0	19.0	20.0
Total	89.3	91.1	93.5	97.4

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

Mission Statement

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

Vital Customers

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

Critical Processes

Office of Public Integrity (OPI):

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

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

Department highlights

As a new administration, the Mayor's office has gone through significant changes from the previous budget. A Chief of Staff, Director of Special Projects and Educational Initiatives, grant writer and support staff have been added in this budget. In addition the administration has added a team to address citizen concerns and will have interns working in City Hall during the Summer. The majority of these changes were made January 1, 2014 and this budget reflects the final disposition of the reorganization.

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Develop a strategic plan for the City that provides direction for City operations and investments looking towards 2020	Fourth Quarter
Investigate and pursue new sources of revenue for the City	Ongoing
Create the position of Grant Writer to enhance the City's ability to pursue Federal, State, and private grant funding to enhance city programs	Ongoing
Continue the City's lobbying and political efforts for a more balanced approach to AIM aid distribution and State mandate relief	Ongoing
Develop programs which increase employment of city residents when City dollars are involved	Ongoing
Realign existing programs including PRIME and SOOP to create Operation Transformation which will serve city youth and adults through recreation centers by offering five comprehensive programs geared towards education, vocation and employment	Ongoing
Continue the effort through budget control, efficiency and internal restructuring to create a sustainable expense base	Ongoing

Objective	Projected Completion
Continue to oversee the public safety diversity effort	Ongoing
Oversee the reorganization of RPD into five section model to enhance neighborhood policing	Ongoing

Key Performance Indicators	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Office of Public Integrity (OPI)				
Audits completed	13	10	10	10
Reviews and consultations completed	15	13	10	10
Payroll field checks completed	15	15	15	15
FINANCIAL/COST				
Investigations conducted by OPI involving financial loss	14	8	16	15

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,717,500	2,148,400	430,900
Employee Years	17.3	20.6	3.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-1,600	2,900	11,600	0	700	417,300	430,900

Major Changes

Staffing changes related to the reorganization of Mayor's Office increases personnel expense	250,000
Funds transfer from Law Department for Federal and State Lobbyist	165,000
Funding increases for travel and training, partially offset by elimination of mileage expense	2,300

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office	Public Integrity/ Internal Audit
Br.	Title	Budget 2013-14	Proposed 2014-15		
FX	Mayor	1	1	1	
FX	Deputy Mayor	1	1	1	
36	Assistant to Mayor	1	0		
36	Chief/Performance Accountability & Customer Satisfaction	1	0		
36	Chief of Staff	0	1	1	
36	Director of Special Projects & Education Initiatives	0	1	1	
34	Director, Office of Public Integrity	1	1		1
32	Manager, Internal Audit	1	1		1
31	Executive Staff Assistant IV	1	1	1	
27	Grant Writer	0	1	1	
26	Assistant to Mayor	0	1	1	
26	Associate Field Auditor	1	1		1
26	Supervisor of Administrative Services	1	1	1	
23	Executive Staff Assistant II	0	2	2	
23	Secretary to Mayor	1	1	1	
22	Secretary to Deputy Mayor	1	1	1	
20	Executive Assistant	1	1		1
18	Secretary to Assistant to Mayor	1	0		
18	Secretary to Director of Special Projects	0	1	1	
18	Senior Field Auditor	1	1		1
11	Receptionist to the Mayor	1	0		
EMPLOYEE YEARS					
Full Time		15.0	18.0	13.0	5.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.3	2.6	0.6	2.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		17.3	20.6	13.6	7.0

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Collaborate with IT, Finance, and DHRM to complete vendor selection and begin implementation of HR/Payroll System	Second Quarter
Work with Financial Restructuring Board to identify opportunities for efficiencies and shared services	Second Quarter
Work with RPD to assess financial impact of 5-section policing model	Second Quarter
Collaborate with IT and Finance to upgrade financial software and realize program enhancements and process improvements	Third Quarter
Support the RFP and review process for recreation service delivery study and an evaluation of Pathways to Peace	Fourth Quarter
Create and submit to New York State a government efficiency plan to comply with tax freeze program	Fourth Quarter
Support the Mayor's effort for mandate relief and to secure additional State AIM aid	Ongoing
Focus organizational leaders on seven key fiscal factors: fair share of state aid; control employee benefit costs; increase city's taxable assessment; continue to find efficiencies; obtain mandate relief; identify new revenue sources; and plan for federal aid reductions	Ongoing

Objective	Projected Completion
Work with departments to analyze and implement feasible ideas from Mayor's Challenge	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
FINANCIAL/COST				
Total Property Tax levy ($000)	167,149	167,149	167,149	171,949
General Fund surplus ($000)	4,920	4,860	4,860	4,870
Budget growth (%)	2.0	-2.1	-2.1	3.6

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	847,100	823,600	-23,500
Employee Years	10.7	10.7	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
25,100	300	-3,400	0	0	-45,500	-23,500

Major Change

Vacant Associate Administrative Analyst is eliminated	-78,900
Funds are added for Interns	33,300
Training funds increase	5,000
Productivity improvements result in savings	-4,900

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	792,770	824,600	813,900	793,900
Materials & Supplies	1,159	2,800	2,800	2,900
Services	11,379	20,500	30,400	26,800
Other	0	0	0	0
Total	805,309	847,900	847,100	823,600
Appropriation by Activity				
Management & Budget Analysis	805,309	847,900	847,100	823,600
Employee Years by Activity				
Management & Budget Analysis	9.7	10.7	10.7	10.7

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

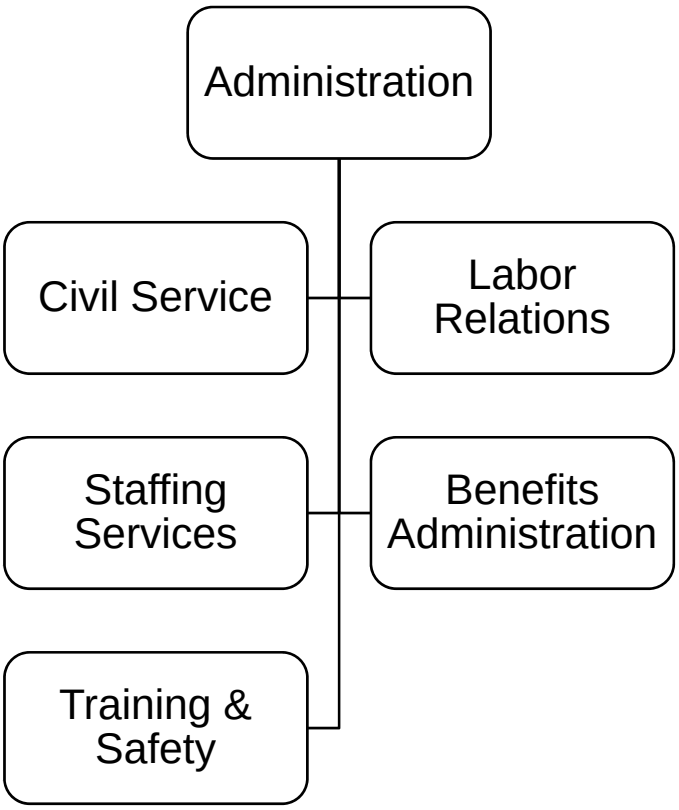
FULL TIME POSITIONS

Br.	Title	Budget 2013-14	Proposed 2014-15
36	Director	1.0	1.0
31	Assistant Director	1.0	1.0
30	Director of Administration & Finance	0.2	0.2
26	Associate Administrative Analyst	2.0	1.0
26	Operations Analyst	1.0	1.0
26	Process Improvement Specialist	1.0	1.0
24	Senior Administrative Analyst	1.0	1.0
20	Administrative Analyst	1.0	1.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
18	Management Trainee	1.0	1.0
EMPLOYEE YEARS			
Full Time		10.2	9.2
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.5	1.5
Less: Vacancy Allowance		0.0	0.0
Total		10.7	10.7

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Partner with Finance, OMB, and Information Technology to complete evaluation and selection of a Payroll/Personnel vendor. Begin implementation on an Enterprise Process and System Solution for Phase 1 of Payroll/Personnel System	Second Quarter
Negotiate successor collective bargaining agreements with the Rochester Police Locust Club, IAFF Local 1071, and IUOE	Ongoing
Collaborate with Fire Department on the Development of a request for proposal to have a Firefighter exam for 2015-16	First Quarter
Implement strategies and programs to gain control of health care costs, including focused wellness initiatives as identified through data analysis and facilitation of the Labor Management Health Care Committee	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Grievances filed	35	60	60	60
Provisional Positions at end of fiscal year	201	125	160	140
# Days for hiring Process	48	55	55	48
Examinations administered	75	105	90	105
CUSTOMER PERSPECTIVE				
Employment applications received	9,744	9,800	11,000	10,500
Average number of Employees participating in Wellness initiatives	305	1,500	600	1,725
FINANCIAL/COSTS				
Full time employee Turnover	124	147	140	140
Full time positions hired, promoted, transferred	N/A	885	900	900
Non-Full time positions hired, promoted, transferred	N/A	765	750	900
Personal injury accidents	279	264	240	240
Average hours of sick leave per full time employee	91	80	65	85

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
LEARNING & INNOVATION				
New Hires - % females	53	34	39	34
New Hires - % minority	36	26	31	28
Employees - % females	26	27	28	28
Employees - % minority	28	29	30	30
Training hours per employee	20	20	20	20

N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	2,199,400	2,245,000	45,600
Employee Years	28.7	28.5	-0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
69,400	2,900	-5,100	0	-1,800	-19,800	45,600

Major Change

One part time position is eliminated due to budget constraints	-27,000
An Affirmative Action Officer is added, partially offset by elimination of a vacant position	6,400
Funds included for administration of exams	4,200
Funds decrease for equipment maintenance	-3,400

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,723,457	1,746,700	1,846,700	1,895,600
Materials & Supplies	9,054	12,300	13,300	13,500
Services	285,442	331,000	339,400	335,900
Other	0	0	0	0
Total	2,017,953	2,090,000	2,199,400	2,245,000
Appropriation by Activity				
Administration	691,210	730,500	760,300	775,700
Civil Service	463,592	437,500	464,000	470,000
Staffing Services	200,391	218,200	267,500	279,700
Labor Relations	208,811	220,500	221,300	228,300
Benefits Administration	216,639	224,000	223,700	225,900
Training	237,310	259,300	262,600	265,400
Total	2,017,953	2,090,000	2,199,400	2,245,000
Employee Years by Activity				
Administration	5.6	7.3	7.3	7.1
Civil Service	7.2	6.5	6.5	6.5
Staffing Services	4.0	4.0	5.0	5.0
Labor Relations	2.5	2.9	2.9	2.9
Benefits Administration	4.0	4.0	4.0	4.0
Training	4.0	3.0	3.0	3.0
Total	27.3	27.7	28.7	28.5

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit
Br.	Title	Budget 2013-14	Proposed 2014-15						
36	Director of Human Resource Management	1	1	1					
32	Manager of Labor Relations	1	1				1		
30	Benefits Manager	1	1					1	
26	Affirmative Action Officer	0	1	1					
26	Human Resource Coordinator	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	3	2		1	1			
23	Principal Payroll Associate	0	1	1					
21	Human Resource Consultant II	1	1		1				
18	Human Resource Consultant I	4	4	1		3			
18	Secretary to Director of Human Resource Management	1	1	1					
18	Senior Payroll Associate	1	0						
16	Human Resource Assistant	1	2	1					1
12	Human Resource Associate	3	2		1			1	
9	Clerk II	1	1	1					
9	Clerk II with Typing	1	1					1	
9	Clerk II with Typing Bilingual	2	2		1	1			
7	Clerk III with Typing	1	1					1	
EMPLOYEE YEARS									
Full Time		26.0	26.0	7.0	5.0	5.0	2.0	4.0	3.0
Overtime		0.7	0.7	0.0	0.7	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		3.4	3.2	0.5	1.8	0.0	0.9	0.0	0.0
Less: Vacancy Allowance		1.4	1.4	0.4	1.0	0.0	0.0	0.0	0.0
Total		28.7	28.5	7.1	6.5	5.0	2.9	4.0	3.0

Mission Statement

Communications:

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

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

Special Events:
- ❑ Internal: The Mayor and City of Rochester departments
- ❑ External: People of all ages who reside, work or visit the Greater Rochester Area, event sponsors, community members who organize festivals, parades, special events, block parties and races, and professional producers of large events and concerts

Critical Processes

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

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

Department Highlights
The 2014-15 budget reflects internal improvements to video production, customer service (FOIL fulfillment), graphics and writing functions and a continued emphasis on community engagement through special events. There will be greater utilization of the Bureau's City 12 and Production contracts with WXXI. Priority projects for the Bureau include the re-design of the front page of the City's website, increased community engagement through the use of social media, continued efficiencies in the FOIL process and a strategic interdepartmental review of the City's public art policy.

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Lead a strategic interdepartmental review of the public art policy	Third Quarter
Implement efficiencies in FOIL request processing	Ongoing
Increase community engagement through escalated use of social media	Ongoing
Continue website enhancements	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Communications:				
Advertising/marketing/promotions	1,065	1,070	800	1,000
Still photography assignments	1,560	1,800	1,600	1,800
AV setups/presentations	334	350	325	400
Television/video program productions	381	200	300	400
Web site visitors	2,105,260	2,200,000	2,200,000	2,200,000
Web page views	6,936,652	7,155,000	7,155,000	7,155,000
Social media posts	N/A	N/A	N/A	2,460
CUSTOMER PERSPECTIVE				
Communications:				
Major promotional campaigns	76	70	70	75
FOIL applications	3,046	3,200	3,200	3,200
News releases	729	660	660	660
News conferences	159	150	150	200
Speeches and talking points	517	450	450	500
Mayoral recognitions	81	180	75	310
Social media encounters	N/A	N/A	N/A	1,109,500
Facebook page likes	N/A	N/A	N/A	12,000
Twitter followers	N/A	N/A	N/A	14,500
Special Events:				
Special Events permit applications processed	533	500	500	500
City produced events	24	29	29	40
Attendance at City permitted events	1,506,325	1,500,000	1,100,000	1,500,000
FINANCIAL/COST				
Special Events:				
Revenue generated for trust fund ($)	180,142	200,000	200,000	250,000

N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	2,526,000	2,615,700	89,700
Employee Years	17.8	17.6	-0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
31,600	19,600	-600	0	-6,300	45,400	89,700

Major Change

Graphic Artist part-time is added

Funding is added for more concerts

Police overtime funding is increased for concert series at Ontario Beach Park

Added funds for on-call clerical support reflect actual experience

Additional funding is provided for on-call photography services

Professional fees are reduced as an efficiency measure

Program Changes

The Mayoral Recognitions indicator was revised for 2014-15 to include keys, certificates and letters in addition to proclamations.

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,163,461	1,224,700	1,200,200	1,251,800
Materials & Supplies	27,638	20,500	20,500	20,900
Services	1,170,344	1,297,200	1,305,300	1,343,000
Other	0	0	0	0
Total	2,361,443	2,542,400	2,526,000	2,615,700
Appropriation by Activity				
Communications	2,361,443	2,542,400	2,526,000	2,615,700
Employee Years by Activity				
Communications	17.7	17.4	17.8	17.6

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2013-14	Proposed 2014-15
36	Director, Communications	1	1
32	Deputy Director of Communications	1	1
29	Assistant to Director - Communications	1	1
28	Communications Creative Coordinator	1	1
27	Special Events Operations Manager	1	1
26	Process Improvement Specialist	1	1
25	Communications Producer	1	0
25	New Media Editor	1	1
24	Associate Communications Assistant	0	1
24	Digital Media Specialist	1	1
23	Principal Graphic Designer	1	1
22	Associate Communications Assistant	1	0
22	Senior Communications Assistant	0	1
18	Communications Assistant	1	1
18	Secretary to Director - Communications	1	0
18	Special Events Program Assistant Bilingual	1	1
16	Communications Aide Bilingual	1	1
13	Admistrative Secretary Bilingual	0	1
6	Receptionist Typist Bilingual	1	1
EMPLOYEE YEARS			
Full Time		16.0	16.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		1.8	1.6
Less: Vacancy Allowance		0.0	0.0
Total		17.8	17.6

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-size city in the United States. We provide cost effective services at the highest professional level to meet all of the City's legal needs through its priorities of public safety, education, economic development and customer service.

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Develop succession and training plan for all attorneys	On-going
Promote Land Bank and coordinate efforts for land acquisitions and use of City properties	On-going
Improve City collections and claims efforts	On-going
Advise and counsel on development projects	On-going
Provide effective legal counsel in defense and safeguarding of City interests	On-going

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Claims filed against City	357	360	375	350
Real estate closings	388	400	400	400
Contracts drafted	194	200	200	200
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	526	375	500	300
LEARNING & INNOVATION				
Average # of training hours per employee	7.4	8.5	10	8.0

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,983,000	1,872,100	-110,900
Employee Years	19.0	20.0	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
24,100	7,900	-9,300		-1,400	-132,200	-110,900

Major Change

Transfer funding for federal and state lobbyists to Mayor's Office	-165,000
Add funding for temporary paralegal to support increased collection efforts	50,700
Reduce travel allocation to reflect usage	-10,000
Productivity improvements result in savings	-7,900

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,495,500	1,560,200	1,557,600	1,632,400
Materials & Supplies	36,028	44,500	44,500	44,500
Services	176,576	246,600	380,900	195,200
Other	0	0	0	0
Total	1,708,104	1,851,300	1,983,000	1,872,100
Appropriation by Activity				
Legal Services	1,708,104	1,851,300	1,983,000	1,872,100
Employee Years by Activity				
Legal Services	18.3	19.0	19.0	20.0

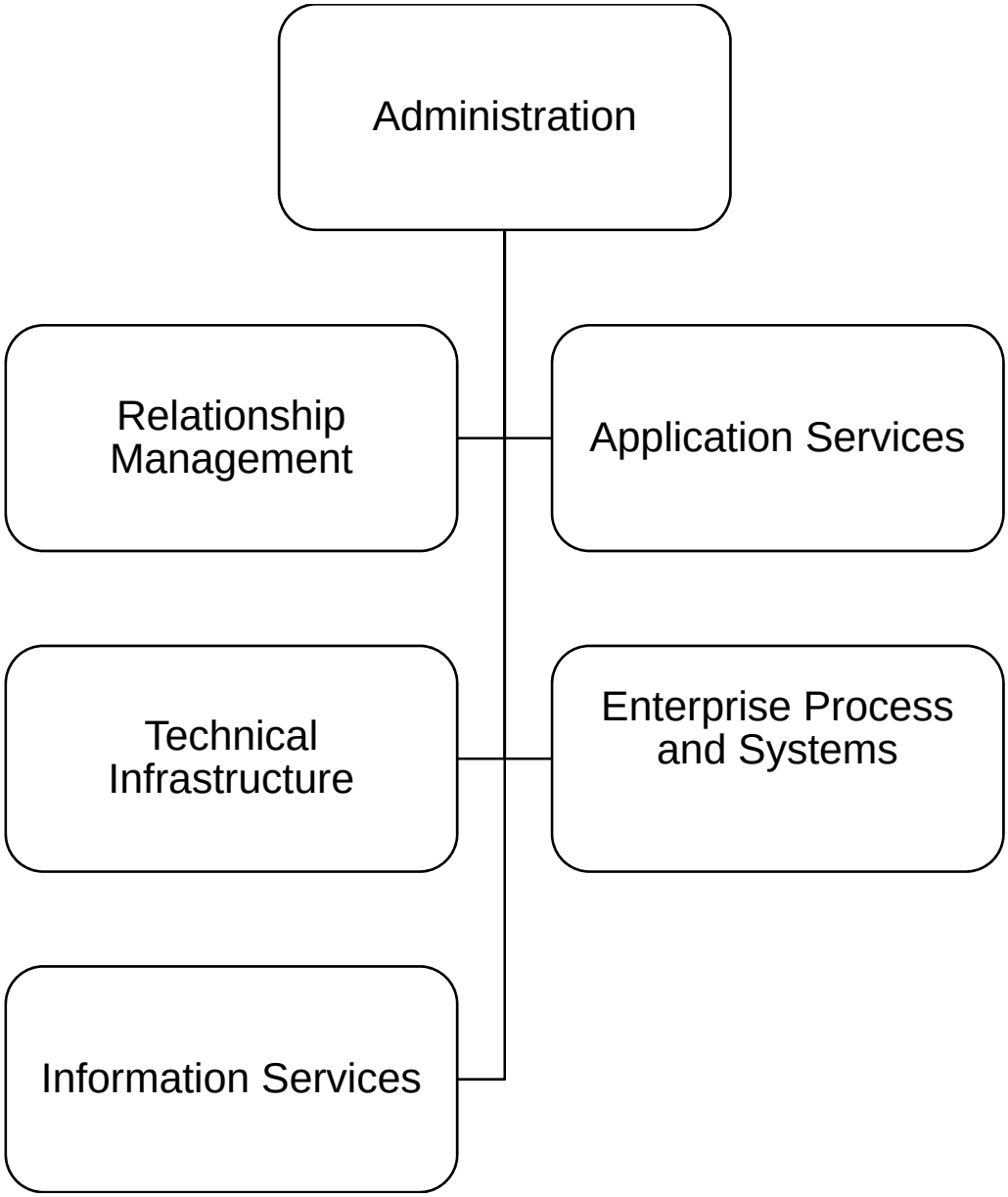
ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2013-14	Proposed 2014-15
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	0	1
34	Municipal Attorney IV	1	0
32	Municipal Attorney III	6	6
29	Municipal Attorney II	5	5
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	1
20	Legal Assistant/Real Estate	1	1
11	Senior Legal Secretary	1	1
9	Legal Secretary	1	1
7	Clerk III with Typing	1	1
EMPLOYEE YEARS			
Full Time		19.0	19.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.0	1.0
Less: Vacancy Allowance		0.0	0.0
Total		19.0	20.0

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 process

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:
- ❑ 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

In collaboration with other City Departments, The Information Technology Department (IT) will continue to focus on enterprise process and system deployment. IT continues to lead initiatives to review and improve City processes, and develop comprehensive enterprise architecture. Key projects scheduled for this year include the initiation of a Payroll/Personnel System, continuing further expansion of Geographical Information Systems (GIS), replacement of the existing Parking Garage software and equipment, continuation of work with the Rochester Police Department to expand on their existing records management solution. IT will also initiate efforts to pursue an enterprise document management solution and will continue to improve the City's network and core computing structure with several planned upgrades in the coming fiscal year.

As in prior years, IT continues to face an alarming rate of employees eligible to retire. Many of these individuals support key legacy systems. Therefore more focus is being placed on succession planning. As a result, a Webmaster position is converted to a Systems Engineer position (-$10,500) to support video surveillance cameras and to upgrade the camera network.

The Department is currently addressing an increasing demand for network capacity. The 2014-15 Budget includes $74,200 for greater office connectivity. This includes: replacing DSL and broadband cable connectivity with more stable and faster connectivity for data and voice communications ($25,200); redundant Internet connectivity ($18,000) and disaster recovery connectivity ($13,000); and maintenance for wireless radios deployed for City office connectivity ($18,000)

2014-15 Strategic Goals & Objectives

Bureau	Highlights	Projected Completion
All Bureaus	Implement process improvements for 311 based on prioritization completed in 2013-14	First Quarter
	Upgrade Financial software and realize program enhancements and process improvements	First Quarter
	Complete evaluation and selection of a Payroll/Personnel vendor	First Quarter
	Implement a Process and System solution for Sex Offender Registry	Second Quarter
	Complete a disaster recovery assessment of hardware, software, and data, in order to prioritize areas of greatest risks	Second Quarter
	Implement an Enterprise process and system solution for Garage Parking Access and Revenue Control for Midtown Garage	Second Quarter
	Begin early stages of Implementation of HR/Payroll System	Second Quarter

Bureau	Highlights	Projected Completion
	Implement Phase I of an Enterprise Process and System solution for Treasury Cashiering	Third Quarter
	Implement an Enterprise Process and System solution for Bank Reconciliation	Third Quarter
	Upgrade eMail Servers to Exchange 2013	Third Quarter
	Complete enterprise process analysis and develop requirements for a Smart Card Access control system for the Recreation Centers	Third Quarter
	Implement a Process and System solution for RPD Narcotics Case Management	Fourth Quarter
	Develop an integration between Tracs (traffic citations and motor vehicle accidents) and the new RPD Records Management System	Fourth Quarter
	Evaluate RPD processes and deploy software for gang tracking and equipment tracking	Fourth Quarter
	Establish enterprise-wide standards for Customer Relationship Management (CRM) and implement an enterprise process and system solution for DES Cemeteries	Fourth Quarter
Relationship Management/ Technical Infrastructure	Create interactive maps and apps accessible from the City's website. Standardize addresses to improve the quality of business information and decision-making	First Quarter
	Implement an end-user training	First Quarter
	Complete a portion of the upgrade for the Video Surveillance network	Fourth Quarter

Bureau	Highlights	Projected Completion
	Implement Phase I of an Enterprise process and system solution for Electronic Payment Processing	Fourth Quarter
	Replace older non-supported IP phone handsets with updated versions	Fourth Quarter
Technical Infrastructure	Complete expansion of data center to include heating and cooling units	Third Quarter
	Implement improved connectivity for City operational and public-facing locations for more robust data, voice communications and environmental management systems	Fourth Quarter
	Replace approximately 30% of City's computer networking devices which have exceeded end of life	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Departmental archive record retrieval requests completed	1,045	945	1,200	1,200
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	197	200	220	250
CUSTOMER PERSPECTIVE				
Calls resolved on the first call (%)	34	35	38	40
Average first call resolution per month	461	435	400	500
Total work orders received	17,524	16,000	16,000	20,000
Average number of work orders resolved per month	1,349	1,200	1,300	1,350
Total Web EGOV transactions received and processed	56,000	62,000	68,000	65,000
Number of projects completed	N/A	35	26	30
Number of applications decommissioned	N/A	3	5	4
FINANCIAL/COSTS				
Administrative costs as a percent of total IT cost (%)	12	12	12	12
Total IT maintenance cost versus IT budget (%)	25	25	27	27

N/A – Not Applicable

Year-To-Year Comparison

Bureau	Budget 2013-14	Budget 2014-15	Change	Percent Change
Administration	187,100	278,800	91,700	49.0%
Relationship Management	1,535,700	1,324,200	-211,500	-13.8%
Application Services	1,644,300	1,404,700	-239,600	-14.6%
Technical Infrastructure	2,482,300	2,939,600	457,300	18.4%
Enterprise Process and Systems**	816,700	1,121,900	305,200	37.4%
Information Services	411,200	420,500	9,300	2.3%
Total	7,077,300	7,489,700	412,400	5.8%
Interfund Credit*	-69,600	-99,100	-29,500	42.4%
Intrafund Credit*	-787,000	-929,500	-142,500	18.1%
Total	6,220,700	6,461,100	240,400	3.9%
Employee Years	54.2	54.8	0.6	1.1%

*Reflects chargebacks for telephone service and office printers.
**Formerly Business Process Services

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
158,400	34,800	98,500	0	4,400	-55,700	240,400

Major Change

Transfer software maintenance costs to the Rochester Police Department	-156,700
Reduce training costs due to a delay in Payroll implementation	-124,800
Add funds for maintenance and license on new software to support RPD, OPI, GIS and other non mainframe applications	121,500
Increase professional fees for outsourcing a legacy application	50,000
Increase funds for maintenance of year 2 of volume license agreement	40,000
An on call application support position is added	25,000
Maintenance costs increase to support the IBM mainframe and RPD records management system	15,000
One Webmaster position is converted to a Systems Engineer to support camera and security systems initiative	-10,500
Transfer printer maintenance costs to the Duplicating Center in Finance Department	-9,500
Reduction in travel and training results in savings	-4,700
Reduction in wireless accessories and other miscellaneous costs results in savings	-1,000

Program Change

Camera & Security System Initiative

A strategy for the City's camera and security system has been developed. It is defined as: "the primary technology standard for video and access control in the City of Rochester will be based on the technology that is used for the system deployed by RPD. Wherever possible any new video locations will be compatible with this technology standard." In addition, the strategy identifies that: "new technology and systems evaluations, as well as systems support and maintenance, will be managed by the City's Information Technology (IT) Department." A Webmaster position was converted to a Systems Engineer position in the IT budget to support this initiative.

Service Delivery Change

Renaming and Reorganization of Business Process Services Unit to Enterprise Process and Systems (EPS)

The intent is to better align staff with required skills and duties, plus provide consultation, implementation and support services for City-wide process and system solutions. EPS will be responsible for proactively engineering all City processes from an Enterprise perspective (across Departments/Bureaus and Divisions) with the goal of maximizing quality and efficiency of City services. EPS is responsible for partnering with departments to implement and provide operational support (training, configuration/workflow, troubleshooting, and vendor relations) for vendor purchased applications. The reorganization results in the transfer of (2) Application Services Analyst I and (1) Application Services Analyst II positions from Application Services Bureau to Enterprise Process and Systems Bureau.

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

Department/Bureau	2013-14	2014-15
CITY COUNCIL & CLERK	8,400	10,300
ADMINISTRATION		
Mayor's Office	13,500	16,600
Management & Budget	2,900	3,600
Human Resource Mgt.	14,600	18,000
Communications	9,500	11,700
Law	8,000	9,900
Total	48,500	59,800
INFORMATION TECHNOLOGY	28,900	35,600
FINANCE		
Director's Office	1,800	2,200
Accounting	6,000	7,400
Treasury	8,300	10,200
Assessment	6,700	8,300
Parking	10,100	12,400
Purchasing	3,400	4,200
Total	36,300	44,700

Department/Bureau	2013-14	2014-15
ENVIRONMENTAL SERVICES		
Commissioner	10,600	13,100
Engineering	21,900	27,000
Operations & Parks	49,000	60,400
Water	27,300	33,600
Total	108,800	134,100
POLICE	174,800	215,400
FIRE	55,300	68,100
EMERGENCY COMMUNICATIONS	0	14,500
RECREATION & YOUTH SERVICES		
Commissioner	7,500	9,200
Recreation	23,600	29,100
Youth Services	8,900	11,000
Total	40,000	49,300
Total Interfund	48,000	59,100
Total Intrafund	542,100	668,000
CITY TOTAL	590,100	727,100

NEIGHBORHOOD AND BUSINESS DEVELOPMENT	77,300	95,300

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

Department	2013-14	2014-15
City Council/ Clerk's Office	3,800	3,800
Administration	26,600	31,000
Information Technology	16,000	13,800
Finance	21,500	38,700
Neighborhood & Business Development	26,900	22,200
Environmental Services	75,100	93,100
Police	43,400	46,300
Fire	18,000	21,600
Recreation & Youth Services	35,200	31,000
Total	266,500	301,500
Total Interfund	21,600	40,000
Total Intrafund	244,900	261,500
Total	266,500	301,500

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	4,025,055	3,828,200	4,055,400	4,227,700
Materials & Supplies	30,118	39,800	41,400	41,500
Services	2,078,695	2,987,700	2,980,500	3,220,500
Other	0	0	0	0
Total	6,133,868	6,855,700	7,077,300	7,489,700
Interfund Credit*	-84,100	-69,600	-69,600	-99,100
Intrafund Credit*	-791,500	-787,000	-787,000	-929,500
Total	5,258,268	5,999,100	6,220,700	6,461,100
Appropriation by Activity				
Administration	179,596	186,100	187,100	278,800
Relationship Management	1,286,222	1,183,000	1,535,700	1,324,200
Application Services	1,672,403	1,827,900	1,644,300	1,404,700
Technical Infrastructure	2,250,957	2,572,700	2,482,300	2,939,600
Enterprise Process and Systems**	463,857	672,200	816,700	1,121,900
Information Services	280,833	413,800	411,200	420,500
Total	6,133,868	6,855,700	7,077,300	7,489,700
Interfund Credit*	-84,100	-69,600	-69,600	-99,100
Intrafund Credit*	-791,500	-787,000	-787,000	-929,500
Total	5,258,268	5,999,100	6,220,700	6,461,100
Employee Years by Activity				
Administration	1.0	1.0	1.0	2.0
Relationship Management	2.0	2.0	3.0	3.0
Application Services	17.9	16.1	16.9	12.5
Technical Infrastructure	13.2	15.4	16.3	17.3
Enterprise Process and Systems**	7.1	10.0	12.0	15.0
Information Services	4.0	5.0	5.0	5.0
Total	45.2	49.5	54.2	54.8

*Reflects chargebacks for telephone service and office printers.
**Formerly Business Process Services

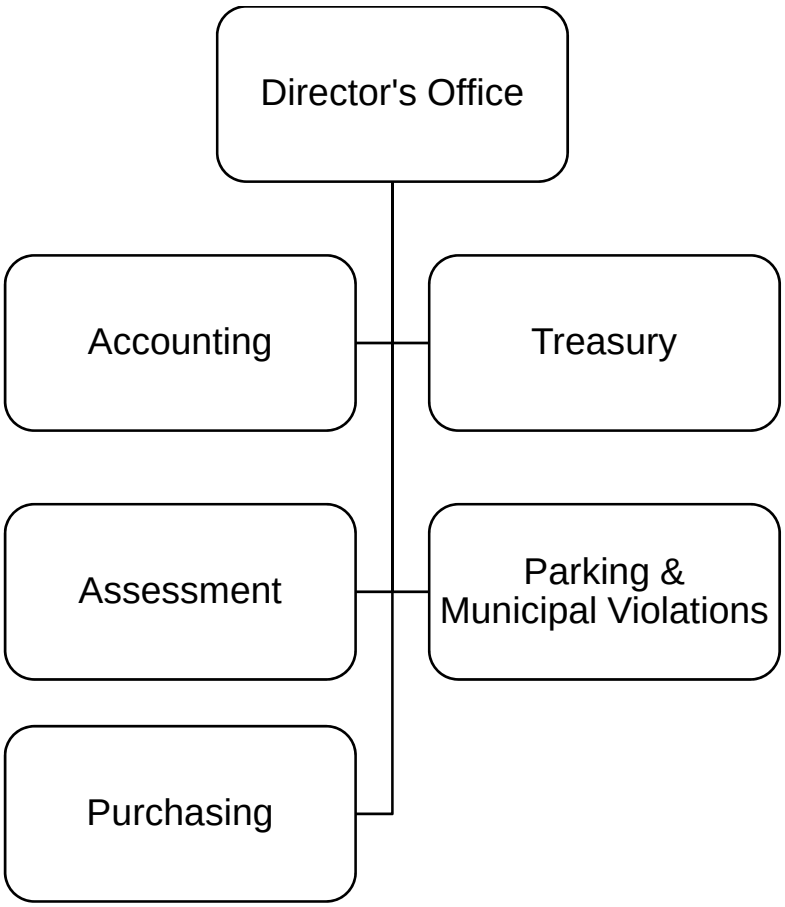
INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Enterprise Process and Systems*	Information Services
Br.	Title	Budget 2013-14	Proposed 2014-15						
36	Chief Information Officer	1	1	1					
31	Application Services Manager	1	1			1			
31	Business Process Services Manager	1	1					1	
31	IT Relationship Manager	3	3		3				
31	Technical Infrastructure Services Manager	1	1				1		
30	Information Services Analyst III	1	1						1
30	Systems Engineer IV	1	1				1		
29	Application Services Analyst III	1	1						1
29	Business Analyst III	1	1					1	
29	GIS Administrator	1	1						1
29	Systems Engineer III	3	3				3		
27	Application Services Analyst II	3	2			1		1	
27	IT Security Analyst II	0	1	1					
27	Systems Engineer II	1	1				1		
25	Application Services Analyst I	7	7			2	1	4	
25	Business Analyst I	2	3					3	
25	Information Services Analyst I	0	1						1
25	IT Transitions Analyst	3	3			3			
25	Systems Engineer I	2	3				3		
25	Webmaster	1	0						
24	Records Management Coordinator	1	1			1			
23	Business Analyst	6	4					4	
23	Client Support Analyst	4	4				4		
23	GIS Developer	1	1						1
23	Information Services Developer	1	0						
23	Technical Application Specialist	0	1					1	
19	Senior IT Call Center Analyst	2	1				1		
17	IT Call Center Analyst	0	1				1		
12	Computer Operator	1	1			1			
12	IT Control Assistant	2	2			2			
Total									
EMPLOYEE YEARS									
Full Time		52.0	52.0	2.0	3.0	11.0	16.0	15.0	5.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.2	2.8	0.0	0.0	1.5	1.3	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		54.2	54.8	2.0	3.0	12.5	17.3	15.0	5.0

*Formerly Business Process Services

Mission Statement

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



Department Highlights

The Department is embarking on a policy change with respect to lien sales and foreclosure activity. A shift is made from reliance on lien sales as the primary collection activity to a hybrid model of lien sales coupled with increased foreclosure activity. This policy shift will enable the City to more aggressively address the management of distressed properties in the City while enhancing collections. Provision is made for two additional Resource Collectors ($77,200) in the Bureau of Treasury in order to manage the collection and foreclosure activity associated with an approximate three-fold increase in foreclosures.

In order to maintain external collection service, provide assistance to the Mail Center Coordinator, and provide for succession planning, this budget converts one part time Messenger to an Assistant Mail Center Coordinator ($18,100) in the Bureau of Treasury.

The Department will also be working jointly with the Departments of Human Resource Management, Office of Management and Budget, and Information Technology on the installation of a new payroll/personnel system. In the Accounting Bureau a Business Analyst I ($59,100) position is created for the management and coordination of this implementation. Also in Accounting, two clerical support positions are converted into two Accountant positions ($5,800) to support the Payroll and Grant Accounting Units.

This budget includes a planned reorganization of the Bureau of Purchasing to meet compliance monitoring demands associated with an increase in development and public works projects.

In the Bureau of Assessment provision is made in 2014-15 for preparations for a citywide re-assessment planned for 2015-16.

2014-15 Strategic Goals & Objectives

Bureau	Highlights	Projected Completion
Director’s Office	Conduct Note Sale	First Quarter
	Conduct Bond Sale	Third Quarter
Accounting	Begin early stages of Implementation of HR/Payroll System	Second Quarter
	Implement an Enterprise Process and System solution for Bank Reconciliation	Fourth Quarter
Treasury	Implement Phase I of an Enterprise Process and System solution for Treasury Cashiering	Fourth Quarter
	Implement Phase I of an Enterprise Process and system solution for Electronic Payment Processing	Fourth Quarter

Assessment	Complete Phase I of the 2016 Reassessment by mailing inventory confirmation letters to property owners, updating the city website, and modify appraisal valuation programs	Fourth Quarter
Parking	Implement an Enterprise process and system solution for Garage Parking Access and Revenue Control for Midtown Garage	Second Quarter
Purchasing	Begin transition to on-line ordering with high-volume vendors to simplify and speed up ordering and payment processes for departments	Second Quarter
Accounting/Treasury/ Purchasing	Upgrade Financial software and realize program enhancements and process improvements	Third Quarter

Year-To-Year Comparison

Bureau	Budget 2013-14	Budget 2014-15	Change	Percent Change
Director's Office	474,500	506,800	32,300	6.8%
Accounting	1,161,500	1,258,800	97,300	8.4%
Treasury	1,649,700	1,789,900	140,200	8.5%
Assessment	926,800	949,400	22,600	2.4%
Parking & Municipal Violations	7,876,300	7,249,500	-626,800	-8.0%
Purchasing	1,006,000	1,036,400	30,400	3.0%
Total	13,094,800	12,790,800	-304,000	-2.3%
Interfund Credit*	-169,000	-137,800	31,200	-18.5%
Intrafund Credit*	-522,900	-585,500	-62,600	12.0%
Total	12,402,900	12,067,500	-335,400	-2.7%
Employee Years	106.9	110.9	4.0	3.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
81,100	33,900	57,000	0	200	-507,600	-335,400

Major Change Highlights

In lieu of depreciation allocation is eliminated	-898,000
Increase in utilities, professional fees, and security costs to reflect a full year of operation at Midtown	172,400
Two Resource Collectors are added to support delinquent tax collection	77,500
One Business Analyst I position is added to support the HR/Payroll System implementation	59,100
Annual software maintenance begins on new revenue control systems	30,000
One Purchaser position is converted to a Project Assistant to support compliance monitoring on development and public works projects	-20,600
Funding added to support wage/hour Investigations	19,600
One Part time Messenger is converted to an Assistant Mailroom Coordinator to support restructuring and succession planning	18,800
Funding added to support pre-work for the 2016 Reassessment	18,600

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	5,534,426	5,845,000	5,909,100	6,174,500
Materials & Supplies	176,499	245,400	245,400	227,500
Services	4,386,924	5,778,900	6,940,300	6,388,800
Other	0	0	0	0
Total	10,097,848	11,869,300	13,094,800	12,790,800
Interfund Credit*	-235,800	-169,000	-169,000	-137,800
Intrafund Credit*	-379,000	-522,900	-522,900	-585,500
Total	9,483,048	11,177,400	12,402,900	12,067,500
Appropriation by Activity				
Director's Office	516,888	326,300	474,500	506,800
Accounting	1,148,299	1,161,500	1,161,500	1,258,800
Treasury	1,608,843	1,631,600	1,649,700	1,789,900
Assessment	810,496	925,600	926,800	949,400
Parking & Municipal Violations	5,226,649	6,818,300	7,876,300	7,249,500
Purchasing	786,673	1,006,000	1,006,000	1,036,400
Total	10,097,848	11,869,300	13,094,800	12,790,800
Interfund Credit*	-235,800	-169,000	-169,000	-137,800
Intrafund Credit*	-379,000	-522,900	-522,900	-585,500
Total	9,483,048	11,177,400	12,402,900	12,067,500
Employee Years by Activity				
Director's Office	2.9	3.0	3.0	3.0
Accounting	18.1	18.7	18.6	19.5
Treasury	17.3	18.3	17.9	20.9
Assessment	13.6	13.3	13.3	13.2
Parking & Municipal Violations	38.9	42.1	42.2	42.1
Purchasing	12.0	11.9	11.9	12.2
Total	102.8	107.3	106.9	110.9

*Reflects chargeback for postage and duplicating.

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE

Mission Statement

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

Vital Customers

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

Critical Processes

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Conduct Note Sale	First Quarter
Conduct Bond Sale	Third Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
FINANCIAL/COST				
Total Entity General Obligation Debt ($000)	386,160	384,227	437,170	406,354
Bond and Notes Sale	4	2	2	2
Sales Value ($000)	170,934	49,587	152,530	166,219

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	474,500	506,800	32,300
Employee Years	3.0	3.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
17,700	200	-800	0	100	15,100	32,300

Major Change

Clerical on call position is eliminated and Assistant to Director/Finance is funded	15,100

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	214,448	220,700	220,700	255,200
Materials & Supplies	448	1,500	1,500	1,500
Services	301,992	104,100	252,300	250,100
Other	0	0	0	0
Total	516,888	326,300	474,500	506,800
Appropriation by Activity				
Director's Office	516,888	326,300	474,500	506,800
Employee Years by Activity				
Director's Office	2.9	3.0	3.0	3.0

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
PERSONNEL SUMMARY

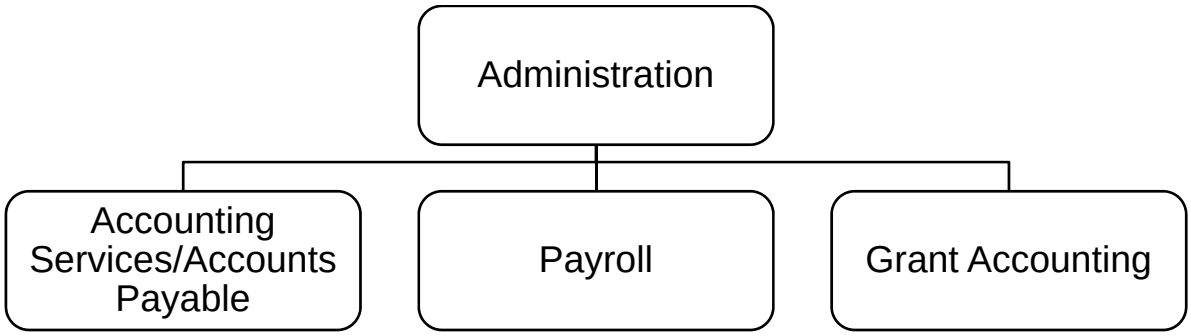
FULL TIME POSITIONS

Br.	Title	Budget 2013-14	Proposed 2014-15
36	Director of Finance	1	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
EMPLOYEE YEARS			
Full		3.0	3.0
Overtime		0.1	0.0
Part Time, Temporary, Seasonal		0.5	0.0
Less: Vacancy Allowance		0.6	0.0
Total		3.0	3.0

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Prepare Comprehensive Annual Financial Report for 2013-14	Second Quarter
Begin early stages of Implementation of human resources/payroll system	Second Quarter
Upgrade Financial software and realize program enhancements and process improvements	Third Quarter
Implement an Enterprise Process and System solution for Bank Reconciliation	Fourth Quarter
Begin cross training in Accounting Unit	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
CUSTOMER PERSPECTIVE				
Weekly invoices processed	1,120	1,200	1,200	1,400
Federal and New York State grants processed	173	188	168	210
Residential property improvement loans serviced	106	129	120	140
Economic Development loans serviced	118	120	140	130
FINANCIAL/COST				
In lieu of tax agreements billed	142	160	151	170

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,161,500	1,258,800	97,300
Employee Years	18.6	19.5	0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
26,800	500	-100	0	5,200	64,900	97,300

Major Change

One Business Analyst I position is added to support the HR/Payroll System implementation	59,100
Two vacant clerical support positions are converted into two Accountant positions to address the current and anticipated increase in the volume of grants and the workload from new Payroll/Human Resource System	5,800

Program/Service Delivery Change

Historically, in Grant Accounting there were five grant accountants that handled a total of 69 grants. Currently, Grant Accounting services 188 grants with three grant accountants. Grants/employee has increased from 24.8 in 2003-04 to 62.7 in 2012-13. Since the volume of grants is expected to increase in 2014-15, this budget proposes to convert two a vacant clerical positions to accountants to better address this workload and add flexibility to the organization.

A Business Analyst I is added to act as the Finance and Human Resources lead in the HR/Payroll Systems project.

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,103,620	1,119,300	1,119,300	1,212,400
Materials & Supplies	2,201	3,000	3,000	2,000
Services	42,479	39,200	39,200	44,400
Other	0	0	0	0
Total	1,148,299	1,161,500	1,161,500	1,258,800
Appropriation by Activity				
Administration	257,697	222,800	222,800	225,400
Accounting Services/Accounts Payable	345,902	367,500	367,500	346,800
Payroll	278,967	271,100	271,100	406,700
Grant Accounting	265,734	300,100	300,100	279,900
Total	1,148,299	1,161,500	1,161,500	1,258,800
Employee Years by Activity				
Administration	2.0	2.1	2.0	2.0
Accounting Services/Accounts Payable	8.1	8.2	8.3	7.2
Payroll	3.5	3.9	3.8	6.3
Grant Accounting	4.5	4.5	4.5	4.0
Total	18.1	18.7	18.6	19.5

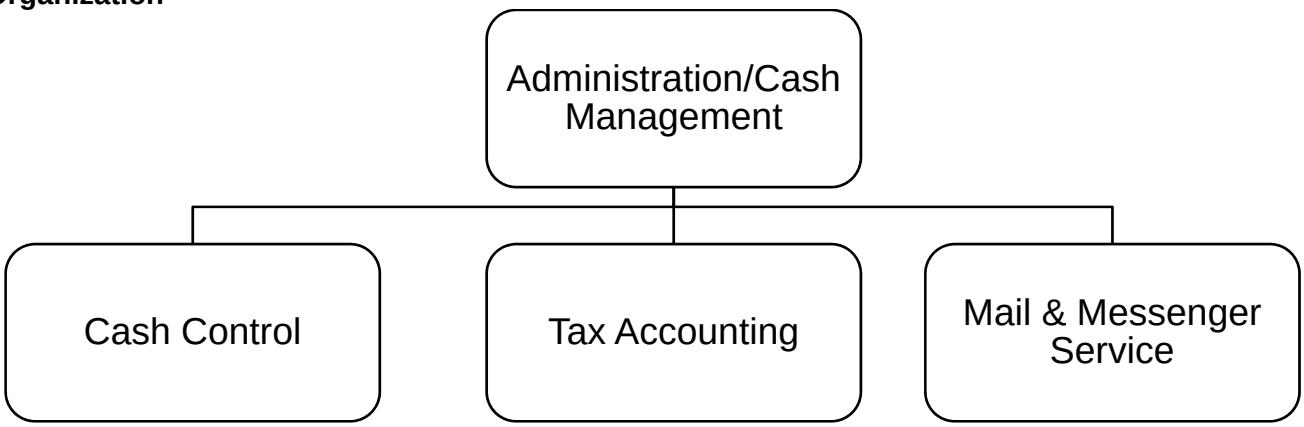
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Accounting Services/Accounts Payable	Payroll	Grant Accounting
Br.	Title	Budget 2013-14	Proposed 2014-15				
33	Deputy Director, Finance	1	1	1			
28	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Assistant Payroll Systems Supervisor	1	1			1	
26	Principal Finance Officer	1	1				1
25	Business Analyst I	0	1			1	
24	Associate Accountant	3	3		1		2
20	Senior Accountant	2	2		1	1	
18	Payroll Auditor	1	1			1	
17	Accountant	3	5		3	1	1
9	Clerk II	1	1		1		
9	Clerk II with Typing	3	1		1		
EMPLOYEE YEARS							
Full Time		18.0	19.0	2.0	7.0	6.0	4.0
Overtime		0.3	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		0.3	0.3	0.0	0.0	0.3	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		18.6	19.5	2.0	7.2	6.3	4.0

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Skilled, highly motivated, cross-trained employees manage specialized receivable, disbursement, and investment systems
- Use of reliable financial systems
- Adherence to statutory regulations
- Clear and consistent policy guidance
- Invest City and City School District funds to generate interest income
- Maintain the City's cash ledger
- Process all interdepartmental and outgoing mail from City facilities
- Preparation of annual City property tax bill

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Implement plan for migration from tax lien sale as primary tool for delinquent collections to increased City foreclosure sales	Second Quarter
Upgrade Financial software and realize program enhancements and process improvements	Third Quarter

Implement Phase I of an Enterprise Process and System solution for Treasury Cashiering	Fourth Quarter
Implement Phase I of an Enterprise Process and system solution for Electronic Payment Processing	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Foreclosure notices mailed	432	1,109	600	3,000
CUSTOMER PERSPECTIVE				
Tax accounts	62,500	62,500	62,300	62,500
Tax information calls	26,300	28,000	30,000	30,000
FINANCIAL/COSTS				
Delinquent tax accounts	9,800	9,900	9,900	9,900
Percent of adjusted property tax balances collected – Current (%)	92.69	92.70	92.00	92.00
Percent of adjusted property tax balances collected – Delinquent (%)	78.75	65.00	77.00	43.00
Liens sold	4,615	2,219	4,500	2,300
City initiated foreclosures	256	178	380	0
Properties redeemed before foreclosure	176	316	130	1,250
Average daily cash ledger balance ($000)	364,200	380,300	373,300	392,200
Average daily invested cash bank balance ($000)	349,700	351,813	358,800	378,000
Average investment rate (%)	.20	.15	.15	.09

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,649,700	1,789,900	140,200
Employee Years	17.9	20.9	3.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-2,800	1,600	47,100	0	-2,000	96,300	140,200

Major Change

Two Resource Collectors are added to support delinquent tax collection	77,500
One Part time Messenger is converted to an Assistant Mailroom Coordinator to support succession planning	18,800

Program/Service Delivery Change

The policy changes with respect to the tax lien sale and foreclosure process entail the migration from tax lien sales as the primary form of delinquent tax collection towards a significant increase in the foreclosure activity of the City. Two Resource Collectors are added to pursue the collection of delinquent taxes by interfacing directly with taxpayers from City Hall who may be at immediate risk of property loss to foreclosure by the City.

Postage Chargebacks

Department/Bureau	2013-14	2014-15
CITY COUNCIL & CLERK	17,700	15,500
ADMINISTRATION		
Mayor's Office	1,500	1,200
Management & Budget	0	0
Human Resource Mgt.	10,900	11,300
Communications	2,700	2,800
Law	7,500	3,500
Total	22,600	18,800
INFORMATION TECHNOLOGY	200	100
FINANCE		
Director's Office	300	500
Accounting	3,100	3,200
Treasury	33,500	63,600
Assessment	33,300	45,300
Parking & Mun.Viol.	53,300	49,300
Purchasing	6,600	8,200
Total	130,100	170,100
NEIGHBORHOOD & ECONOMIC DEV.	62,700	47,900

Department/Bureau	2013-14	2014-15
ENVIRONMENTAL SERVICES		
Commissioner	6,000	1,900
Engineering	4,100	3,500
Operations & Parks	6,000	15,500
Water	101,200	98,200
Total	117,300	119,100
EMERGENCY COMMUNICATIONS	7,400	3,800
POLICE	32,200	32,700
FIRE	300	2,300
LIBRARY	0	1,800
RECREATION & YOUTH SERVICES		
Commissioner	200	1,300
Recreation	6,300	5,400
Youth Services	3,100	1,100
Total	9,600	7,800
Total Interfund	161,600	122,300
Total Intrafund	238,500	297,600
CITY TOTAL	400,100	419,900

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,006,622	1,040,100	1,058,200	1,152,600
Materials & Supplies	21,555	33,600	33,600	34,300
Services	580,665	557,900	557,900	603,000
Other	0	0	0	0
Total	1,608,843	1,631,600	1,649,700	1,789,900
Interfund Credit*	-209,300	-161,600	-161,600	-122,300
Intrafund Credit*	-280,400	-238,500	-238,500	-297,600
Total	1,119,143	1,231,500	1,249,600	1,370,000
Appropriation by Activity				
Administration/Cash Management	633,973	667,600	667,600	682,200
Cash Control	198,372	207,500	207,500	215,300
Tax Accounting	286,618	294,800	294,800	372,700
Mail and Messenger Service	489,880	461,700	479,800	519,700
Total	1,608,843	1,631,600	1,649,700	1,789,900
Interfund Credit*	-209,300	-161,600	-161,600	-122,300
Intrafund Credit*	-280,400	-238,500	-238,500	-297,600
Total	1,119,143	1,231,500	1,249,600	1,370,000
Employee Years by Activity				
Administration/Cash Management	6.0	6.0	6.0	6.0
Cash Control	4.2	4.4	4.2	4.2
Tax Accounting	6.1	6.1	6.0	8.0
Mail and Messenger Service	1.0	1.8	1.7	2.7
Total	17.3	18.3	17.9	20.9

*Reflects chargeback for postage

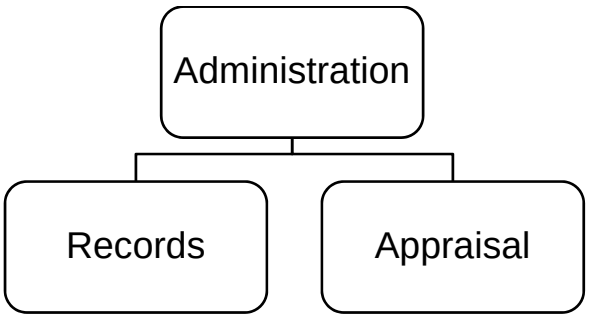
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2013-14	Proposed 2014-15				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Associate Administrative Analyst	1	1	1			
24	Sr. Administrative Analyst	3	3	2		1	
20	Executive Assistant	1	1		1		
18	Head Account Clerk	1	1			1	
18	Head Cashier	1	1		1		
16	Administrative Assistant	1	1	1			
14	Junior Accountant	2	2			2	
14	Mailroom Coordinator	1	1				1
13	Senior Cashier	1	1		1		
12	Assistant Mailroom Coordinator	0	1				1
12	Resource Collector	0	2			2	
9	Clerk II with Typing	1	1		1		
7	Clerk III with Typing	2	2			2	
EMPLOYEE YEARS							
Full Time		17.0	20.0	6.0	4.0	8.0	2.0
Overtime		0.2	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		0.7	0.7	0.0	0.0	0.0	0.7
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		17.9	20.9	6.0	4.2	8.0	2.7

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.

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Complete Phase I of the 2016 Reassessment by mailing inventory confirmation letters to property owners, updating the city website, and modify appraisal valuation programs	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
CUSTOMER PERSPECTIVE				
Reviews performed:				
● Exemptions (new and renewal)	10,736	11,000	11,000	11,000
● Inspection of building permits	2,733	2,510	2,500	2,500
● Subdivision & Other	1,338	1,825	1,500	2,500
● Owner reviews	831	805	900	900

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	926,800	949,400	22,600
Employee Years	13.3	13.2	-0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
12,800	400	11,400	0	100	-2,100	22,600

Major Change

Productivity improvements results in savings	-5,300
Funding added to support pre-work for the 2016 Reassessment	3,200

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	775,075	816,600	817,800	833,600
Materials & Supplies	1,468	9,800	9,800	13,300
Services	33,953	99,200	99,200	102,500
Other	0	0	0	0
Total	810,496	925,600	926,800	949,400
Appropriation by Activity				
Administration	141,833	216,300	216,300	225,200
Records	179,502	202,400	202,400	195,500
Appraisal	489,161	506,900	508,100	528,700
Total	810,496	925,600	926,800	949,400
Employee Years by Activity				
Administration	1.0	1.0	1.0	1.0
Records	5.4	5.3	5.2	4.9
Appraisal	7.2	7.0	7.1	7.3
Total	13.6	13.3	13.3	13.2

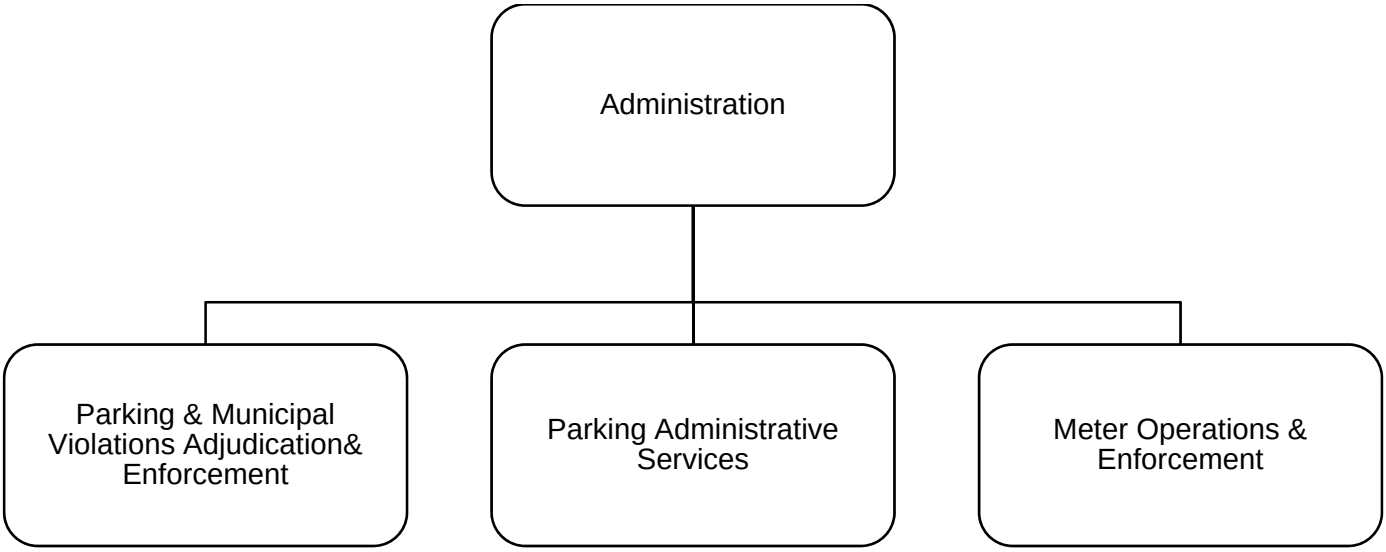
FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2013-14	Proposed 2014-15			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
9	Clerk II	0	1		1	
7	Clerk III with Typing	3	2		2	
EMPLOYEE YEARS						
Full Time		12.0	12.0	1.0	4.0	7.0
Overtime		0.2	0.4	0.0	0.1	0.3
Part Time, Temporary, Seasonal		1.1	0.8	0.0	0.8	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		13.3	13.2	1.0	4.9	7.3

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

Mission Statement

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

Organization



Vital Customers

External:

- Potential developers and business owners contemplating a move to the City of Rochester
- Vehicle owners who park in City parking facilities
- Vehicle owners who park on City 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
- Referral of unpaid housing tickets to property tax bills
- Referral of unpaid parking or municipal tickets to collection agencies

20014-15 Strategic Goals & Objectives

Objective	Projected Completion
Implement an Enterprise process and system solution for Garage Parking Access and Revenue Control for Midtown Garage	Second Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
CUSTOMER PERSPECTIVE				
Percent of Immobilizations that pay vs. being towed	93%	92%	93%	93%
FINANCIAL/COST				
Collection rate of Red Light Camera tickets	85%	85%	95%	95%

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	7,876,300	7,249,500	-626,800
Employee Years	42.2	42.1	-0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
26,200	29,800	28,800	0	-6,200	-705,400	-626,800

Major Change

In lieu of depreciation allocation is eliminated	-898,000
Increase in utilities, professional fees, and security costs to reflect a full year of operation at Midtown	172,400
Annual software maintenance begins on new revenue control systems	30,000
Reduced need for tools & supplies results in savings	-23,500
Funds are included for six new pay stations at College Town and 25 new pay stations at Midtown	16,800
Reduction in miscellaneous expense results in savings	-3,100

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,752,767	1,933,500	1,974,700	2,010,800
Materials & Supplies	85,633	129,700	129,700	106,500
Services	3,388,249	4,755,100	5,771,900	5,132,200
Other	0	0	0	0
Total	5,226,649	6,818,300	7,876,300	7,249,500
Appropriation by Activity				
Administration	255,816	237,700	1,134,800	257,000
Parking/Municipal Violations Adjud. & Enforcement	747,036	764,600	764,000	752,800
Parking Administrative Services	3,479,301	4,914,100	5,035,600	5,285,500
Meter Operations/Parking Enforcement	744,496	901,900	941,900	954,200
Total	5,226,649	6,818,300	7,876,300	7,249,500
Employee Years by Activity				
Administration	2.5	2.5	2.5	2.5
Parking/Municipal Violations Adjud. & Enforcement	12.2	12.4	12.2	12.2
Parking Administrative Services	8.1	10.7	10.6	10.7
Meter Operations/Parking Enforcement	16.1	16.5	16.9	16.7
Total	38.9	42.1	42.2	42.1

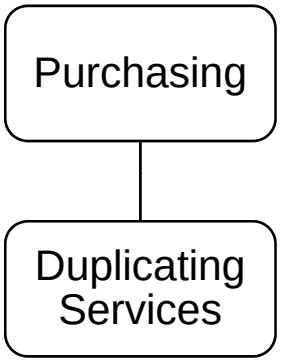
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2013-14	Proposed 2014-15				
33	Director, Parking	1	1	1			
28	Asst. Director, Parking	2	2		1	1	
26	Supervisor, Administrative Services	1	1		1		
26	Parking Facility Manager	1	1			1	
23	Municipal Parking Compliance Auditor	1	1			1	
15	Parking Enforcement Supervisors	2	2				2
15	Senior Parking Equipment Mechanic	2	2			1	1
14	Parking Compliance Monitor	2	2			2	
14	Junior Accountant	1	1			1	
11	Adjudication Assistant	1	1		1		
11	Cashier Bilingual	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	1.5		0.5	
7	Clerk III	5	5		4	1	
7	Clerk III with Typing	1	1		1		
5	Account Clerk	2	2			2	
EMPLOYEE YEARS							
Full Time		36.0	36.0	2.5	11.0	10.5	12.0
Overtime		0.9	0.9	0.0	0.1	0.2	0.6
Part Time, Temporary, Seasonal		5.3	5.2	0.0	1.1	0.0	4.1
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		42.2	42.1	2.5	12.2	10.7	16.7

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Develop guidelines and procedures to purchase goods and services from local businesses where this provides the best value to the City taxpayer	Second Quarter
Begin transition to on-line ordering with high-volume vendors to simplify and speed up ordering and payment process	Third Quarter

Upgrade Financial software and realize program enhancements and process improvements	Third Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Contracts awarded:				
● Construction ($000)	46,436	34,000	32,500	58,000
● Construction M/WBE ($000)	6,506	5,100	4,420	7,000
● Number of Goods and Services contracts Awarded	267	310	200	300
CUSTOMER PERSPECTIVE				
Service contracts without coverage gaps (%)	N/A	80	100	95
FINANCIAL/COSTS				
Money recovered from sale of surplus property ($)	473,234	150,000	326,000	204,000
LEARNING AND INNOVATION				
Ratio of specifications via internet versus U.S. mail (%)	47	50	55	55

N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,006,000	1,036,400	30,400
Employee Years	11.9	12.2	0.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
400	1,400	2,000	0	3,000	23,600	30,400

Major Change

One Purchaser position is converted to a Project Assistant to support compliance monitoring on development and public works projects	-20,600
Funding is added for contracted wage/hour Investigations	19,600
Increase in temporary salaries to meet increased demand for compliance monitoring	15,100
Transfer of printer maintenance to the Print Shop from Information Technology Department	9,500

Program/Service Delivery Change

A significant increase in demand for meeting labor law enforcement requirements is anticipated due to the Contract Compliance unit becoming responsible for approximately $100+ million of additional development projects and public works contracts in 2014-2015. This is an increase from the ongoing $35+ million of Public Works contracts that is the baseline workload for the Bureau and the additional $100 million of NBD projects started in 2013-14. A Purchaser position is converted to a Project Assistant to address the need for increased contract compliance and funds are added for contracted wage & hour investigations.

Duplicating Chargebacks

Department/Bureau	2013-14	2014-15
CITY COUNCIL & CLERK	7,800	4,800
ADMINISTRATION		
Mayor's Office	23,100	27,500
Management & Budget	11,100	3,300
Human Resource Mgt.	27,900	17,900
Communications	8,400	7,200
Law	5,900	1,500
Total	84,200	57,800
INFORMATION TECHNOLOGY	1,900	1,400
Library	0	700
FINANCE		
Director's Office	1,500	100
Accounting	2,500	600
Treasury	4,600	9,100
Assessment	4,200	2,900
PMCVB	6,100	1,400
Purchasing	4,000	7,000
Total	18,900	21,100
NEIGHBORHOOD & BUSINESS DEV.	74,600	40,400

Department/Bureau	2013-14	2014-154
ENVIRONMENTAL SERVICES		
Commissioner	2,500	34,500
Engineering	14,800	11,100
Operations & Parks	2,900	15,300
Water	1,500	5,800
Total	21,700	66,700
EMERGENCY COMMUNICATIONS	8,800	200
RPD	0	12,200
Fire	0	17,700
RECREATION & Youth Services		
Commissioner	13,000	4,900
Recreation	36700	53,700
Youth Services	37,400	21,800
Total	87,100	80,400
Total Interfund	7,400	15,500
Total Intrafund	284,400	287,900
CITY TOTAL	291,800	303,400

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	681,894	714,800	718,400	709,900
Materials & Supplies	65,193	67,800	67,800	69,900
Services	39,586	223,400	219,800	256,600
Other	0	0	0	0
Total	786,673	1,006,000	1,006,000	1,036,400
Interfund Credit*	-26,500	-7,400	-7,400	-15,500
Intrafund Credit*	-98,600	-284,400	-284,400	-287,900
Total	661,573	714,200	714,200	733,000
Appropriation by Activity				
Purchasing	661,540	714,200	714,200	733,000
Duplicating Services	125,133	291,800	291,800	303,400
Total	786,673	1,006,000	1,006,000	1,036,400
Interfund Credit*	-26,500	-7,400	-7,400	-15,500
Intrafund Credit*	-98,600	-284,400	-284,400	-287,900
Total	661,573	714,200	714,200	733,000
Employee Years by Activity				
Purchasing	10.9	10.9	10.9	11.2
Duplicating Services	1.1	1.0	1.0	1.0
Total	12.0	11.9	11.9	12.2

*Reflects chargeback for duplicating

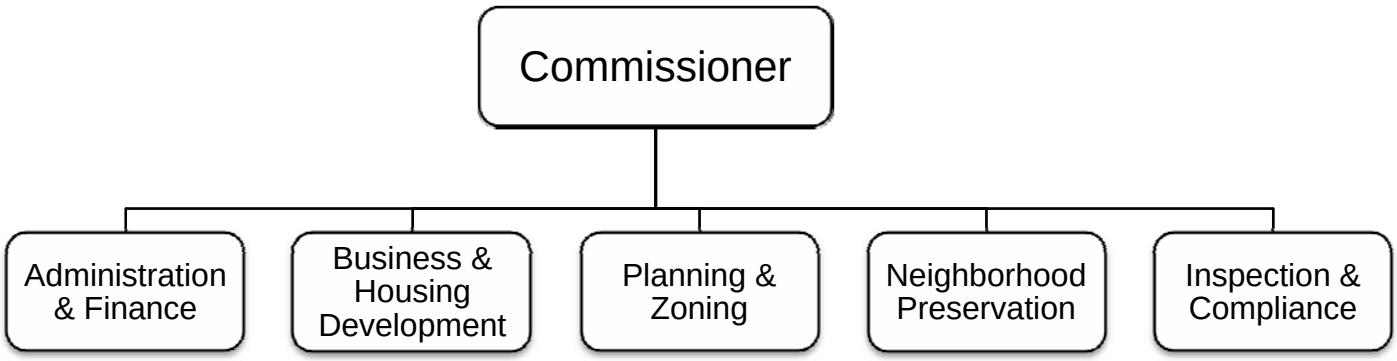
DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2013-14	Proposed 2014-15		
33	Purchasing Agent	1	1	1	
24	Contract Administrator	1	1	1	
24	Minority & Women Business Enterprise Officer	1	1	1	
22	Senior Purchaser	0	2	2	
21	Senior Purchaser	1	0		
19	Purchaser	3	1	1	
16	Wage & Hour Investigator	1	0		
14	Coordinator Duplicating & Supplies	1	1		1
12	Project Assistant	0	1	1	
12	Purchasing Control Clerk	1	1	1	
9	Clerk II with Typing	0	1	1	
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		11.0	11.0	10.0	1.0
Overtime		0.1	0.1	0.1	0.0
Part Time, Temporary, Seasonal		0.8	1.1	1.1	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		11.9	12.2	11.2	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 enhancing the 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 planning future development.

Organization



Department Highlights

Personnel changes include the addition of one full time position for the Land Bank Program, funding for seasonal staffing of the High Falls Museum, and the elimination of two on-call positions ($78,100).

Funding for High Falls operational expenses is reduced ($38,300).

Funding for quadrant support activities is added ($40,000).

Reductions include decreases in chargebacks (-$35,600) and service and materials expenses as a productivity measure (-$34,900).

Highlights of the Department's 2014-15 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Projected Completion
Implement pilot program for coordinated access to Homeless System	First Quarter
Complete implementation of Voice of the Citizen/Safety through civic engagement with plan for sustainability of initiatives	First Quarter
Implement recommendations for Homeless Resolution Strategy	Second Quarter
Complete analysis/market study for War Memorial	Second Quarter
Complete Analysis to Impediments to Fair Housing Study	Third Quarter
Develop and implement a program to hold financial institutions accountable for properties in foreclosure.	Third Quarter
Strengthen connections with community/ neighborhood groups for enhanced community service/engagement	Third Quarter
Complete new City Comprehensive Plan	Fourth Quarter
Complete new Five (5) Year Consolidated Plan	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2013-14	Budget 2014-15	Change	Percent Change
Commissioner/Admin Finance	843,200	868,500	25,300	3.0%
Business & Housing Development	6,163,400	6,338,200	174,800	2.8%
Planning & Zoning	1,659,600	1,668,900	9,300	0.6%
Neighborhood Preservation	1,522,900	1,526,000	3,100	0.2%
Inspection & Compliance	3,421,500	3,427,000	5,500	0.2%
Total	13,610,600	13,828,600	218,000	1.6%
Employee Years	138.2	138.7	0.5	0.4%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
196,700	59,200	-35,600	0	-34,900	32,600	218,000

Major Change Highlights

Funding for a Sr. Real Estate Specialist Bilingual for Land Bank Program is added	74,100
Funding for quadrant support activities is added	40,000
Funding for a temporary Clerk III position ends	-32,500
Funding for On-call secretarial positions is eliminated due to budget constraints	-25,000
Funding for a temporary Community Program Planner position ends	-14,700
Funding for operating expenses for High Falls Center is reduced, and is partially offset by addition of funds for seasonal staffing of High Falls Museum	-9,300

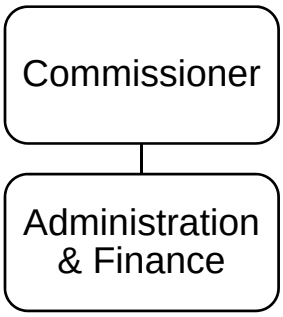
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	8,409,153	9,121,800	9,175,300	9,403,900
Materials & Supplies	54,486	68,000	85,600	80,500
Services	4,040,886	4,002,900	4,144,700	4,134,100
Other	162,029	192,300	205,000	210,100
Total	12,666,554	13,385,000	13,610,600	13,828,600
Appropriation by Activity				
Commissioner	687,613	800,000	843,200	868,500
Business & Housing Development	6,099,601	6,100,000	6,163,400	6,338,200
Planning & Zoning	1,466,961	1,600,000	1,659,600	1,668,900
Neighborhood Preservation	1,268,911	1,510,000	1,522,900	1,526,000
Inspection & Compliance	3,143,468	3,375,000	3,421,500	3,427,000
Total	12,666,554	13,385,000	13,610,600	13,828,600
Employee Years by Activity				
Commissioner	11.0	11.5	11.5	9.8
Business & Housing Development	38.2	39.2	39.2	40.2
Planning & Zoning	21.1	21.1	21.1	22.1
Neighborhood Preservation	19.1	19.1	19.1	19.0
Inspection & Compliance	48.2	47.3	47.3	47.3
Total	137.6	138.2	138.2	138.4
NBD Resource Allocation - Dollars				
NBD Allocation	12,666,554	13,385,000	13,610,600	13,828,600
Police Department NBD Allocation	1,470,000	1,693,200	1,876,100	1,882,500
Total NBD Allocation	14,136,554	15,078,200	15,486,700	15,711,100
NBD Resource Allocation - Employee Years				
NBD Allocation	137.6	138.2	138.2	138.4
Police Department NBD Allocation	24.2	24.4	24.4	24.4
Total NBD Allocation	161.8	162.6	162.6	162.8

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, skilled trades

Critical Processes

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Complete new Five (5) Year Consolidated Plan	Fourth Quarter
Complete Homeowner Residency Verification	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
General Billing Invoices Processed	3,619	4,000	4,000	4,000
Case Management Fee Invoices	4,172	3,500	3,500	3,000
Contracts Created/Amended	796	780	800	800
CUSTOMER PERSPECTIVE				
Complaints Processed	810	700	750	600
FINANCIAL/COST				
State & Federal Grants Administered ($ millions)	14.16	11.34	11.40	12.60
LEARNING & INNOVATION				
Average # of training hours per employee	64.00	40.00	25.00	25.00

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	843,200	868,500	25,300
Employee Years	11.5	10.0	-1.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
20,400	2,300	-6,400	0	-7,900	16,900	25,300

Major Change

Funding from bureaus transferred into central line for cellular/data expenses	80,200
Funding for a Clerk III position transfers to Bureau of Planning and Zoning	-38,300
Funding for on-call secretarial positions is eliminated due to budget constraints	-25,000

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

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	588,112	654,200	690,900	648,500
Materials & Supplies	4,859	6,200	6,200	6,400
Services	94,642	139,600	146,100	213,600
Other	0	0	0	0
Total	687,613	800,000	843,200	868,500
Appropriation by Activity				
Commissioner	280,888	347,100	363,900	410,400
Administration & Finance	406,725	452,900	479,300	458,100
	687,613	800,000	843,200	868,500
Employee Years by Activity				
Commissioner	2.5	2.5	2.5	2.0
Administration & Finance	8.5	9.0	9.0	8.0
	11.0	11.5	11.5	10.0

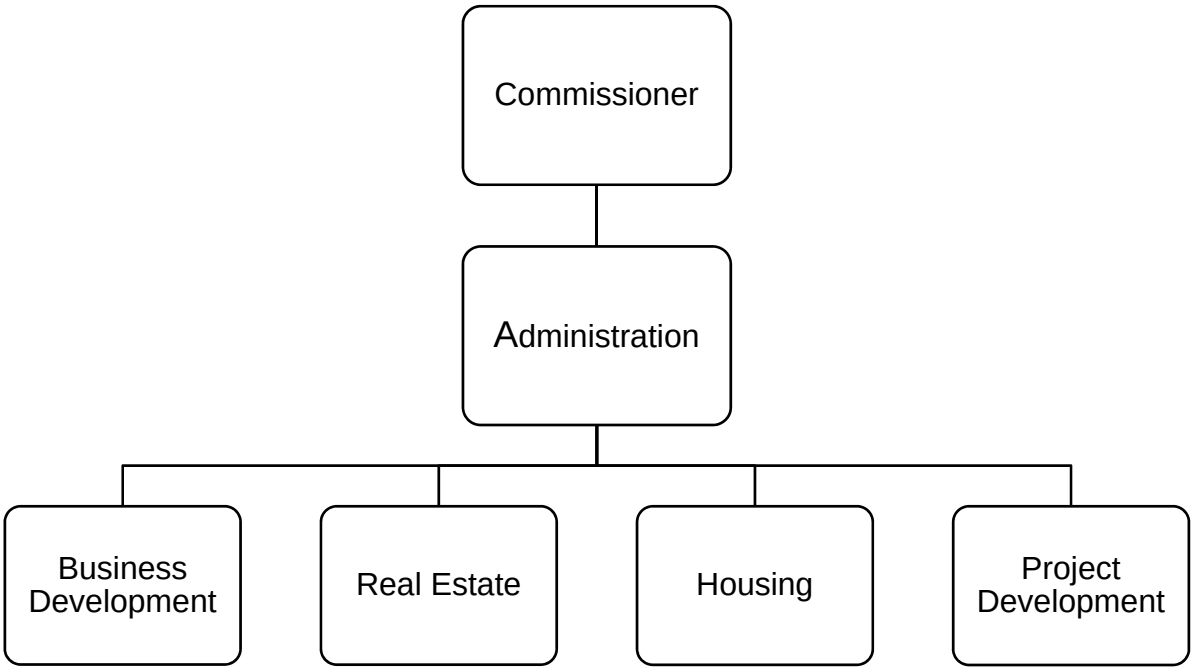
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Administration & Finance
Br.	Title	Budget 2013-14	Proposed 2014-15		
36	Commissioner	1.0	1.0	1.0	
30	Director of Administration & Finance	0.8	0.8		0.8
26	Associate Administrative Analyst	1.0	1.0		1.0
20	Executive Assistant	1.0	1.0		1.0
18	Secretary to Commissioner	1.0	1.0	1.0	
12	Project Assistant	1.0	1.0		1.0
11	Clerk I	1.0	1.0		1.0
9	Clerk II	1.0	1.0		1.0
9	Clerk II with Typing Bilingual	1.0	1.0		1.0
7	Clerk III	1.0	0.0		0.0
EMPLOYEE YEARS					
Full Time		9.8	8.8	2.0	6.8
Overtime		0.2	0.2	0.0	0.2
Part Time, Temporary, Seasonal		1.5	1.0	0.0	1.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		11.5	10.0	2.0	8.0

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 quality of life and economic opportunity for residents, neighborhoods and businesses.

Organization



Vital Customers

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

Critical Processes

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Implement pilot program for coordinated access to Homeless System	First Quarter
Develop comprehensive Downtown Parking Plan	First Quarter
Complete implementation of JOSANA Plan	First Quarter
Identify high vacancy areas for Planned Community Strategy	First Quarter
Identify potential tenant for Pike facility	First Quarter
Implement recommendations of Eastside/Midtown Parking Study	First Quarter
Secure environmental remediation trust funds for Eastman Business Park	First Quarter
Negotiate and finalize plans for Bausch and Lomb manufacturing plant	First Quarter
Complete demolition of 660-668 W Main Street and prepare for redevelopment	First Quarter
Assist with sale and development of Midtown parcels 2 and 5	First Quarter
Process COMIDA support for Valeant Plant development project	First Quarter
Complete and implement Marketview Heights Urban Renewal Plan	Second Quarter
Implement Section 3 monitoring and compliance policies and procedures	Second Quarter
Implement recommendations for Homeless Resolution Strategy	Second Quarter
Finalize sale of High Falls business center for development	Second Quarter
Work with developer toward completion of Flats at Brooks Landing project	Second Quarter
Complete analysis/market study for War Memorial	Second Quarter
Complete Analysis to Impediments to Fair Housing Study	Third Quarter
Complete Mills at High Falls/Michelson Apartments Affordable Housing Project	Fourth Quarter
Complete Sibley development project	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Jobs created (projected)	1,081.5	1,250	800	800
Jobs retained	12,488	1,500	1,500	1,500
Business Associations supported (Avg)	23	23	23	23
HOME Rochester sales to owner-occupants	19	38	35	40
Owner-occupied Housing Units Created	12	28	20	25
Rental Housing Units Created	258	130	250	400
Rental Housing Units Preserved	352	402	200	150
Demolitions by private owner	121	60	50	50
Demolitions by City contract	272	280	250	145
Surplus City property:				
● Structures (Average)	68	50	20	75
● Vacant lots (Average)	2,347	2,600	2,300	2,800
Tax foreclosures (City & County)	155	200	200	250
Properties sold at auction, thru RFP/negotiation	145	125	125	125
CUSTOMER PERSPECTIVE				
MWBE financial applications approved	77	48	35	35
New business formations	16	12	15	15
Business recruitments	6	8	10	10
Business owners receiving technical assistance resulting in investment	241	225	60	200
Lead Hazard Reduction Grants awarded	126	224	200	200
Homebuyers receiving closing cost assistance	199	275	100	100
City Living Sundays annual attendance	220	220	450	300
City Living Sundays houses sold	0	52	75	50
City Living Sundays homes listed	76	80	150	80
Residential properties receiving rehab asst	175	65	200	200
War Memorial events	147	105	110	100
War Memorial attendance per event (Avg)	4,248	3,800	3,900	3,800
RRCC Conventions/Trade Shows	26	25	26	25
RRCC public shows	14	10	10	10
RRCC total attendance	226,176	255,000	260,000	250,000
Emergency Shelter Grant beneficiaries	6,319	1,000	5,000	1,000
Housing for Persons with AIDS (Households)	289	210	250	200
FINANCIAL/COSTS				
Total Business Investment	$161,496,082	$250,000,000	$129,000,000	$110,000,000
Total Housing investment	$113,653,694	$70,657,000	$80,000,000	$75,000,000
Housing Investment from HOME Rochester	$1,290,330	$2,817,000	$2,275,000	$2,100,000
Lead Hazard Reduction Grant value	$1,912,415	$3,136,000	$3,600,000	$2,800,000
Property sales revenue	$301,189	$270,000	$200,000	$250,000
In Lieu of Tax Payments	$38,446	$52,000	$48,000	$50,000
Property rental revenue (All properties)	$421,025	$176,000	$70,000	$155,000
War Memorial revenue (All revenue)	$1,284,900	$1,596,000	$1,218,000	$1,596,000
LEARNING & INNOVATION				
Average # of training hours per employee	13.00	15.00	25.00	25.00

RRCC – Rochester Riverside Convention Center

Year-To-Year

	2013-14	2014-15	Change
Budget	6,163,400	6,338,200	174,800
Employee Years	39.2	40.2	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
114,700	39,300	6,800	0	-13,500	27,500	174,800

Major Change

Funding for a Sr. Real Estate Specialist Bilingual position for Land Bank Program added	74,100
Funding for a temporary Clerk III position ends	-32,500
Funding for operating expenses for High Falls Center is reduced, and offset by addition of funds for seasonal staffing of High Falls Museum	-9,300
Funding transferred to central administrative line for cellular/data expenses	-4,800

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

Rochester Riverside Convention Center

	2013-14 Budget	2014-15 Budget
Revenues		
Building & equipment rental	1,008,800	1,038,000
Service Fees	288,200	267,500
Commissions: Decorator/AV	73,000	85,500
Food & beverage service	4,550,473	4,649,218
Pier 45 at the Port	1,032,500	0
Riverside Production	408,685	424,000
Riverside Parking	1,362,833	1,411,172
Convention Services	290,000	290,000
Interest	2,000	2,000
TOTAL REVENUES	**9,016,491**	**8,167,390**
Expenses		
Administration	849,966	849,289
Operations	2,869,790	2,912,429
Sales	350,727	374,613
Food and Beverage	3,449,288	3,646,680
Pier 45 at the Port	1,111,443	0
Riverside Productions	376,569	368,136
Riverside Parking	1,152,708	1,160,243
Convention Services	290,000	290,000
Capital Improvements	0	0
TOTAL EXPENSES	**10,450,491**	**9,601,390**
Operating Deficit:	-1,434,000	-1,434,000
Monroe County Hotel/Motel Tax	795,000	795,000
City Subsidy	**639,000**	**639,000**

War Memorial/Blue Cross Arena Fund

	2013-14 Budget	2014-15 Budget
Revenues		
War Memorial Revenue		
Concessions	329,000	329,000
Surtax	424,000	424,000
Suites	178,000	178,000
Utilities	345,000	345,000
Name	195,000	195,000
Scoreboard	125,000	0
Hotel/Motel Tax	905,000	905,000
TOTAL REVENUES	**2,501,000**	**2,376,000**
Expenses		
Operating	973,600	995,500
Undistributed	9,900	9,900
Cash Capital	423,000	688,000
TOTAL EXPENSES	**1,406,500**	**1,693,400**
Income before Debt Service	1,094,500	682,600
Debt Service	1,500,300	1,500,300
Net Income/Loss	**-405,800**	**-817,700**

Port of Rochester

	2013-14 Budget	2014-15 Budget
Revenues		
Retail Establishment Rent	37,000	25,000
TOTAL REVENUES	**37,000**	**25,000**
Expenses		
Cleaning Supplies	9,500	9,700
Miscellaneous Supplies	12,200	12,400
Heat, Light & Power	165,000	165,000
Building Maintenance	60,000	61,200
Fuel	1,700	1,700
Security Detail	162,500	157,000
TOTAL EXPENSES	**410,900**	**407,000**
Net Income/Loss	**-373,900**	**-382,000**

Soccer Stadium

	2013-14 Budget	2014-15 Budget
Revenues		
TOTAL REVENUES	**39,900**	**60,000**
Expenses		
Heat, Light & Power	246,000	246,000
Repairs, Supplies	41,400	41,400
Pure Water Charges	30,000	30,000
Water Charges	22,600	22,600
Insurance	97,300	97,300
Maintenance Mechanic	20,700	22,200
Seasonal Building Maint.	19,400	20,100
Wearing Apparel	400	400
Modular Lockers Rent	7,000	7,000
Taxes	44,800	44,800
TOTAL EXPENSES	**529,600**	**531,800**
Net Income/Loss	**-489,700**	**-471,800**

High Falls Center

	2013-14 Budget	2014-15 Budget
Revenues		
Rental Income	18,000	-
TOTAL REVENUES	**18,000**	**0**
Expenses		
Salaries	-	29,000
Heat, Light & Power	90,000	65,000
Water Charges	15,500	10,900
Professional Fees	40,000	41,000
County Taxes	21,000	15,500
Telephone	2,700	2,800
TOTAL EXPENSES	**169,200**	**164,200**
Net Income/Loss	**-$151,200**	**-$164,200**

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

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	2,581,530	2,818,900	2,793,300	2,978,600
Materials & Supplies	4,754	11,800	14,800	11,600
Services	3,351,288	3,077,000	3,150,300	3,137,900
Other	162,029	192,300	205,000	210,100
Total	6,099,601	6,100,000	6,163,400	6,338,200
Appropriation by Activity				
Administration	567,227	709,300	800,200	594,400
Business Development	559,368	608,900	478,200	640,500
Real Estate	586,746	716,800	648,700	750,400
Housing	564,816	555,200	642,000	587,400
Project Development	785,074	809,400	801,800	950,600
Rochester Riverside Convention Center	1,437,800	1,434,000	1,434,000	1,434,000
Blue Cross Arena at the Rochester War Memorial	892,559	917,600	973,600	995,500
High Falls	177,706	133,700	169,200	164,200
Port of Rochester	150,873	0	0	0
Soccer Stadium	377,432	215,100	215,700	221,200
	6,099,601	6,100,000	6,163,400	6,338,200
Employee Years by Activity				
Administration	5.5	2.5	2.5	2.5
Business Development	6.0	8.0	8.0	8.0
Real Estate	7.5	7.6	7.6	8.6
Housing	8.0	9.0	9.0	8.0
Project Development	11.2	12.1	12.1	13.1
	38.2	39.2	39.2	40.2

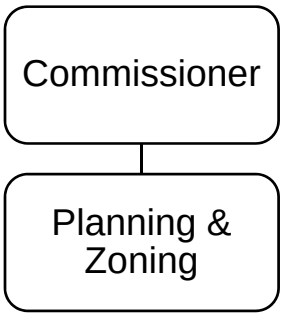
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Business Development	Real Estate	Housing	Project Development
Br.	Title	Budget 2013-14	Proposed 2014-15					
35	Director of Development Services	1	0					
34	Director of Development Services	0	1	1				
30	Director of Real Estate	1	1			1		
30	Manager of Downtown Development	1	1					1
30	Manager of Housing	1	1				1	
30	Manager of Small Market Development	1	1		1			
29	Principal Staff Assistant	1	1					1
28	Assistant Director of Real Estate	1	1			1		
26	Associate Administrative Analyst	1	1					1
26	Associate Community Housing Planner	2	2			1		1
26	Credit Manager	1	1		1			
26	Economic Development Project Manager	2	2		2			
26	Sr. Marketing Specialist	1	1		1			
26	Sr. Marketing Specialist Bilingual	1	1		1			
24	Sr. Community Housing Planner	7	7				6	1
24	Sr. Economic Development Specialist	2	2		1			1
24	Sr. Property Rehabilitation Specialist	2	2					2
24	Sr. Real Estate Specialist Bilingual	0	1			1		
21	Property Rehabilitation Specialist	3	3					3
20	Executive Assistant	1	1	1				
20	Legal Assistant/Real Estate	1	2		1	1		
20	Real Estate Specialist Bilingual	1	0					
18	Project Development Assistant	1	1					1
12	Project Assistant	2	2			2		
11	Secretary	1	1					1
9	Clerk II with Typing	2	2			1	1	
EMPLOYEE YEARS								
Full Time		38.0	39.0	2.0	8.0	8.0	8.0	13.0
Overtime		0.2	0.2	0.0	0.0	0.1	0.0	0.1
Part Time, Temporary, Seasonal		1.0	1.0	0.5	0.0	0.5	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		39.2	40.2	2.5	8.0	8.6	8.0	13.1

Mission Statement

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

Organization



Vital Customers

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

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Finalize Center City Master Plan	First Quarter
Evaluate Zoning Code implications related to expanded Food Truck legislation	First Quarter
Review bureau staffing and assignments and implement any recommended changes	First Quarter
Evaluate customer service protocols and implement recommended changes	Second Quarter
Complete new City Comprehensive Plan	Fourth Quarter

Objective	Projected Completion
Update Zoning Code and Map	Ongoing
Support quadrant priorities and activities	Ongoing
Strengthen relationships with other City departments and agencies	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Data analysis requests	81	70	80	75
Mapping/GIS requests	195	145	200	175
Planning studies conducted	8	14	10	15
Planning assistance provided	133	180	170	175
Planning training sessions	61	32	80	45
Applications Reviewed by Zoning:				
● Business Permit/License	670	450	500	500
● SEQR	212	145	200	150
● Legal Use reviews	155	210	150	200
Cert of Zoning Compliance reviewed	1,781	2,200	1,900	2,150
Planning Commission cases	100	104	100	105
Zoning Board of Appeals cases	111	106	120	110
Preservation Board cases	72	96	80	90
Project Review Committee meetings	21	18	25	15
Site Plan reviews	164	65	100	75
Admin Re-subdivision reviews	211	122	110	125
Building Permits issued	2,458	2,512	2,400	2,550
Electrical Permits issued	2,480	2,310	3,000	2,500
Plumbing Permits issued	1,389	1,250	2,100	1,300
Elevator Permits issued	2	15	15	15
C of O applications processed	3,420	3,500	4,000	3,500
Licensed Trades:				
● Applications Rec'd (Biannual Renewal)	543	2,000	1,500	2,500
● Certificates/Cards issued	N/A	1,100	1,200	3,100
CUSTOMER PERSPECTIVE				
CZC's issued	1,484	2,050	1,900	2,000
Customer Service Information requests	2,670	1,100	2,200	1,500
Permit FOI Requests Processed	156	210	250	225
FINANCIAL/COST				
Value of construction/permits issued	$176,370,000	$220,000,000	$150,000,000	$200,000,000
Permit fees collected	$2,210,388	$2,350,000	$1,600,000	$2,225,000
C of O Fees Collected	$300,385	$304,000	$220,000	$305,000
LEARNING & INNOVATION				
Average # of training hours per employee	22.08	20.00	25.00	25.00

N/A – Not applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,659,600	1,668,900	9,300
Employee Years	21.1	22.1	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-7,500	3,300	-18,100	0	-2,500	34,100	9,300

Major Change

Funding for a Clerk III position transfers from Administration & Finance	38,300
Funding transferred to central administrative line for cellular/data expenses	-4,200

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
PLANNING & ZONING
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,368,485	1,443,600	1,481,000	1,511,800
Materials & Supplies	6,883	9,000	10,300	9,600
Services	91,593	147,400	168,300	147,500
Other	0	0	0	0
Total	1,466,961	1,600,000	1,659,600	1,668,900
Appropriation by Activity	1,466,961	1,600,000	1,659,600	1,668,900
Employee Years by Activity	21.1	21.1	21.1	22.1

PLANNING & ZONING

PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2013-14	Proposed 2014-15
33	Director of Planning and Zoning	1	1
28	Permit Office Manager	1	1
27	Senior Architect	2	2
26	Associate City Planner	1	1
26	Associate Zoning Analyst	1	1
24	Preservation Planner	1	1
24	Sr. City Planner	4	4
24	Sr. City Planner/Urban Design Specialist	1	1
24	Sr. GIS Analyst/City Planner	1	1
24	Sr. Zoning Analyst	1	1
21	Assistant Architect	1	1
20	GIS Analyst/City Planner	1	1
12	Project Assistant	1	1
9	Clerk II	3	3
7	Clerk III	0	1
6	Receptionist Typist Bilingual	1	1
EMPLOYEE YEARS			
Full Time		21.0	22.0
Overtime		0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		21.1	22.1

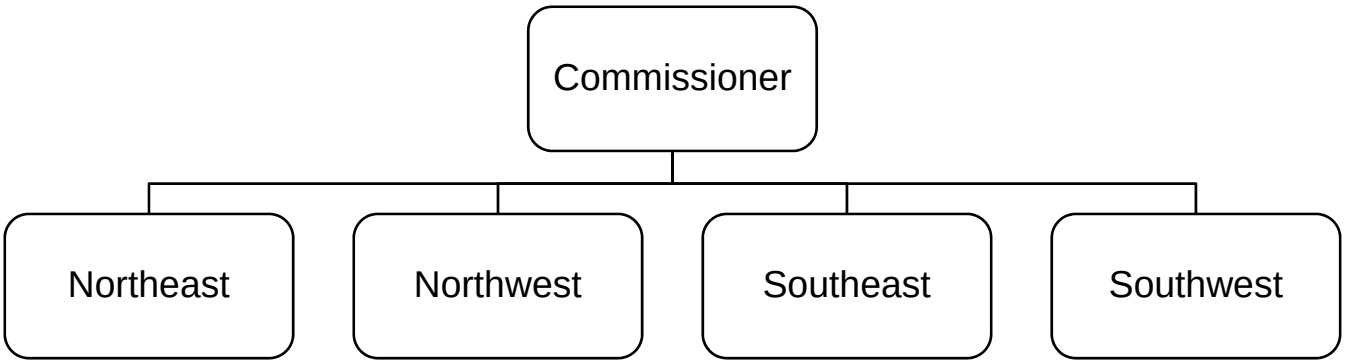
Mission Statement

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

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

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
All Quadrants	
Complete implementation of Voice of the Citizen/Safety through civic engagement and ensure neighborhood involvement	First Quarter
Enhance citizen engagement and build capacity of neighborhoods utilizing proven models of success	Ongoing
Continue strengthening quadrant involvement with neighborhood and business associations for enhanced growth and participation	Ongoing
Strengthen connections between area stakeholders and community colleges in an effort to encourage collaboration and shared resources	Ongoing
Continue coordination of Focused Investment and ensure neighborhood participation	Ongoing
Support the RCSD Modernization Program	Ongoing
Assist in development and implementation of private demolition strategies	Ongoing

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,522,900	1,526,000	3,100
Employee Years	19.1	19.1	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
19,500	6,700	-16,900	0	-7,000	800	3,100

Major Changes

Funding for quadrant support activities is added	40,000
Funding transferred to central administrative line for cellular/data expenses	-24,500
Funding for a temporary Community Program Planner position ends	-14,700

Northwest Quadrant

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Facilitate continued implementation of JOSANA Master Plan	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Enforcement Actions				
● Nuisance letters sent	119	178	80	200
● Nuisance waivers issued	20	15	10	0
CUSTOMER PERSPECTIVE				
Business Permits issued	296	270	250	300
Good Neighbor agreements	145	225	100	250
Community engagement activities	360	290	300	300
Uplifts	7	5	5	5
# of Uplift participants	245	200	200	200
Information Referrals				
● # of Walk-ins	3,211	2,900	3,000	3,000
● # of Referrals (Method of calculation updated)	13,368	43,000	13,000	45,000
Crime Prevention				
# of Security Audits	148	55	60	60
# of Crime Bulletins	101	30	40	40
National Night Out attendance	320	300	300	300
Court Watch groups (Avg)	4	4	5	4
PAC-TAC				
Groups (Avg)	3	3	3	3
PAC-TAC hours per year (Prev # of walks)	123	22	20	425
Number of participants (Avg)	44	43	50	45
LEARNING & INNOVATION				
Average # of training hours per employee	16.00	20.00	25.00	25.00

Northeast Quadrant

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Target owner-occupied neighborhood adjacent to challenged neighborhood with fewer homeowners and funnel resources into both to make visible change	Fourth Quarter
Strengthen neighborhood gardens	Ongoing
Initiate the Northeast Executive Leadership Council	Ongoing
Initiate a series of critical training opportunities at the Northeast Service Center	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Enforcement Actions				
● Nuisance letters sent	211	190	200	200
● Nuisance waivers issued	0	0	0	0
CUSTOMER PERSPECTIVE				
Business Permits Issued	157	170	200	200
Good Neighbor Agreements	140	130	150	150
Community Engagement Activities	211	220	300	250
Uplifts	6	5	5	5
# of Uplift Participants	315	200	400	200
Information Referrals				
● # of Walk Ins	7,411	6,000	6,000	6,000
● # of Referrals (Method of calculation updated)	3,625	22,000	22,000	22,000
Crime Prevention				
# of Security Audits	0	80	80	85
# of Crime Bulletins	48	60	60	65
National Night Out Attendance	200	200	200	220
Court Watch Groups (Avg)	0	0	-	0
PAC-TAC				
Groups (Avg)	3	3	3	3
PAC-TAC Hours per Year (Prev # of walks)	17	18	20	300
Number of Participants (Avg)	14	30	30	30
LEARNING & INNOVATION				
Average # of Training Hours per Employee	20.00	20.00	25.00	25.00

Southwest Quadrant

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Support Jefferson Avenue revitalization	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Enforcement Actions				
● Nuisance letters sent	105	200	75	200
● Nuisance waivers issued	0	0	5	0
CUSTOMER PERSPECTIVE				
Business Permits Issued	167	200	150	200
Good Neighbor Agreements	63	100	80	100
Community Engagement Activities	191	200	200	200
Uplifts	10	15	5	10
# of Uplift Participants	217	250	250	250
Information Referrals				
● # of Walk Ins	6,189	8,000	7,000	8,000
● # of Referrals (Method of calculation updated)	16,366	18,000	10,000	20,000
Crime Prevention				
# of Security Audits	59	60	60	60
# of Crime Bulletins	42	50	40	50
National Night Out Attendance	500	500	400	500
Court Watch Groups (Avg)	4	4	4	4
PAC-TAC				
Groups (Avg)	5	10	5	10
PAC-TAC Hours per Year (Prev # of walks)	112	29	30	350
Number of Participants (Avg)	45	50	45	50
LEARNING & INNOVATION				
Average # of Training Hours per Employee	28.00	20.00	25.00	25.00

Southeast Quadrant

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Build on implementation of early stages of the economic plan for Monroe Avenue and implement Targeted Commercial Exterior Improvement Program	Third Quarter
Connect the four step planning process on East Main with EMMA, Beechwood, FIS, N Winton and R City in the Northeast	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Enforcement Actions				
● Nuisance letters sent	98	112	75	75
● Nuisance waivers issued	9	5	5	0
CUSTOMER PERSPECTIVE				
Business Permits Issued	246	182	200	230
Good Neighbor Agreements	159	182	100	220
Community Engagement Activities	245	270	300	300
Uplifts	5	5	5	5
# of Uplift Participants	199	240	250	200
Information Referrals				
● # of Walk Ins	1,028	1,600	1,000	1,150
● # of Referrals (Method of calculation updated)	41,835	43,300	33,000	40,000
Crime Prevention				
# of Security Audits	48	60	60	50
# of Crime Bulletins	49	54	50	45
National Night Out Attendance	325	300	200	350
Court Watch Groups (Avg)	4	6	4	4
PAC-TAC				
Groups (Avg)	6	8	6	6
PAC-TAC Hours per Year (Prev # of walks)	78	40	10	375
Number of Participants (Avg)	30	38	40	40
LEARNING & INNOVATION				
Average # of Training Hours per Employee	10.00	25.00	25.00	25.00

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,094,361	1,225,900	1,203,600	1,208,900
Materials & Supplies	13,177	15,200	19,600	19,700
Services	161,373	268,900	299,700	297,400
Other	0	0	0	0
Total	1,268,911	1,510,000	1,522,900	1,526,000
Appropriation by Activity				
NSC - Administration	1,268,911	130,700	82,900	81,900
NSC - Northwest	0	348,300	342,800	332,100
NSC - Northeast	0	311,400	346,400	327,600
NSC - Southwest	0	331,200	339,700	350,500
NSC - Southeast	0	388,400	411,100	433,900
Total	1,268,911	1,510,000	1,522,900	1,526,000
Employee Years by Activity				
NSC - Administration	19.1	0.0	0.0	0.0
NSC - Northwest	0.0	4.5	4.5	4.5
NSC - Northeast	0.0	4.5	4.5	4.5
NSC - Southwest	0.0	4.5	4.5	4.5
NSC - Southeast	0.0	5.6	5.6	5.6
Total	19.1	19.1	19.1	19.1

PERSONNEL SUMMARY

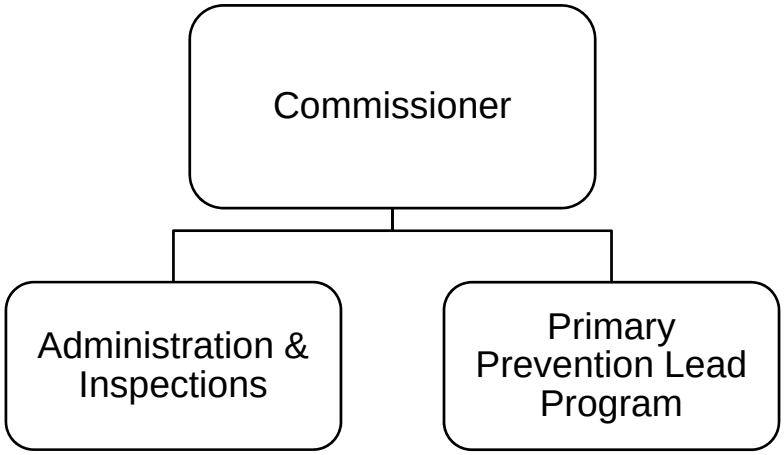
FULL TIME POSITIONS				Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2013-14	Proposed 2014-15				
31	Administrator	4	4	1	1	1	1
24	Assistant to NSC Administrator	2	4	1	1	1	1
24	Sr. Community Program Planner	1	1				1
21	Code Enforcement Officer	2	0				
12	Customer Service Representative	4	4	1	1	1	1
EMPLOYEE YEARS							
Full Time		13.0	13.0	3.0	3.0	3.0	4.0
Overtime		0.1	0.1	0.0	0.0	0.0	0.1
Part Time, Temporary, Seasonal		6.0	6.0	1.5	1.5	1.5	1.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		19.1	19.1	4.5	4.5	4.5	5.6

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NBD offices and are shown here for reference only.				Northwest	Northeast	Southwest	Southeast
Br.	Title	2013-14	2014-15				
94	Police Lieutenant	4.0	4.0	1.0	1.0	1.0	1.0
90	Police Officer	20.0	20.0	5.0	5.0	5.0	5.0
EMPLOYEE YEARS							
Full Time		24.0	24.0	6.0	6.0	6.0	6.0
Overtime		0.4	0.4	0.1	0.1	0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		24.4	24.4	6.1	6.1	6.1	6.1

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Bureau of Inspection and Compliance will strive to eliminate hazards and blight, and beautify city neighborhoods by conducting inspections and providing enforcement services. In serving our residents, property owners, business operators and neighborhood groups, we will do this in a timely, comprehensive, customer-oriented and cost effective manner.

Organization



Vital Customers

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

Critical Processes

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Develop an internship program to employ city youth and prepare them for a career in code enforcement	First Quarter
Develop and implement a program to hold financial institutions accountable for properties in foreclosure	Third Quarter
Reduce expenses associated with microfilming building plans by developing a means of receiving and storing them electronically	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
High Grass/Weeds cited	N/A	7,000	13,000	7,000
Trash/debris cited	N/A	600	1,600	N/A
Certificate of Occupancy issued	2,931	4,000	3,500	4,000
Certificate of Compliance issued	5,157	5,000	5,500	5,000
Code Enforcement Tickets	2,528	4,500	1,700	4,500
Lead Ordinance Inspections:				
- Units inspected for lead hazards	13,485	14,000	12,000	13,000
- Units wipe tested	2,061	2,500	2,500	2,500
CUSTOMER PERSPECTIVE				
Customers Satisfied with C of O Service	85%	90%	90%	90%
Customers Satisfied with C of C Service	90%	95%	95%	95%
Vacant properties managed	2,304	2,400	2,500	2,400
Structures with open code violations (Avg)	7,815	7,000	7,000	7,000
Cases closed per month by type (Avg)				
CEO	37	40	40	40
Electrical	69	75	75	75
Plumbing	56	50	50	50
FINANCIAL/COSTS				
Case Maintenance Fee collected ($)	$352,901	$200,000	$150,000	$200,000
LEARNING & INNOVATION				
Average # of hours of training per staff	13.00	20.00	25.00	25.00

N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	3,421,500	3,427,000	5,500
Employee Years	47.3	47.3	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
49,600	7,600	-1,000	0	-4,000	-46,700	5,500

Major Changes

Funding transferred to central administrative line for cellular/data expenses	-46,700

Program Change

Property Conservation Inspector positions (six) converted to Code Enforcement Trainee positions to provide for succession planning, staff diversity, and program efficiency. Positions relocated to City Hall from Neighborhood Service Centers.

INSPECTION & COMPLIANCE
EXPENDITURE SUMMARY

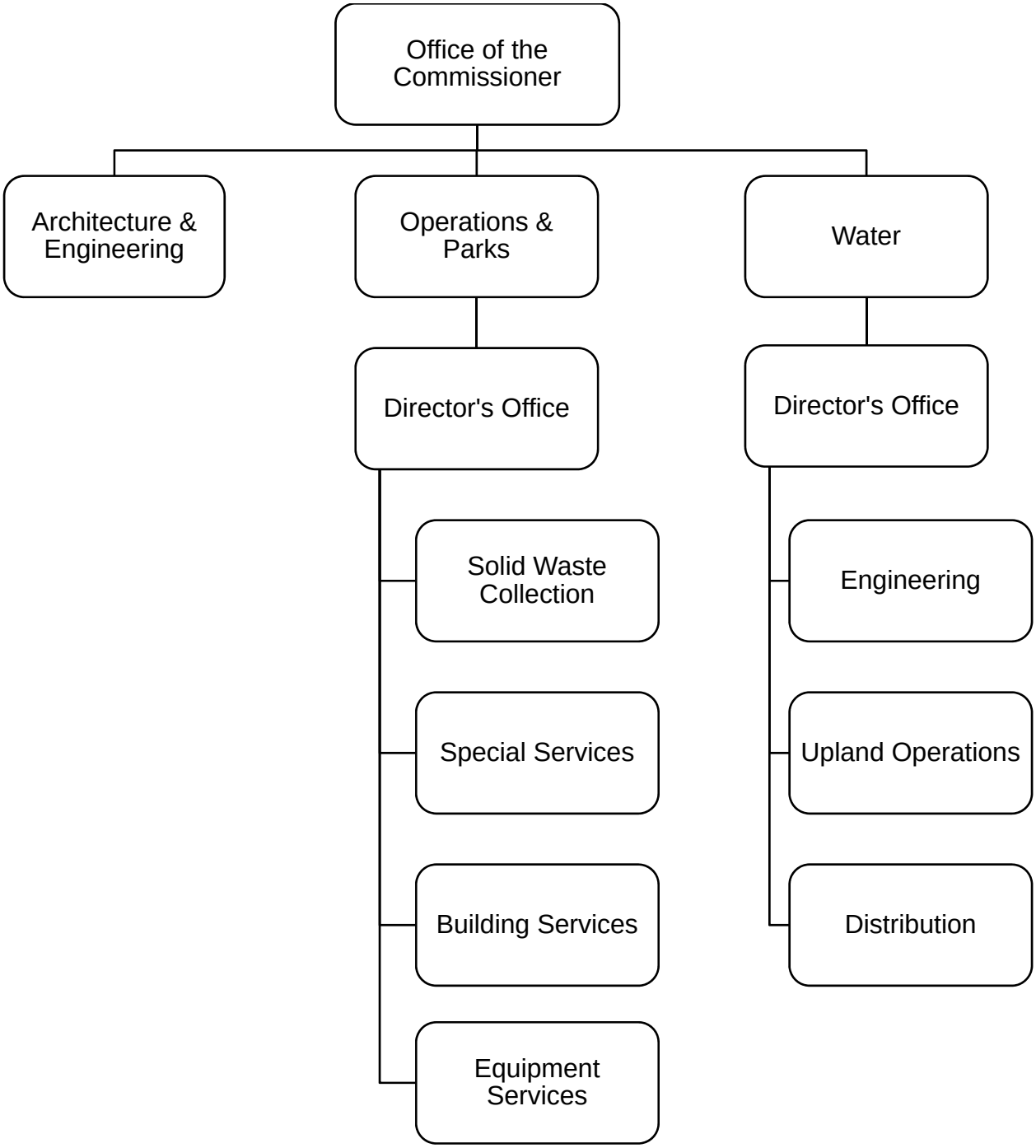
	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	2,776,665	2,979,200	3,006,500	3,056,100
Materials & Supplies	24,813	25,800	34,700	33,200
Services	341,990	370,000	380,300	337,700
Other	0	0	0	0
Total	3,143,468	3,375,000	3,421,500	3,427,000
Appropriation by Activity				
Administration & Inspections	2,961,659	3,186,300	3,233,200	3,236,800
Primary Prevention Lead Program	181,809	188,700	188,300	190,200
Total	3,143,468	3,375,000	3,421,500	3,427,000
Employee Years by Activity				
Administration & Inspections	45.2	44.8	44.8	44.8
Primary Prevention Lead Program	3.0	2.5	2.5	2.5
Total	48.2	47.3	47.3	47.3

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTION & COMPLIANCE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration & Inspections	Primary Prevention Lead Program
Br.	Title	Budget 2013-14	Proposed 2014-15		
33	Director of Inspection & Compliance	1	1	1	
28	Code Compliance Coordinator	1	1	1	
24	Code Enforcement Coordinator	1	1	1	
24	Lead Paint Coordinator	1	1	1	
24	Sr. Administrative Analyst	0	1	1	
24	Sr. Code Enforcement Officer	2	2	2	
21	Code Enforcement Officer	20	20	20	
21	Code Enforcement Officer Bilingual	2	2	2	
21	Electrical Inspector	3	2	2	
21	Plumbing Inspector	2	2	2	
20	Executive Assistant	1	0		
18	Code Enforcement Officer Trainee	0	5	3	2
18	Code Enforcement Officer Trainee Bilingual	0	1	1	
18	Property Conservation Inspector	4	0		
18	Property Conservation Inspector Bilingual	1	0		
11	Senior Service Assistant	1	0		
11	Senior Service Assistant Bilingual	0	1	1	
9	Clerk II	1	1	1	
9	Clerk II Bilingual	1	1	1	
7	Clerk III	2	2	2	
EMPLOYEE YEARS					
Full Time		44.0	44.0	42.0	2.0
Overtime		0.3	0.3	0.3	0.0
Part Time, Temporary, Seasonal		3.0	3.0	2.5	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		47.3	47.3	44.8	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 2014-15, the Rochester Police Department and Department of Recreation & Youth Services transfers security functions to the Department of Environmental Services, increasing the DES budget by $1,923,500.

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

A clean neighborhood initiative is added to augment cleaning efforts on arterial streets and for neighborhood centric requests.

The department will provide oversight of several major capital projects, including the transformational Inner Loop Project, which will prepare parcels for development; construction of the Center Two Way Conversion (St. Paul Street and North Clinton Avenue); Phase I of marina development; and structural and mechanical improvements to Cobbs Hill Reservoir.

The final phases of the Department of Environmental Services Automatic Vehicle Locating (AVL) Project, including the installation of AVL equipment on the entire public works fleet and operational training, will be concluded. This investment will provide the data needed to improve effectiveness and drive future efficiencies. The department will also evaluate the possible expansion of AVL to other components of the non-public safety fleet.

Highlights of the Department's 2014-15 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2014-15 Strategic Goals & Objectives	**Projected Completion**
Office of Commissioner:	
Initiate Contract 2 of the Port Marina Project	First Quarter
Complete pilot vacant lot testing for urban agriculture study	Third Quarter
Architecture & Engineering:	
Complete construction of Federal-aid City Bicycle Trails Project	Second Quarter
Begin construction of Inner Loop Transformation Project	Second Quarter
Complete construction of Photech Redevelopment Site	Second Quarter
Complete construction of Project Acceleration Thurston Rd. Streetscape Improvements	Second Quarter
Complete construction of Center City Two Way Conversion Phase I (St. Paul St. & N. Clinton Ave.)	Second Quarter

2014-15 Strategic Goals & Objectives	Projected Completion
Complete design of Winton Road North (Blossom Rd. - Corwin St.) Improvements	Third Quarter
Begin construction of East End Garage Rehabilitation Project	Third Quarter
Operations & Parks:	
Complete Phase 4 of the AVL (Automatic Vehicle Locating) Project, including the integration with on-board vehicle diagnostics for all public works vehicles equipped with AVL	First Quarter
Implement pilot single-stream recycling collection program	First Quarter
Configure adjustments to snow plow routes to enable more effective use of equipment	Second Quarter
Complete the evaluation of pilot single-stream recycling collection program	Fourth Quarter
Water:	
Complete Phase IV of Automatic Vehicle Location (AVL) Project	First Quarter
Complete Cobbs Hill Reservoir Structural & Mechanical Improvements	Third Quarter
Support of Urban Agricultural Initiative - Pilot Phase	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2013-14	Budget 2014-15	Change	Percent Change
Office of the Commissioner	2,809,100	5,065,400	2,256,300	80.3%
Architecture & Engineering	7,699,200	7,827,400	128,200	1.7%
Operations & Parks	59,861,200	60,889,900	1,028,700	1.7%
Water	23,225,300	23,161,700	-63,600	-0.3%
Total	93,594,800	96,944,400	3,349,600	3.6%
Interfund Credit*	-6,552,700	-6,977,200	-424,500	6.5%
Intrafund Credit*	-7,020,200	-7,023,000	-2,800	0.0%
	80,021,900	82,944,200	2,922,300	3.7%
Employee Years	682.1	721.1	39.0	5.7%

*Reflects chargeback for motor equipment services.

Change Detail

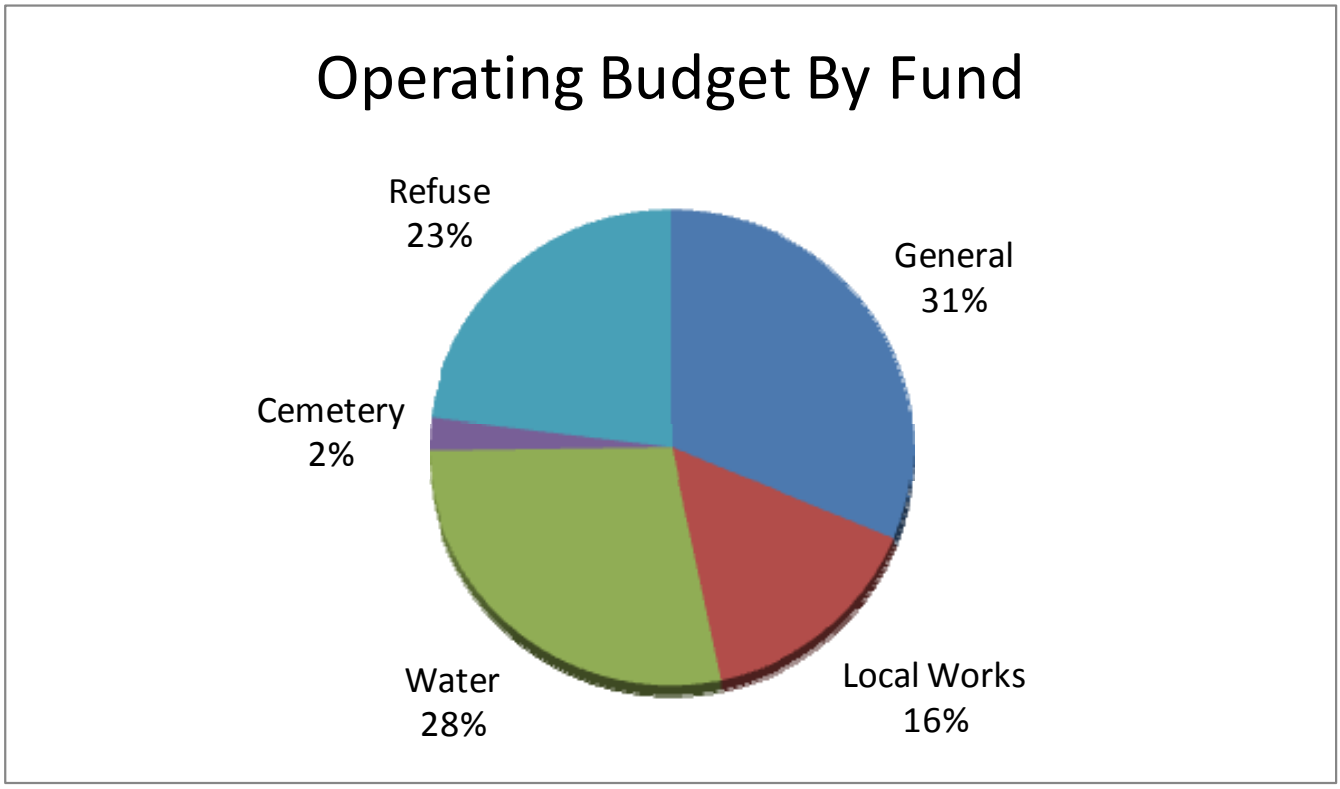
Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
197,400	615,600	16,500	0	-300	2,093,100	2,922,300

Major Change Highlights

Transfer of Security Operations from Rochester Police Department	1,747,900
Transfer of security function from Department of Recreation & Youth Services	175,600
Additional funding for roadway plowing service enhancement enacted in 2013-14	150,000
Reduction in purchase of water from MCWA reduces expense	-122,200
Add funding for Clean Neighborhood Initiative	100,000
Residential refuse tonnage reductions results in savings	-62,000

Fund Summary

Bureau/Division	General	Local Works	Water	Cemetery	Refuse	Total
Commissioner	2,919,200	98,900	136,400	1,761,600	149,300	5,065,400
Architecture & Engineering	7,692,300	135,100				7,827,400
Operation & Parks						
Director's Office	280,700	190,900			288,200	759,800
Solid Waste Collection					17,282,500	17,282,500
Special Services	6,725,800	12,368,300			1,409,800	20,503,900
Building Services	8,272,100					8,272,100
Equipment Services	14,038,300	10,400	6,300		16,600	14,071,600
Operations Total						0
	29,316,900	12,569,600	6,300		18,997,100	60,889,900
Water Fund Operating Units & Fixed Charges			23,161,700			23,161,700
Subtotal	39,928,400	12,803,600	23,304,400	1,761,600	19,146,400	96,944,400
Interfund & Intrafund Credits						
- Equipment Services	14,000,200					14,000,200
Net Total	25,928,200	12,803,600	23,304,400	1,761,600	19,146,400	82,944,200


Operating Budget By Fund
Refuse
23%
General
31%
Cemetery
2%
Water
28%
Local Works
16%

DEPARTMENT OF ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	34,013,702	35,847,200	36,094,200	37,686,300
Materials & Supplies	10,018,898	11,162,600	12,649,000	13,031,600
Services	30,997,558	35,124,300	35,694,800	37,197,300
Other	9,115,716	8,581,800	9,156,800	9,029,200
Total	84,145,874	90,715,900	93,594,800	96,944,400
Interfund Credit*	-5,533,623	-5,852,700	-6,552,700	-6,977,200
Intrafund Credit*	-5,888,470	-7,020,200	-7,020,200	-7,023,000
Total	72,723,781	77,843,000	80,021,900	82,944,200
Appropriation by Activity				
Office of the Commissioner	2,608,797	2,845,400	2,809,100	5,065,400
Architecture & Engineering	7,798,133	7,687,500	7,699,200	7,827,400
Operations & Parks	52,197,881	58,189,700	59,861,200	60,889,900
Water	21,541,063	21,993,300	23,225,300	23,161,700
Total	84,145,874	90,715,900	93,594,800	96,944,400
Interfund Credit*	-5,533,623	-5,852,700	-6,552,700	-6,977,200
Intrafund Credit*	-5,888,470	-7,020,200	-7,020,200	-7,023,000
Total	72,723,781	77,843,000	80,021,900	82,944,200
Employee Years by Activity				
Office of the Commissioner	32.6	33.9	33.8	72.0
Architecture & Engineering	58.7	57.8	59.1	58.7
Operations & Parks	434.4	453.9	456.2	457.4
Water	129.3	132.8	133.0	133.0
Total	655.0	678.4	682.1	721.1

*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.

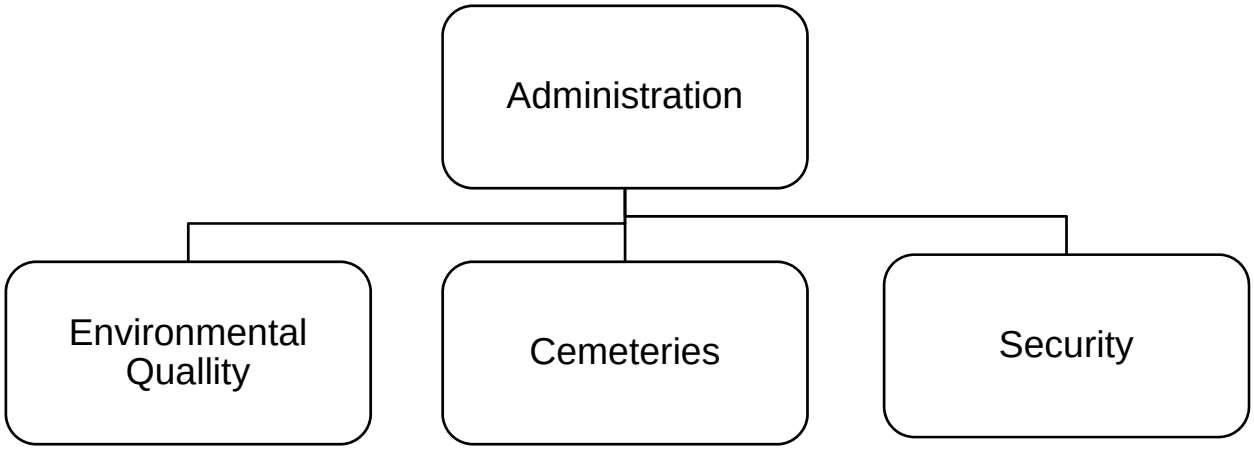
These services meet legal and regulatory requirements for City facilities, abate and prevent environmental problems, leverage outside funding sources, respond to energy and climate challenges, encourage sustainable redevelopment, and improve property valuations in order to protect, preserve and enhance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

Cemeteries:

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

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

Organization



Vital Customers

Office of the Commissioner:

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

Environmental Quality:

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

Cemeteries:

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

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Integrate security function within department	First Quarter
Begin construction of infrastructure improvements at Riversde Cemetery	First Quarter
Begin work on master plan for Mount Hope Cemetery	First Quarter
Submit Vacuum Oil Site remedial investigation work plan	First Quarter
Begin Vacuum Oil Brownfield Opportunity Area Stage 3 Predevelopment Program	First Quarter
Begin development of NYSERDA funded Community Climate Action Plan	First Quarter
Complete construction of City Hall Green Parking Lot	First Quarter
Initiate Contract 2 of the Port Marina Project	First Quarter
Complete Andrews Street environmental investigation	Second Quarter
Complete pilot vacant lot testing for urban agriculture study	Third Quarter
Begin Environmental Investigation of Tax Delinquent Brownfield property at 68-92 Genesee Street	Third Quarter
Complete detailed feasibility assessment at Former Emerson Street Landfill	Third Quarter
Prepare a request for qualifications for photovoltaic power purchase developers	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Spill responses completed	1	4	7	4
New York State cleanup agreements and orders	23	23	23	24
Cleanup cost per acre ($):				
● Planned residential site reuse	1,240,000	1,323,300	1,323,300	1,503,700
● Planned commercial/industrial reuse	0	454,812	458,757	479,700
Sites remediated*	1	6	5	5
Acres remediated	.25	11.60	11.32	11.07

*2012-13 Actual:62-64 Scio (.25 Ac - $310,000)

*2013-14 Estimate: Andrews St (1.5 Ac-$1,985,000); Orchard Whitney (4 Ac-$1,200,000); 1200 E Main St (.62 Ac-$790,600); CVMF Green Fuel Station (.5 Ac-$125,000); Port of Rochester (4.7 Ac-$2,400,000); 540 Jefferson (.28 Ac - $78,000)

*2013-14 Budget: Andrews St (1.5 Ac-$1,985,000); Orchard Whitney (4 Ac-$1,200,000); 1200 E Main St (.62 Ac-$780,000); CVMF Green Fuel Station (.5 Ac-$125,000); Port of Rochester (4.7 Ac-$2,400,000).

*2014-15 Budget: Andrews St (1.5 Ac-$2,255,500); Orchard Whitney (4 Ac-$1,200,000); 1200 E Main St (.62 Ac-$790,600); Port of Rochester (4.7 Ac-$2,400,000) ;937-941 Genesee St (.25 Ac - $200,000)

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	2,809,100	5,065,400	2,256,300
Employee Years	33.8	72.0	38.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
67,400	9,600	84,000	0	300	2,095,000	2,256,300

Major Change

Transfer of Security Operations from Rochester Police Department	1,747,900
Transfer of security function from Department of Recreation & Youth Services	175,600
Add funding for security operations	75,100
Add funding for Marina operations	57,400
Funding allocation increased for non-full time Cemetery staff	40,600
Productivity improvements result in savings	-1,600

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,961,428	2,127,300	2,117,200	3,570,200
Materials & Supplies	55,848	74,100	69,600	117,500
Services	591,521	644,000	622,300	1,377,700
Other	0	0	0	0
Total	2,608,797	2,845,400	2,809,100	5,065,400
Appropriation by Activity				
Administration	568,736	587,700	583,900	611,400
Environmental Quality	520,075	598,500	596,000	676,700
Cemeteries	1,519,986	1,659,200	1,629,200	1,761,600
Security	0	0	0	2,015,700
Total	2,608,797	2,845,400	2,809,100	5,065,400
Employee Years by Activity				
Administration	6.4	6.5	6.5	6.4
Environmental Quality	6.4	7.4	7.4	7.1
Cemeteries	19.8	20.0	19.9	20.9
Security	0.0	0.0	0.0	37.6
Total	32.6	33.9	33.8	72.0

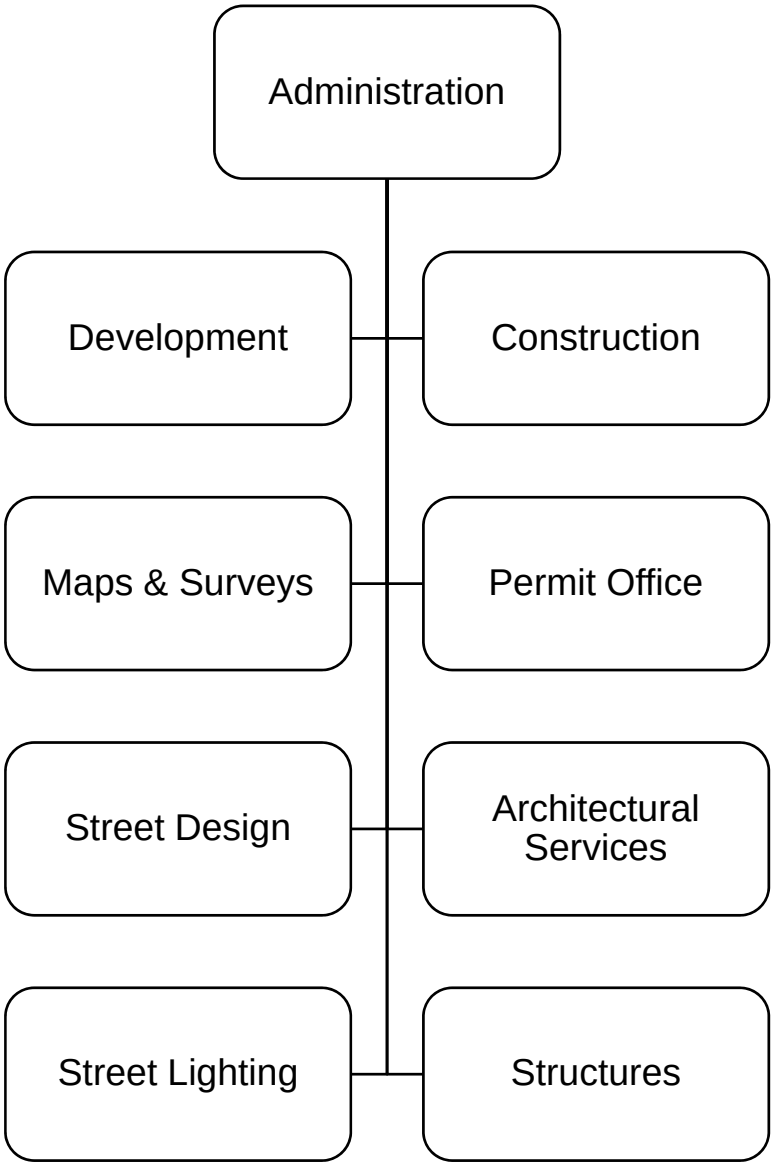
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Environmental Quality	Cemeteries	Security
Br.	Title	Budget 2013-14	Proposed 2014-15				
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	0	1				1
30	Cemetery Manager	1	1			1	
28	Manager of Administrative Services	1	1	1			
27	Senior Environmental Specialist/Compliance	1	1		1		
27	Senior Environmental Specialist/Planner	0	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	0	1				1
24	Senior City Planner	1	0				
23	Assistant Cemetery Manager	1	1			1	
23	Environmental Specialist/Remediation	1	1		1		
21	Environmental Technician	1	1		1		
19	Cemetery Operations Supervisor	2	2			2	
18	Secretary to the Commissioner	1	1	1			
16	Supervising Security Guard	0	4				4
12	Cemetery Sales Counselor	2	2			2	
11	Cemetery Service Representative	1	1			1	
11	Cemetery Service Representative Bilingual	1	1			1	
9	Clerk II	1	0				
6	Receptionist/Typist	0	1	1			
57	Senior Security Guard	0	1				1
52	Security Guard	0	15				15
42	Cemetery Worker	3	3			3	
41	Crematory Operator	1	1			1	
EMPLOYEE YEARS							
Full Time		25.0	47.0	6.0	7.0	12.0	22.0
Overtime		1.5	2.4	0.0	0.0	1.4	1.0
Part Time, Temporary, Seasonal		7.4	22.8	0.4	0.1	7.6	14.7
Less: Vacancy Allowance		0.1	0.2	0.0	0.0	0.1	0.1
Total		33.8	72.0	6.4	7.1	20.9	37.6

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

2014-15 Strategic Goals & Objectives:

Objective	Projected Completion
Complete construction of Federal-aid City Bicycle Trails Project	Second Quarter
Begin construction of Inner Loop Transformation Project	Second Quarter
Complete construction Browncroft Neighborhood Street Lighting Improvements	Second Quarter
Complete construction of Photech Redevelopment Site	Second Quarter
Complete construction of Project Acceleration Thurston Rd. Streetscape Improvements	Second Quarter
Complete construction of Center City Two Way Conversion Phase I (St. Paul St. & N. Clinton Ave.)	Second Quarter
Complete design of Winton Road North (Blossom Rd. - Corwin St.) Improvements	Third Quarter
Begin construction of East End Garage Rehabilitation Project	Third Quarter
Complete construction of Brooks Landing - Phase II Public Improvements	Fourth Quarter
Complete construction of War Memorial Terrace Improvements	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Development:				
Projects designed ($000,000):				
● In-house	.87	.40	.30	.30
● Consultants	1.56	3.36	2.25	2.25
Structures:				
Projects designed ($000,000):				
● Consultants	5.05	5.80	3.10	8.00
Administration:				
Projects designed ($000,000):				
● Consultants	8.82	5.83	2.30	3.90
Street Design:				
Value of street improvement projects designed ($000,000):				
● In-house	9.70	9.50	7.00	7.00
● Consultants	10.48	12.00	10.00	11.00
Architectural Services:				
Facilities in building renovation program	146	147	146	147
Value of projects designed ($000,000):				
● In-house	2.00	1.03	.75	.75
● Consultant	7.16	6.65	7.50	5.00
Street Lighting:				
City maintained lights	27,949	28,100	28,100	28,100
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service	5,954	6,500	6,500	6,500

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	7,699,200	7,827,400	128,200
Employee Years	59.1	58.7	-0.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
66,500	72,400	4,900	0	400	-16,000	128,200

Major Change

Reduce allocation for pavement markings based on projected need	-35,000
Add funding for maintenance agreement to support High Falls lighting	19,000

DEPARTMENT OF ENVIROMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	3,914,743	3,926,000	3,993,200	4,063,400
Materials & Supplies	350,576	371,900	346,500	353,100
Services	3,532,814	3,389,600	3,359,500	3,410,900
Other	0	0	0	0
Total	7,798,133	7,687,500	7,699,200	7,827,400
Appropriation by Activity				
Administration	1,487,161	1,420,300	1,355,200	1,355,400
Development	226,794	232,200	227,800	232,700
Construction	478,105	488,300	483,500	486,400
Maps & Surveys	395,375	430,800	446,500	442,200
Permit Office	336,600	343,600	338,700	343,100
Street Design	800,508	795,800	793,900	814,800
Architectural Services	703,335	630,900	680,000	700,800
Street Lighting	3,205,476	3,178,600	3,209,900	3,284,500
Structures	164,779	167,000	163,700	167,500
Total	7,798,133	7,687,500	7,699,200	7,827,400
Employee Years by Activity				
Administration	9.3	9.2	9.2	8.9
Development	3.0	2.9	2.9	2.9
Construction	6.3	6.5	6.5	6.4
Maps & Surveys	7.9	7.4	7.6	7.6
Permit Office	5.5	5.8	5.8	5.8
Street Design	11.7	11.5	11.5	11.5
Architectural Services	10.4	9.0	9.8	9.8
Street Lighting	2.7	3.6	3.9	3.9
Structures	1.9	1.9	1.9	1.9
Total	58.7	57.8	59.1	58.7

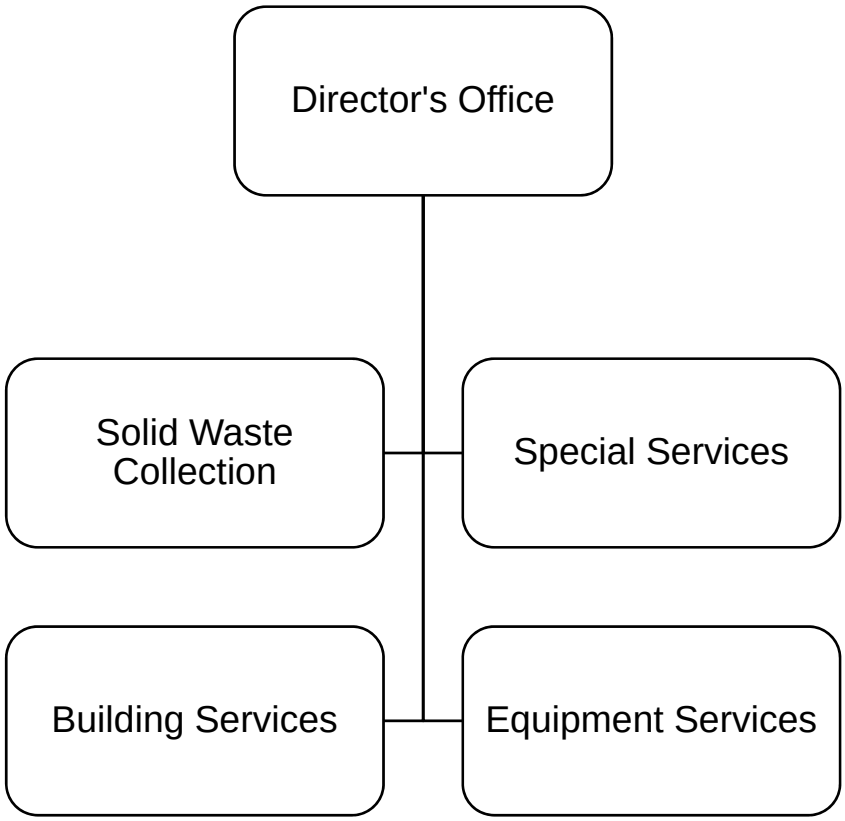
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2013-14	Proposed 2014-15									
35	City Engineer	1	1	1								
32	Assistant City Engineer	0	1							1		
32	Managing Architect	1	0									
32	Managing Engineer-Construction	1	1			1						
32	Managing Engineer-Street Design	1	1						1			
29	Senior Architect	0	1							1		
29	Senior Engineer-Street Design	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					
27	Senior Architect	1	0									
27	Street Lighting Program Coordinator	1	1								1	
27	Street Program Coordinator	1	1						1			
27	Transportation Specialist	1	1	1								
26	Engineer III	4	4			3			1			
26	Engineer III/Structural	1	1									1
26	Landscape Architect II	1	1		1							
26	Permit Coordinator	1	1					1				
25	Asst. Street Lighting Program Coordinator	1	1								1	
24	Architect	3	4							4		
24	Associate Accountant	1	1	1								
24	Engineer II	4	4						4			
24	Field Surveyor	1	1				1					
24	Senior Administrative Analyst	1	1	1								
23	Senior GIS Analyst	0	1								1	
21	Assistant Architect	4	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	Principal Engineering Technician	1	1					1				
18	Principal Engineering Technician-CADD	1	1						1			
18	Principal Engineering Technician-Electric	1	0									
16	Senior Survey Technician	2	2				2					
15	Senior Engineering Technician	4	4					3	1			
13	Administrative Secretary	1	1	1								
11	Secretary	1	1							1		
9	Clerk II	2	2			1	1					
9	Clerk II with Typing	2	2					1			1	
EMPLOYEE YEARS												
Full Time		58.0	58.0	9.0	3.0	6.0	7.0	6.0	11.0	10.0	4.0	2.0
Overtime		0.5	0.5	0.1	0.1	0.1	0.1	0.0	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		2.5	2.0	0.0	0.0	0.5	0.7	0.0	0.8	0.0	0.0	0.0
Less: Vacancy Allowance		1.9	1.8	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.1	0.1
Total		59.1	58.7	8.9	2.9	6.4	7.6	5.8	11.5	9.8	3.9	1.9

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

2014-15 Strategic Goals & Objectives:

Objective	Projected Completion
Complete Phase 4 of the AVL (Automatic Vehicle Locating) Project, including the integration with on-board vehicle diagnostics for all public works vehicles equipped with AVL	First Quarter
Implement pilot single-stream recycling collection program	First Quarter
Configure adjustments to snow plow routes to enable a more effective use of equipment	Second Quarter
Complete the evaluation of pilot single-stream recycling collection program	Fourth Quarter
Complete Phase 5 of the AVL (Automatic Vehicle Locating) Project, including the integration of the hardware and software with the COR (City of Rochester) systems such as GIS, FASTER Fleet Management, RouteSmart, Lagan, etc.	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	76.8%	77%	80%	80%
Building Services:				
City building inventory	175	175	178	178
Buildings maintained (excludes foreclosed properties)	175	175	178	178
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	87,671	89,500	95,200	94,000
Commercial refuse tons collected and disposed	9,935	10,000	11,000	11,000
Special Services:				
Roadway plow runs	11	16	17	17
Sidewalk plow runs	9	10	13	12
Arterial sidewalk plow runs	2	2	10	12
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
FINANCIAL/COST				
Equipment Services:				
Dollars collected from warranted in-house repairs ($)	125,000	100,000	64,000	64,000
LEARNING & INNOVATION				
Equipment Service:				
Mechanics that possess Automotive Service Excellence certificates	72%	73%	75%	75%

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	46,288,300	46,889,700	601,400
Employee Years	456.2	457.4	1.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-13,700	459,300	-63,100	0	3,000	215,900	601,400

Major Change Highlights

Additional funding for roadway plowing service enhancement enacted in 2013-14	150,000
Add funding for Clean Neighborhood Initiative	100,000
Add funding for increase in city owned property inventory	100,000
Residential refuse tonnage reduction results in savings	-62,000
Supervisory realignment results in savings	-55,800
Reduce lot maintenance allocation based on historical usage	-32,500

DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	21,369,771	22,713,400	22,872,900	22,874,600
Materials & Supplies	8,406,458	9,268,100	10,758,400	11,045,900
Services	20,318,252	24,225,000	24,246,700	25,113,800
Other	2,103,400	1,983,200	1,983,200	1,855,600
Total	52,197,881	58,189,700	59,861,200	60,889,900
Interfund Credit*	-5,533,623	-5,852,700	-6,552,700	-6,977,200
Intrafund Credit*	-5,888,470	-7,020,200	-7,020,200	-7,023,000
Total	40,775,788	45,316,800	46,288,300	46,889,700
Appropriation by Activity				
Director's Office	588,511	709,300	738,800	759,800
Solid Waste Collection	16,211,185	16,926,900	17,292,100	17,282,500
Special Services	15,800,857	19,206,700	19,748,600	20,503,900
Building Services	7,373,075	8,162,600	8,091,200	8,272,100
Equipment Services	12,224,253	13,184,200	13,990,500	14,071,600
Total	52,197,881	58,189,700	59,861,200	60,889,900
Interfund Credit*	-5,533,623	-5,852,700	-6,552,700	-6,977,200
Intrafund Credit*	-5,888,470	-7,020,200	-7,020,200	-7,023,000
Total	40,775,788	45,316,800	46,288,300	46,889,700
Employee Years by Activity				
Director's Office	6.7	6.8	7.6	7.6
Solid Waste Collection	106.6	108.7	109.6	109.6
Special Services	170.2	181.5	182.3	182.2
Building Services	90.1	92.1	90.5	89.8
Equipment Services	60.8	64.8	66.2	68.2
Total	434.4	453.9	456.2	457.4

*Reflects chargeback for motor equipment.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	738,800	759,800	21,000
Employee Years	7.6	7.6	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
14,400	2,400	4,200	0	0	0	21,000

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

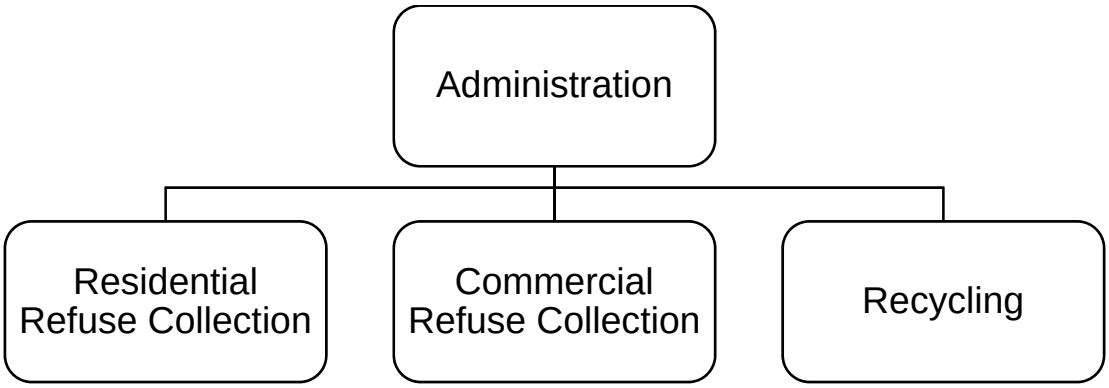
	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	511,330	545,100	602,600	617,000
Materials & Supplies		10,300	10,300	10,600
Services	77,181	153,900	125,900	132,200
Other	0	0	0	0
Total	588,511	709,300	738,800	759,800
Appropriation by Activity				
Director's Office	588,511	709,300	738,800	759,800
Employee Years by Activity	6.7	6.8	7.6	7.6

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

FULL TIME POSITIONS

Br.	Title	Budget 2013-14	Proposed 2014-15
35	Director of Operations	1	1
31	Assistant Director of Operations	1	1
28	Manager of Administrative Services	0	1
26	Assoc. Administrative Analyst	1	0
24	Senior Administrative Analyst	1	2
23	Client Support Analyst	0	1
23	Senior GIS Analyst	1	1
23	Technology Applications Specialist	1	0
20	Administrative Analyst	1	0
EMPLOYEE YEARS			
Full Time		7.0	7.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.6	0.6
Less: Vacancy Allowance		0.0	0.0
Total		7.6	7.6

Organization



Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	17,292,100	17,282,500	-9,600
Employee Years	109.6	109.6	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-82,000	66,500	67,900	0	0	-62,000	-9,600

Major Change

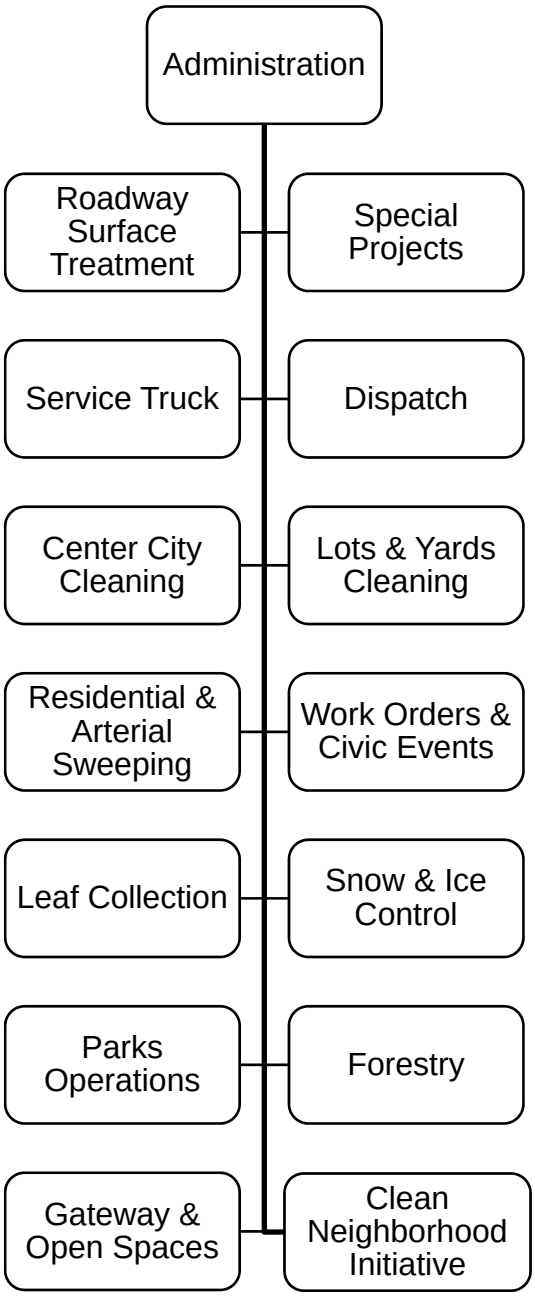
Residential refuse tonnage reduction results in savings	-62,000

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

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	6,054,371	6,188,200	6,223,900	6,141,900
Materials & Supplies	196,244	232,700	232,700	237,200
Services	9,960,570	10,506,000	10,835,500	10,903,400
Other	0	0	0	0
Total	16,211,185	16,926,900	17,292,100	17,282,500
Appropriation by Activity				
Administration	2,761,925	2,780,500	2,774,800	2,801,500
Residential Refuse Collection	9,828,288	10,128,700	10,611,000	10,645,400
Commercial Refuse Collection	1,884,064	2,019,800	2,061,400	2,013,500
Recycling	1,736,908	1,997,900	1,844,900	1,822,100
Total	16,211,185	16,926,900	17,292,100	17,282,500
Employee Years by Activity				
Administration	8.8	8.9	8.9	8.9
Residential Refuse Collection	60.2	62.6	64.3	64.3
Commercial Refuse Collection	16.6	15.6	16.3	16.3
Recycling	21.0	21.6	20.1	20.1
Total	106.6	108.7	109.6	109.6

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2013-14	Proposed 2014-15				
30	Refuse Operations Manager	1	1	1			
25	Operations Superintendent	1	1	1			
23	Asst. Operations Superintendent	4	4		3		1
23	Commercial Accounts Representative	1	1			1	
23	Technology Applications Specialist	1	1	1			
18	Municipal Assistant	1	1	1			
17	Accountant	1	1	1			
16	Fleet Maintenance Technician	1	1	1			
9	Clerk II	1	1	1			
69	Environmental Services Operator I	84	83		53	14	16
64	Dispatcher	1	1	1			
EMPLOYEE YEARS							
Full Time		97.0	96.0	8.0	56.0	15.0	17.0
Overtime		10.8	10.8	0.5	6.3	1.6	2.4
Part Time, Temporary, Seasonal		3.3	4.3	0.4	2.9	0.0	1.0
Less: Vacancy Allowance		1.5	1.5	0.0	0.9	0.3	0.3
Total		109.6	109.6	8.9	64.3	16.3	20.1

Organization



Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	19,748,600	20,503,900	755,300
Employee Years	182.3	182.2	-0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
39,600	162,800	408,200	0	3,000	141,700	755,300

Major Change

Additional funding for roadway plowing service enhancement enacted in 2013-14	150,000
Add funding for Clean Neighborhood Initiative	100,000
Supervisory realignment results in savings	-55,800
Reduce lot maintenance allocation based on historical usage	-32,500
Reduce disposal tonnage based on historical usage	-20,000

Program Change

Institute Clean Neighborhood Initiative

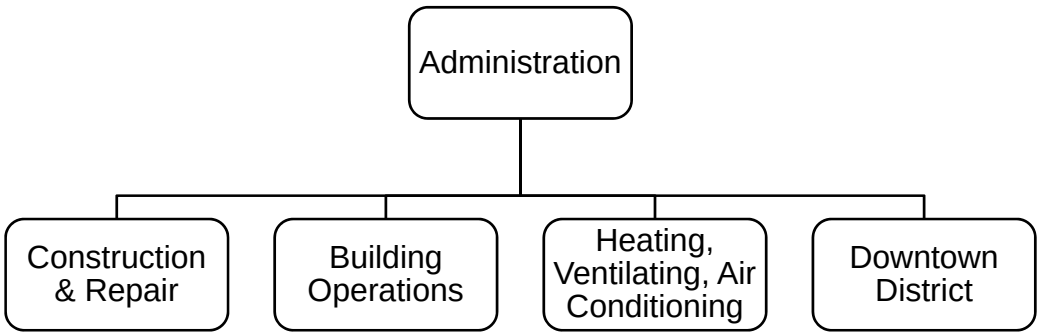
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – SPECIAL SERVICES DIVISION
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	7,572,152	8,337,600	8,386,300	8,370,100
Materials & Supplies	1,449,455	2,066,600	2,423,500	2,460,200
Services	6,779,250	8,802,500	8,938,800	9,673,600
Other	0	0	0	0
Total	15,800,857	19,206,700	19,748,600	20,503,900
Appropriation by Activity				
Administration	2,240,152	2,341,400	2,450,700	2,400,300
Roadway Surface Treatment	1,023,412	1,176,200	1,124,200	1,155,400
Special Projects	1,049,848	1,170,500	1,169,000	1,186,000
Service Truck	81,706	121,600	118,400	122,500
Dispatch	247,120	247,100	229,300	232,700
Center City Cleaning	255,066	280,700	273,700	286,000
Lots & Yards Cleaning	891,757	1,221,300	1,221,300	1,159,100
Residential & Arterial Sweeping	646,851	682,700	682,700	698,000
Work Orders & Civic Events	740,987	892,000	867,000	927,200
Leaf Collection	908,021	901,300	1,116,300	1,127,300
Snow & Ice Control	4,510,616	6,528,700	6,869,600	7,373,200
Parks Operations	1,996,509	2,252,100	2,281,400	2,373,200
Forestry	940,306	1,053,500	1,022,900	1,036,100
Gateway & Open Spaces	113,405	143,000	143,000	144,400
Clean Neighborhood Initiative	155,101	194,600	179,100	282,500
Total	15,800,857	19,206,700	19,748,600	20,503,900
Employee Years by Activity				
Administration	11.2	11.3	12.7	12.7
Roadway Surface Treatment	14.7	15.5	15.6	15.6
Special Projects	14.4	13.1	13.5	13.5
Service Truck	1.5	2.0	1.9	1.9
Dispatch	4.2	4.2	3.7	3.7
Center City Cleaning	5.0	5.6	5.6	5.6
Lots & Yards Cleaning	8.7	9.3	9.3	8.8
Residential & Arterial Sweeping	5.7	6.3	6.3	6.3
Work Orders & Civic Events	10.0	10.1	10.1	10.5
Leaf Collection	10.8	10.8	11.0	11.0
Snow & Ice Control	39.5	46.9	46.9	46.9
Parks Operations	26.9	27.4	27.2	27.2
Forestry	14.8	16.6	16.1	16.1
Gateway & Open Spaces	1.9	2.0	2.0	2.0
Clean Neighborhood Initiative	0.9	0.4	0.4	0.4
Total	170.2	181.5	182.3	182.2

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

FULL TIME POSITIONS				Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	Parks Operations	Forestry	Gateway & Open Spaces	Clean Neighborhood Initiative
Br.	Title	Budget 2013-14	Proposed 2014-15															
31	Operations Manager	1.0	0.0															
28	Assistant to Director of Operations	0.0	1.0	1.0														
26	Coordinator of Special Services	0.0	1.0	1.0														
25	City Forester	1.0	1.0													1.0		
25	Operations Superintendent	4.0	1.0												1.0			
25	Operations Superintendent-St. Maint	0.0	1.0	1.0														
23	Asst. Operations Superintendent	3.5	4.5	1.0						0.6	0.6	0.5	0.3	1.0			0.5	
23	Technology Applications Specialist	1.0	1.0	1.0														
19	Forestry Operations Supervisor	1.0	1.0													1.0		
19	Operations Supervisor	4.0	4.0								0.6	1.1	0.3	1.0	1.0			
19	Op. Supervisor, St. Maintenance	3.0	3.0		1.3	0.7								1.0				
19	Parks Operations Supervisor	2.0	2.0												2.0			
18	Municipal Assistant	1.0	1.0	1.0														
18	Principal Engineering Technician	1.0	1.0	1.0														
17	Forestry Technician	4.0	4.0													4.0		
16	Fleet Maintenance Technician	2.0	2.0	2.0														
15	Senior Dispatcher	1.0	1.0					1.0										
11	Clerk I	1.0	1.0	1.0														
9	Clerk II Bilingual	1.0	1.0	1.0														
7	Clerk III with Typing	1.0	1.0													1.0		
66	Laborer 6 Day	1.0	1.0												1.0			
65	Sr Maintenance Mechanic-Carpenter	1.0	1.0												1.0			
65	Sr. Forestry Worker	3.0	3.0													3.0		
64	Dispatcher	2.0	2.0					2.0										
64	Special Equipment Operator	4.0	4.0		2.0	1.0								1.0				
62	Senior Operations Worker	29.0	29.0		1.5	3.9				3.3	3.8	2.8	2.1	8.8	2.8			
61	Forestry Worker	3.0	3.0													3.0		
61	Rosarian	1.0	1.0												1.0			
57	Construction Supply Handler	1.0	1.0	1.0														
56	Grounds Equipment Operator	12.6	12.6							0.6			0.1	0.3	11.0		0.6	
41	Operations Worker	48.0	48.0		8.0	5.5	1.0		4.5	2.7	1.0	5.2	2.2	13.8	4.1			
EMPLOYEE YEARS																		
Full Time		138.1	138.1	12.0	12.8	11.1	1.0	3.0	4.5	7.2	6.0	9.6	5.0	26.9	24.9	13.0	1.1	0.0
Overtime		34.4	33.9	0.9	2.6	1.7	0.6	0.8	0.9	1.4	0.5	0.8	3.6	16.7	1.7	1.3	0.0	0.4
Part Time, Temporary, Seasonal		16.0	16.4	0.1	0.9	1.3	0.4	0.0	0.4	0.6	0.0	0.4	2.8	4.4	1.8	2.3	1.0	0.0
Less: Vacancy Allowance		6.2	6.2	0.3	0.7	0.6	0.1	0.1	0.2	0.4	0.2	0.3	0.4	1.1	1.2	0.5	0.1	0.0
Total		182.3	182.2	12.7	15.6	13.5	1.9	3.7	5.6	8.8	6.3	10.5	11.0	46.9	27.2	16.1	2.0	0.4

Organization



Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	8,091,200	8,272,100	180,900
Employee Years	90.5	89.8	-0.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,000	67,200	12,700	0	0	100,000	180,900

Major Change

Add funding for increase in city owned property inventory	100,000

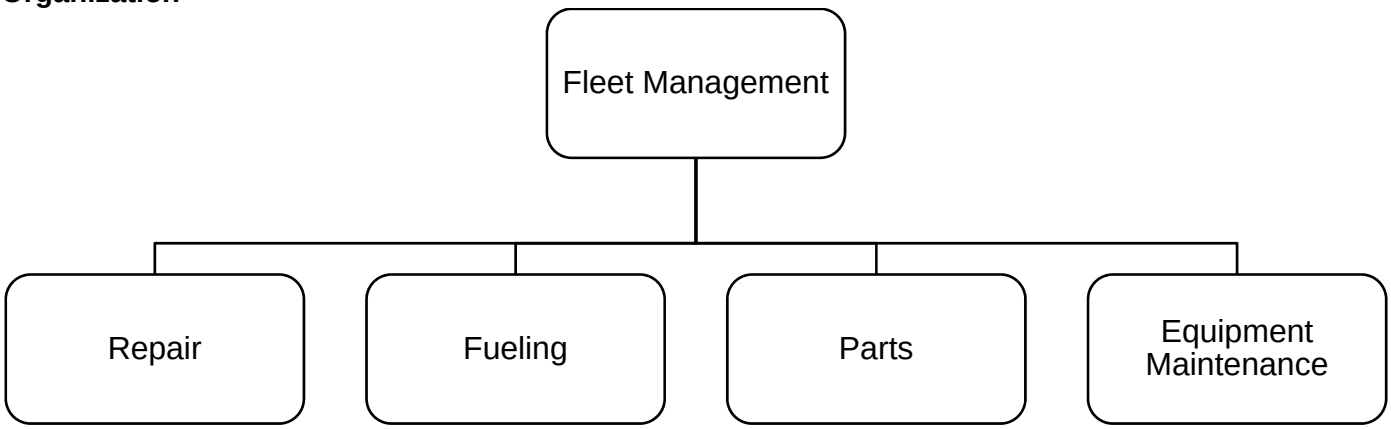
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – BUILDING SERVICES DIVISION
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	4,057,001	4,181,400	4,098,400	4,099,400
Materials & Supplies	919,038	965,100	965,100	1,083,700
Services	2,397,036	3,016,100	3,027,700	3,089,000
Other	0	0	0	0
Total	7,373,075	8,162,600	8,091,200	8,272,100
Appropriation by Activity				
Administration	511,567	699,400	621,200	633,400
Construction & Repair	1,900,099	1,946,900	1,882,800	2,013,100
Building Operations	3,292,011	3,813,500	3,839,000	3,871,100
Heating, Ventilating, Air Conditioning	1,063,559	973,400	1,069,800	1,076,100
Downtown District	605,839	729,400	678,400	678,400
Total	7,373,075	8,162,600	8,091,200	8,272,100
Employee Years by Activity				
Administration	4.9	6.0	4.8	5.8
Construction & Repair	21.7	23.7	22.1	22.1
Building Operations	41.3	39.2	38.9	38.4
Heating, Ventilating, Air Conditioning	11.7	11.2	13.2	12.2
Downtown District	10.5	12.0	11.5	11.3
Total	90.1	92.1	90.5	89.8

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

FULL TIME POSITIONS				Administration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Downtown District
Br.	Title	Budget 2013-14	Proposed 2014-15					
31	Manager of Building Services	1.0	1.0	1.0				
24	Superintendent of Construction & Repair	1.0	1.0		1.0			
23	Assistant Operations Superintendent	1.5	1.5					1.5
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	Administrative Analyst	1.0	0.0					
20	Master Electrician	0.0	1.0		1.0			
18	Building Supervisor	1.0	1.0			1.0		
18	Municipal Assistant	0.0	1.0	1.0				
18	Senior Supervising Stock Clerk	1.0	1.0	1.0				
11	Secretary	1.0	1.0	1.0				
9	Clerk II	0.0	1.0	1.0				
1	Cleaner	8.0	8.0			8.0		
65	Sr. Maintenance Mechanic/Buildings	2.0	3.0		1.0	2.0		
65	Sr. Maintenance Mechanic/Carpentry	3.0	3.0		3.0			
65	Sr. Maintenance Mechanic/Electrical	1.0	0.0					
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			
60	Maintenance Mechanic	5.0	4.0		4.0			
57	Maintenance Worker	3.0	3.0			3.0		
56	Ground Equipment Operator	6.4	6.4					6.4
52	Building Maintenance Helper	10.0	10.0			10.0		
41	Operations Worker	1.0	1.0					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	3.0	2.0				2.0	
150	Assistant HVAC Engineer	6.0	6.0				6.0	
EMPLOYEE YEARS								
Full Time		71.9	71.9	5.0	21.0	26.0	11.0	8.9
Overtime		6.2	6.3	0.2	1.8	2.4	0.7	1.2
Part Time, Temporary, Seasonal		15.9	15.1	0.8	0.2	11.6	1.0	1.5
Less: Vacancy Allowance		3.5	3.5	0.2	0.9	1.6	0.5	0.3
Total		90.5	89.8	5.8	22.1	38.4	12.2	11.3

Organization



Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	417,600	71,400	-346,200
Employee Years	66.2	68.2	2.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
13,300	160,400	-556,100	0	0	36,200	-346,200

Major Change

Add funding for Junior Equipment Trainer	38,200
Reduction in contract service lines based upon projected need	-35,000
Add funding to transition motor vehicle mechanic internship to full time employment	33,000

Chargebacks

Department/Bureau	2013-14	2014-15
CITY COUNCIL & CLERK	500	500
ADMINISTRATION		
Mayor's Office	17,000	15,600
Management & Budget	300	300
Communications	2,400	1,200
Human Resource Mgt.	5,000	5,100
Total	24,700	22,200
INFORMATION TECHNOLOGY	17,800	17,900
FINANCE		
Treasury	19,500	8,900
Accounting	300	300
Purchasing	1,000	300
Parking	65,400	81,600
Total	86,200	91,100
NEIGHBORHOOD & BUSINESS DEVELOPMENT	15,400	15,400
LAW	600	300

Department/Bureau	2013-14	2014-15
ENVIRONMENTAL SERVICES		
Commissioner	146,900	252,500
Architecture & Engineering	20,300	20,300
Operations & Parks	7,269,400	7,675,800
Water	606,700	581,900
Total	8,043,300	8,530,500
EMERGENCY COMMUNICATIONS	10,300	10,300
POLICE	4,886,600	4,824,700
FIRE	386,200	386,200
LIBRARY		
Central Library	3,500	3,500
Community Library	11,000	4,900
Total	14,500	8,400
RECREATION & YOUTH SERVICES		
Commissioner	4,000	3,000
Recreation	82,800	89,700
Total	86,800	92,700
Total Interfund	6,552,700	6,977,200
Total Intrafund	7,020,200	7,023,000
CITY TOTAL	13,572,900	14,000,200

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

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	3,174,917	3,461,100	3,561,700	3,646,200
Materials & Supplies	5,841,721	5,993,400	7,126,800	7,254,200
Services	1,104,215	1,746,500	1,318,800	1,315,600
Other	2,103,400	1,983,200	1,983,200	1,855,600
Total	12,224,253	13,184,200	13,990,500	14,071,600
Interfund Credit*	-5,533,623	-5,852,700	-6,552,700	-6,977,200
Intrafund Credit*	-5,888,470	-7,020,200	-7,020,200	-7,023,000
Total	802,160	311,300	417,600	71,400
Appropriation by Activity				
Fleet Management	2,822,741	2,835,300	2,879,000	2,787,700
Repair	3,015,756	3,790,400	3,381,400	3,436,900
Fueling	3,846,669	3,807,300	5,307,400	5,413,500
Parts	2,438,532	2,630,200	2,303,300	2,312,500
Equipment Maintenance	100,555	121,000	119,400	121,000
Total	12,224,253	13,184,200	13,990,500	14,071,600
Interfund Credit*	-5,533,623	-5,852,700	-6,552,700	-6,977,200
Intrafund Credit*	-5,888,470	-7,020,200	-7,020,200	-7,023,000
Total	802,160	311,300	417,600	71,400
Employee Years by Activity				
Fleet Management	4.1	4.2	5.7	6.7
Repair	47.8	50.9	51.4	52.4
Parts	7.7	8.3	7.7	7.7
Equipment Maintenance	1.2	1.4	1.4	1.4
Total	60.8	64.8	66.2	68.2

*Reflects chargeback for motor equipment service.

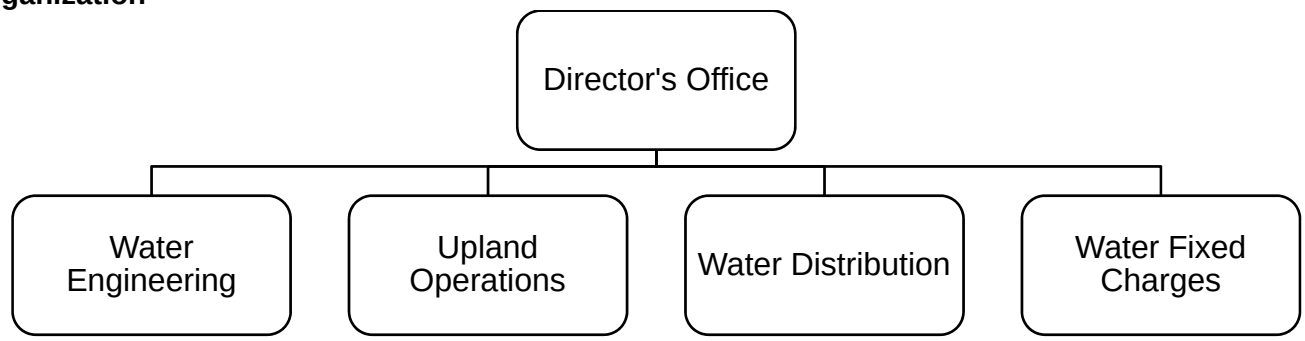
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – EQUIPMENT SERVICES DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2013-14	Proposed 2014-15				
27	Assistant Fleet Manager	1	1	1			
25	Service Manager	1	1		1		
25	Warranty Specialist	1	1		1		
24	Automotive Parts & Materials Manager	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	6	5		5		
15	Junior Equipment Trainer	0	1	1			
14	Junior Accountant	1	1	1			
14	Senior Auto Parts Clerk	3	3			3	
14	Sr. Auto Maintenance Mechanic	9	6		6		
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	2	2			2	
70	Master Automotive Technician	7	10		10		
71	Master Truck Technician	14	15		15		
65	Auto Machinist	1	1			1	
61	Tire Repairer	1	1		1		
59	Heavy Equipment Aide	1	1		1		
58	Auto Aide	0	1		1		
EMPLOYEE YEARS							
Full Time		59.0	61.0	6.0	47.0	7.0	1.0
Overtime		6.4	6.4	0.1	5.5	0.7	0.1
Part Time, Temporary, Seasonal		1.6	1.6	0.6	0.4	0.1	0.5
Less: Vacancy Allowance		0.8	0.8	0.0	0.5	0.1	0.2
Total		66.2	68.2	6.7	52.4	7.7	1.4

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Completion of Phase IV of Automatic Vehicle Location (AVL) Project	First Quarter
Complete Cobbs Hill Reservoir Structural & Mechanical Improvements	Third Quarter
Support of Urban Agricultural Initiative - Pilot Phase	Fourth Quarter
Install 3,500 (5/8 to 2") radio read water meters	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Engineering:				
In-house design projects value ($000)	5,035	4,820	3,285	3,900
In-house construction projects value ($000)	4,713	3,474	5,048	4,094
Water Production & Treatment:				
Filtration plant production (million gallons per day)	37.0	36.0	36.0	37.0
Water Distribution:				
Water service interruption measure	263	340	320	320
Lost water measure	18%	22%	18%	21%
CUSTOMER PERSPECTIVE				
Water Distribution:				
Complaints received--Water related	4,421	4,700	4,600	4,600
Investigations performed	16,880	16,900	16,000	16,000

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	23,225,300	23,161,700	-63,600
Employee Years	133.0	133.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
77,200	74,300	-9,300	0	-4,000	-201,800	-63,600

Major Change Highlights

Reduction in purchase of water from MCWA reduces expense	-122,200
Use of energy saving mechanical devices results in savings	-25,000
Reduction in chemical cost results in savings	-25,000
Electronic publication of water brochure reduces printing expense	-20,000
Productivity improvements result in savings	-9,600

Program Change

Allocate funding to establish Urban Agricultural Program.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	2,098,200	2,131,800	33,600
Employee Years	13.7	13.7	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,400	21,700	11,500	0	-4,000	0	33,600

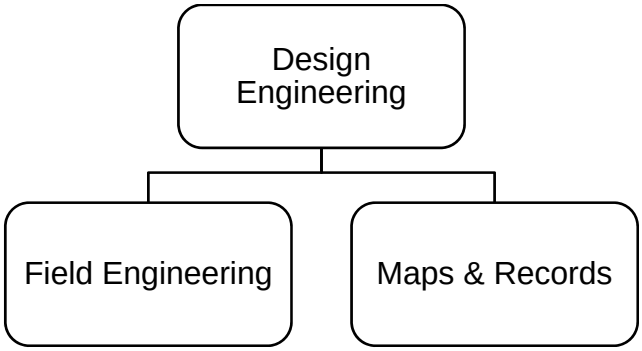
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	770,854	795,500	799,700	794,100
Materials & Supplies	7,639	625,500	625,500	644,000
Services	557,808	617,500	673,000	693,700
Other	0	0	0	0
Total	1,336,301	2,038,500	2,098,200	2,131,800
Appropriation by Activity				
Director's Office	1,336,301	2,038,500	2,098,200	2,131,800
Employee Years by Activity				
Director's Office	13.4	13.6	13.7	13.7

FULL TIME POSITIONS

Br.	Title	Budget 2013-14	Proposed 2014-15
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
24	Senior Administrative Analyst	0	1
23	Materials, Equip & Facilities Coordinator	1	1
20	Executive Assistant	1	0
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
13	Supervising Stock Clerk	1	1
11	Clerk I	1	1
9	Clerk II	1	1
65	Sr. Maintenance Mechanic-Welder	1	1
63	Water Maintenance Worker/Construction	1	1
60	Fleet & Facilities Attendant	1	1
EMPLOYEE YEARS			
Full Time		12.0	12.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		1.2	1.2
Less: Vacancy Allowance		0.0	0.0
Total		13.7	13.7

Organization



Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,022,200	1,060,800	38,600
Employee Years	13.8	13.8	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
31,600	700	6,300	0	0	0	38,600

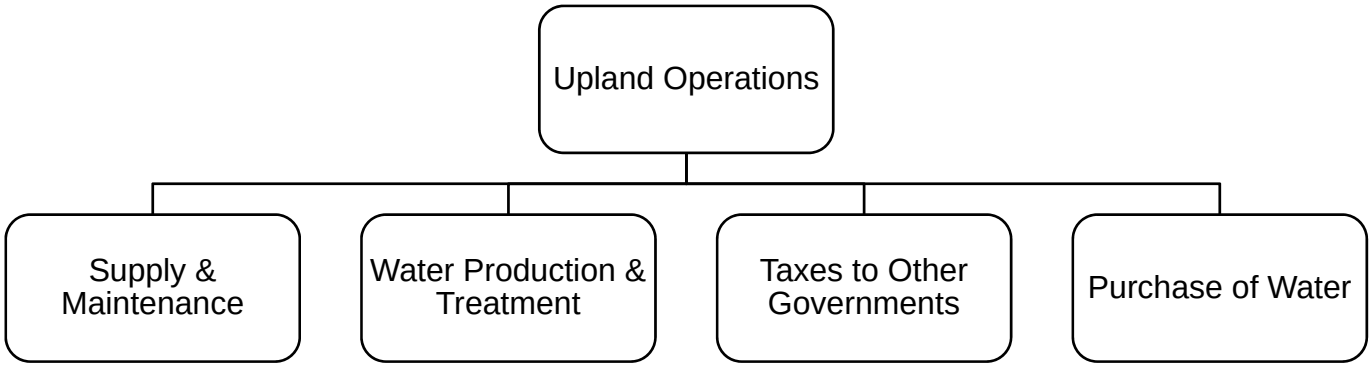
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	937,340	930,500	927,100	958,700
Materials & Supplies	5,458	14,700	14,700	14,900
Services	67,342	80,400	80,400	87,200
Other	0	0	0	0
Total	1,010,140	1,025,600	1,022,200	1,060,800
Appropriation by Activity				
Design Engineering	810,618	801,600	800,300	831,800
Field Engineering	136,603	158,400	156,800	158,900
Maps & Records	62,919	65,600	65,100	70,100
Total	1,010,140	1,025,600	1,022,200	1,060,800
Employee Years by Activity				
Design Engineering	10.6	10.1	10.1	10.1
Field Engineering	2.4	2.8	2.8	2.8
Maps & Records	0.9	0.9	0.9	0.9
Total	13.9	13.8	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 2013-14	Proposed 2014-15			
32	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	2	2	2		
26	Engineer III/Water	1	1	1		
24	Engineer II/Water	1	1	1		
23	Senior GIS Analyst	0	1	1		
21	Supervising Engineering Technician	1	1	1		
20	GIS Applications Specialist	1	0			
18	Principal Engineering Technician	3	3		2	1
18	Principal Engineering Technician-CADD	2	2	2		
EMPLOYEE YEARS						
Full Time		12.0	12.0	9.0	2.0	1.0
Overtime		1.1	1.1	0.2	0.9	0.0
Part Time, Temporary, Seasonal		1.0	1.0	1.0	0.0	0.0
Less: Vacancy Allowance		0.3	0.3	0.1	0.1	0.1
Total		13.8	13.8	10.1	2.8	0.9

Organization



Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	5,988,500	5,802,500	-186,000
Employee Years	37.7	37.7	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
5,800	42,100	-41,700	0	0	-192,200	-186,000

Major Change

Reduction in purchase of water from MCWA reduces expense	-122,200
Use of energy saving mechanical devices results in savings	-25,000
Reduction in chemical cost results in savings	-25,000
Electronic publication of water brochure reduces printing expense	-20,000

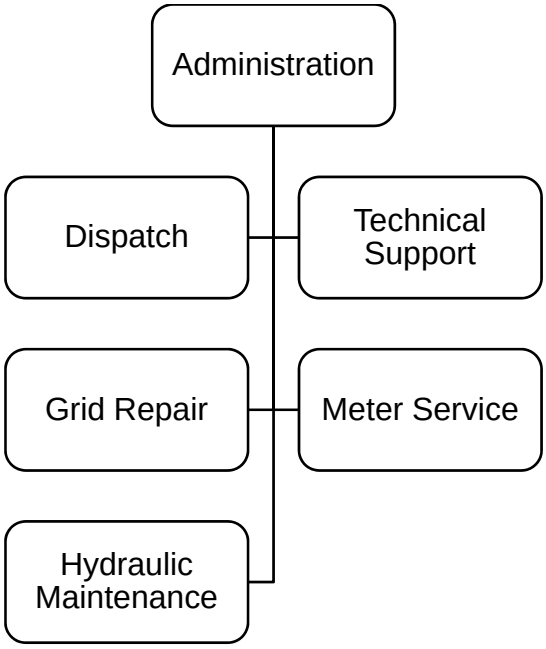
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,994,153	2,086,100	2,120,900	2,126,700
Materials & Supplies	730,855	757,400	783,400	804,200
Services	2,564,833	2,666,400	3,084,200	2,871,600
Other	0	0	0	0
Total	5,289,841	5,509,900	5,988,500	5,802,500
Appropriation by Activity				
Supply & Maintenance	845,758	858,800	984,000	947,800
Water Production & Treatment	2,554,596	2,794,100	2,917,400	2,871,700
Taxes to Other Governments	708,916	750,000	904,500	922,600
Purchase of Water	1,180,571	1,107,000	1,182,600	1,060,400
Total	5,289,841	5,509,900	5,988,500	5,802,500
Employee Years by Activity				
Supply & Maintenance	10.9	11.3	11.6	11.2
Water Production & Treatment	25.5	26.2	26.1	26.5
	36.4	37.5	37.7	37.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2013-14	Proposed 2014-15		
32	Manager of Water Production	1	1		1
30	Chief of Water Quality Operations	0	1		1
28	Assistant Manager of Water Production	1	1		1
28	Engineer IV/Water	1	0		
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	1	1	
23	Asst Superintendent Water Plant Maint	0	1		1
23	Water Quality Chemist	1	1		1
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
21	Water Treatment Supervisor	1	0		
20	Corrosion Technician	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Asst. Water Instrumentation Technician	1	0		
18	Reservoir Operator	0	1		1
18	Senior Water Plant Operator	1	0		
18	Water Operations Supervisor/Upland	2	2	2	
16	Administrative Assistant	1	1		1
16	Water Plant Operator	5	6		6
15	Sr. Maint. Mech./Water Treatment	1	1		1
65	Expediter	1	1	1	
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maintenance Mechanic Water Supply	0	4	4	
63	Water Supply Maint. Worker/Constr.	4	0		
61	Maint. Mechanic/Water Treatment	3	3		3
EMPLOYEE YEARS					
Full Time		34.0	34.0	10.0	24.0
Overtime		3.4	3.4	1.4	2.0
Part Time, Temporary, Seasonal		0.9	0.9	0.0	0.9
Less: Vacancy Allowance		0.6	0.6	0.2	0.4
Total		37.7	37.7	11.2	26.5

Organization



Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	4,490,000	4,540,200	50,200
Employee Years	67.8	67.8	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
35,400	9,800	14,600	0	0	-9,600	50,200

Major Change

Productivity improvements result in savings	-9,600

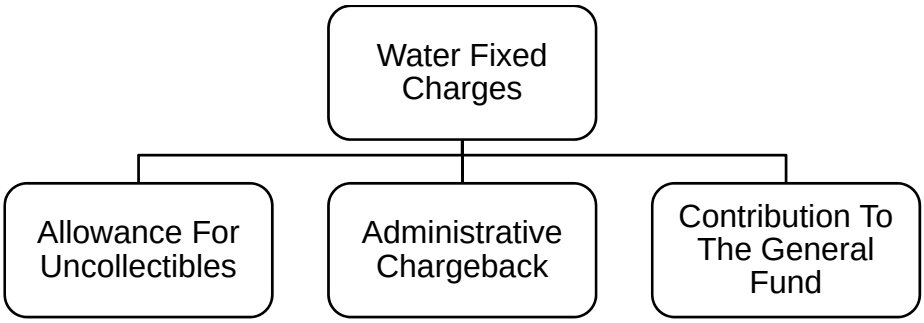
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	3,065,413	3,268,400	3,263,200	3,298,600
Materials & Supplies	462,064	50,900	50,900	52,000
Services	912,188	1,048,600	1,175,900	1,189,600
Other	0	0	0	0
Total	4,439,665	4,367,900	4,490,000	4,540,200
Appropriation by Activity				
Administration	609,326	714,800	761,300	784,500
Dispatch	366,357	341,600	328,600	328,400
Technical Support	457,912	454,000	439,100	411,000
Grid Repair	1,819,743	1,675,500	1,767,000	1,782,400
Meter Services	661,038	627,300	639,800	631,500
Hydraulic Maintenance	525,289	554,700	554,200	602,400
Total	4,439,665	4,367,900	4,490,000	4,540,200
Employee Years by Activity				
Administration	4.9	3.9	3.9	3.9
Dispatch	7.4	7.2	6.9	6.9
Technical Support	9.9	9.9	9.6	8.6
Grid Repair	20.1	21.6	21.9	21.9
Meter Service	11.5	13.3	13.5	13.5
Hydraulic Maintenance	11.8	12.0	12.0	13.0
Total	65.6	67.9	67.8	67.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER DISTRIBUTION DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2013-14	Proposed 2014-15						
30	Manager of Water Distribution	1	1	1					
25	Superintendent of Water Distribution	2	2	2					
23	Asst. Superintendent Water Distribution	3	3			1	1		1
21	Backflow Prevention Inspector	1	1					1	
18	Supervising Dispatcher	1	1		1				
18	Supervising Meter Services Technician	1	1					1	
18	Supervising Water Distribution Technician	2	2			1			1
18	Water Operations Supervisor	3	3				3		
11	Clerk I	1	1	1					
65	Sr. Maint. Mech./Water Grid	1	1				1		
64	Water Distribution Technician	18	19			5	1	6	7
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	13	13				13		
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	6	5			1	1		3
61	Meter Reader	4	4					4	
EMPLOYEE YEARS									
Full Time		63.0	63.0	4.0	6.0	8.0	20.0	13.0	12.0
Overtime		5.3	5.3	0.0	1.0	0.8	1.8	0.8	0.9
Part Time, Temporary, Seasonal		0.8	0.8	0.0	0.0	0.0	0.5	0.0	0.3
Less: Vacancy Allowance		1.3	1.3	0.1	0.1	0.2	0.4	0.3	0.2
Total		67.8	67.8	3.9	6.9	8.6	21.9	13.5	13.0

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 2014-15 represents 6.7 percent of total Water Fund expenses incurred in 2012-13. 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

	2013-14	2014-15	Change
Budget	9,626,400	9,626,400	0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	0	0	0	0

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
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	7,012,316	6,598,600	7,173,600	7,173,600
Total	9,465,116	9,051,400	9,626,400	9,626,400
Appropriation by Activity				
Allowance for Uncollectibles	1,638,716	1,225,000	1,800,000	1,800,000
Administrative Chargeback	2,452,800	2,452,800	2,452,800	2,452,800
Contribution to the General Fund	5,373,600	5,373,600	5,373,600	5,373,600
Total	9,465,116	9,051,400	9,626,400	9,626,400

Mission Statement

Emergency Communications:

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

311 Call Center:

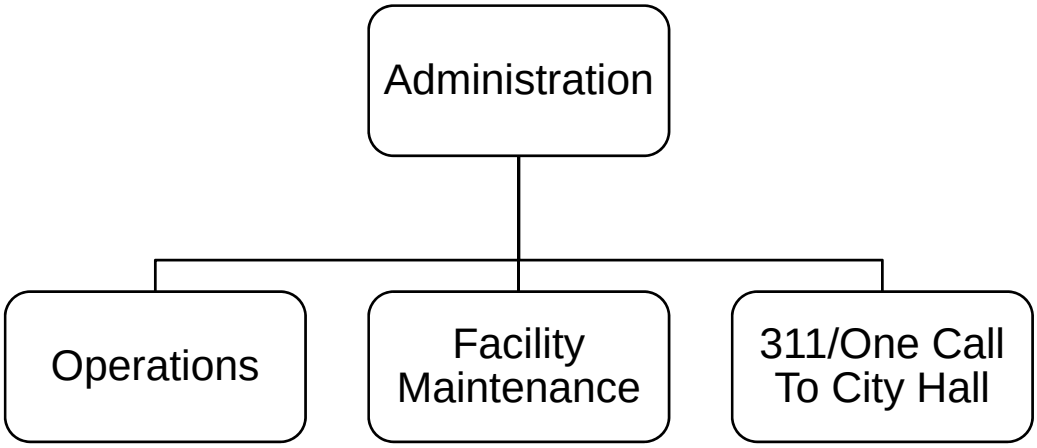
To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by:

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

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

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

Organization



Department Highlights

The 2014-15 Emergency Communications Budget of $13,775,500 reflects several changes in the department's staffing and programming.

911 Operations
In an effort to maintain full staffing levels, this budget includes an overhire of 10 Dispatcher I positions to accommodate the new training class that started in April.

The Department will initiate the Request for Proposals (RFP) process to hire an outside consultant to manage and run the Computer Aided Dispatch (CAD) project. Monroe County will reimburse the resultant expense of the awarded RFP to the City.

311/One Call to City Hall
In July of 2013, the Public Safety Aide positions relocated to the Public Safety Building under the Police Department.

Vital Customers

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

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

Critical Processes

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

311 Call Center:
- Answer and provide information for non-emergency calls
- Retrieve up to date information to respond to all City related inquiries
- Provide appropriate avenues for public related information and services
- Submit service requests to appropriate City departments
- Intake minor crime reports
- Provide responses to case inquires
- Report on Call Center performance
- Report on City departments' performance and activity

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

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Continue Computer Aided Dispatch (CAD), Records Management System (RMR), Jail Management System (JMS), Mobile Data Terminal (MDT), and Fire Based Records Management System (FBRMS) computer system replacements and upgrades	Ongoing
Conduct feasibility study to evaluate options for relocation of 311 and 911 facilities and expansion of 911	Ongoing
Continue strategic planning for replacement of legacy radio systems and implementation of trunked radio system for 911 in 2016	Ongoing
Work with Information Technology to implement process improvement and software enhancement opportunities identified in the 311 Call Center processes assessment completed in 2013-14	First Quarter
Complete implementation of 311 Call Center technology growth initiatives through the expansion of new technology such as live chat and mobile applications	Second Quarter
Complete the text to 911 deployment for cell phone customers in accordance with the FCC and company readiness policies	Second Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Emergency Communications:				
911 Calls received (excluding administrative calls)	1,140,707	1,159,818	1,200,000	1,190,000
Calls dispatched:				
● Police (includes police-initiated)	1,031,130	1,035,160	1,050,000	1,045,000
● Fire	107,816	103,346	115,000	110,000
● Emergency medical service	117,503	119,644	122,000	122,000
● Total dispatched	1,256,449	1,258,150	1,287,000	1,277,000
Ring time (average in seconds)	6.3	6.0	6.0	6.0
Emergency Medical Dispatch Protocol Compliance (%)	96	97	90	90

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
CUSTOMER SERVICE				
Emergency Communications:				
Caller complaints	241	200	300	300
Caller customer satisfaction (scale =1-4; 4 = best)	3.7	3.7	3.8	3.8
311 Call Center:				
Total calls received	494,968	474,800	474,800	500,000
Calls answered within 30 seconds (%)	80	85	85	85
Call abandon rate (%)	10	7	7	10
FINANCIAL/COSTS				
Emergency Communications:				
Operating cost per call ($)	10.09	10.67	10.32	10.54
311 Call Center:				
Operating cost per call ($)	2.48	2.83	2.76	2.46
LEARNING & INNOVATION				
Emergency Communications:				
Employee Training (hours)	18,281	24,058	16,000	16,000
311 Call Center:				
Average number training hours per employee	42	40	40	40

Year-To-Year Comparison

Main Functions	Budget 2013-14	Budget 2014-15	Change	Percent Change
Administration	667,500	670,800	3,300	0.5%
Operations	11,479,000	11,632,500	153,500	1.3%
Facility Maintenance	232,800	240,300	7,500	3.2%
311/One Call To City Hall	1,309,200	1,231,900	-77,300	-5.9%
Total	13,688,500	13,775,500	87,000	0.6%
Employee Years	231.7	233.9	2.2	0.9%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
223,900	23,600	-1,500	-246,500	-300	87,800	87,000

Major Change	
Funding is added for an overhire of 10 Dispatcher I positions	410,900
Overtime related to Computer Aided Dispatch (CAD) project is eliminated	-243,000
311/One Call to City Hall portion of shared funding for Public Safety Aides is eliminated	-101,900
Overtime allocation for 911 Operations decreases due to overhire of Dispatcher I positions	-55,000
Funding for Operations equipment line increases to correspond to County levels	49,000
Funding for 911 Operations maintenance and repair for computer usage monitoring is increased to correspond to County levels and reflect actual usage	23,900
Add funding for one temporary 311/One Call to City Hall position	19,000
Funding for 911 telephone service is reduced to correspond to County levels and reflect actual usage	-12,400
Miscellaneous supply and service lines in 311/One Call to City Hall are reduced	-10,000
Funding for 911 Facility Maintenance and equipment is increased	5,000
Funding for 911 Operations miscellaneous supply and service lines is increased to correspond to County levels	2,900
Youth Worker position in 311/One Call to City Hall is eliminated	-1,500
Funding for 911 facility cleaning supplies is increased	900

Program Change

All Public Safety Aides assigned to the 311 Call Center were relocated to the Public Safety Building and transferred to the Rochester Police Department.

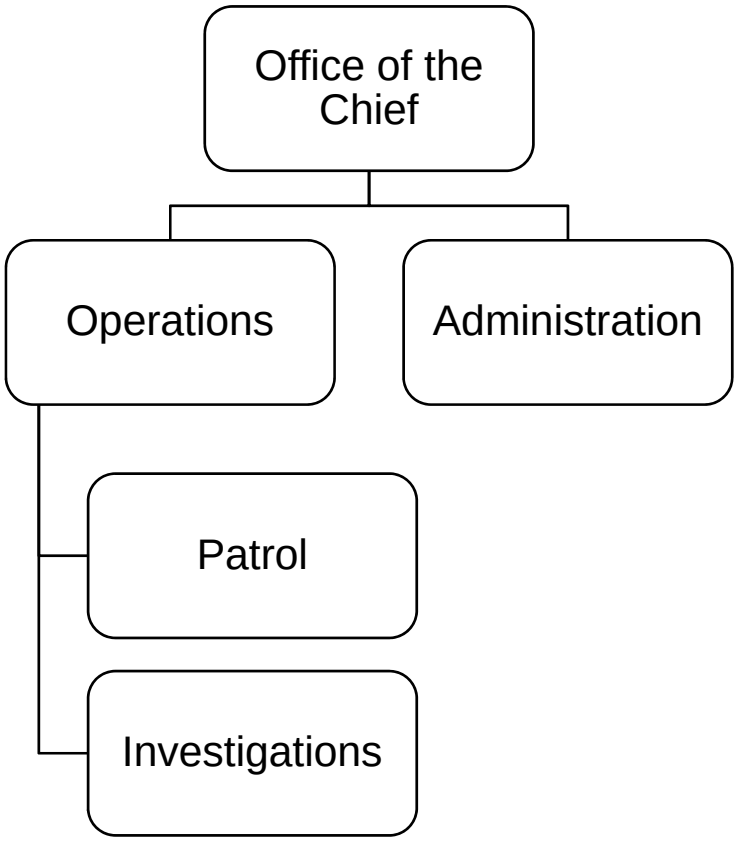
EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	11,467,608	11,924,200	12,322,800	12,328,700
Materials & Supplies	191,740	142,700	194,700	246,700
Services	1,069,503	1,195,100	1,171,000	1,200,100
Other	0	0	0	0
Total	12,728,851	13,262,000	13,688,500	13,775,500
Appropriation by Activity				
Administration	719,000	622,800	667,500	670,800
Operations	10,568,165	11,251,500	11,479,000	11,632,500
Facility Maintenance	216,763	232,800	232,800	240,300
311/One Call To City Hall	1,224,923	1,154,900	1,309,200	1,231,900
Total	12,728,851	13,262,000	13,688,500	13,775,500
Employee Years by Activity				
Administration	7.0	7.0	7.0	7.0
Operations	192.3	202.6	202.6	202.6
311/One Call To City Hall	22.2	22.1	22.1	24.3
Total	221.5	231.7	231.7	233.9

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2013-14	Proposed 2014-15			
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	
22	Knowledge Base Coordinator	1	1			1
20	Executive Assistant	1	1	1		
20	Supervising Service Representative	1	1			1
18	Secretary to the Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Sr. Service Representative	1	1			1
16	Sr. Service Representative Bilingual	1	1			1
12	Communications Research Assistant	1	1	1		
12	Service Representative	9	10			10
12	Service Representative Bilingual	4	3			3
7	Clerk III with Typing	2	2	1		1
6	Research Technician	1	1	1		
210	Shift Supervisor	16	16		16	
200	CAD Information System Specialist	1	1		1	
190	EMD Quality Improvement Coordinator II	2	2		2	
170	Dispatcher II	27	27		27	
150	Dispatcher I	92	93		93	
150	Dispatcher I Bilingual	3	2		2	
110	Telecommunicator	42	42		42	
110	Telecommunicator Bilingual	1	1		1	
EMPLOYEE YEARS						
Full Time		214.0	214.0	7.0	188.0	19.0
Overtime		13.1	9.1	0.0	8.6	0.5
Part Time, Temporary, Seasonal		4.6	16.8	0.0	12.0	4.8
Less: Vacancy Allowance		0.0	6.0	0.0	6.0	0.0
Total		231.7	233.9	7.0	202.6	24.3

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

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

Departmental Highlights

- **Police Academy** – The budget includes funding for a Police Academy class of up to 25 police recruits in February, 2015. RPD averages about 25 retirements per year. This recruit class will help stabilize RPD's sworn strength as retirements occur, and will enable vital operations and services to continue at a consistent level. RPD recruits must complete a 10-month period of Academy and field training before they can be deployed for street duties.

- **City Security** – The budget reflects the transfer of Security functions from the RPD budget to the DES budget. Through consultation with other City Departments it has been determined that the consolidation of Security functions will enhance overall City service.

- **Reorganization** – Planning for the Department's Reorganization began late in 2013-14 and the process will continue throughout 2014-15. The phased implementation of the Reorganization will take place within 2014-15 and the budget reflects the addition of one Lieutenant and one Commander Position to address immediate project needs. The Department has worked closely with OMB to identify budget contingencies to address anticipated needs that will impact the budget during implementation.

- **Animal Services** – Rochester Animal Services (RAS) continues to assess operations and service delivery. The budget reflects changes in RAS intended to allow for continued focus on improving efficiency, service delivery, and supervision.

Highlights of the Department's 2014-15 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	**Projected Completion**
Office of the Chief:	
Implement Department's Strategic Plan to drive Department-wide change, manage operations more effectively and measure results	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority police officer candidates	Ongoing
Plan, coordinate and manage the department reorganization	Ongoing

Highlights	Projected Completion
Operations:	
Increase RPD outreach into neighborhoods to increase collaboration and involvement in crime prevention	Ongoing
Develop and implement a plan to address the open air drug markets within the city	Ongoing
Administration:	
Recruit and hire up to 25 Police Officers for February recruit class	Third Quarter
Pending approval of a NYS grant, complete a document management assessment project as part of a planning grant with Information Technology and develop an RFP for an Enterprise Document Management solution	Fourth Quarter
Implement phase 2 of the Records Management System (RMS) and continue future phase planning in partnership with Information Technology	Ongoing
Participate in Personnel/Payroll (PSI) City-wide implementation	Ongoing

Year-To-Year Comparison

Bureaus	Budget 2013-14	Budget 2014-15	Change	Percent Change
Office of the Chief	3,426,300	3,742,700	316,400	9.2%
Operations	68,069,000	66,478,200	-1,590,800	-2.3%
Administration	15,490,600	14,853,700	-636,900	-4.1%
Total	86,985,900	85,074,600	-1,911,300	-2.2%
Employee Years	939.0	905.4	-33.6	-3.6%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
414,700	208,300	46,200	0	0	-2,580,500	-1,911,300

Major Change Highlights

Transfer of Security to the Department of Environmental Services	-1,747,900
Operation Impact X (Integrated Municipal Police Anti-Crime Teams) grant expires	-569,300
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Software maintenance costs transfer from Information Technology	156,700
Productivity improvements result in savings	-155,000
Funds are added for a Police Commander position created during 2013-14	118,100
Violence Reduction grant ends	-100,000
Funds are added for a Police Lieutenant created during 2013-14 for reorganization planning	98,900
Net change in SMART Policing grant	-75,200
Net change in STOP DWI grant funding	-67,000
One time appropriation of forfeiture funds for community-based programs does not recur	-52,600
Funds are added for special event festival overtime (formerly funded by Operation Impact X)	51,500

Assignment of Authorized Positions
2005-06 to 2014-15

	Office of the Chief & Administration			Operations			Department Total		
Year	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
2014-15	45	67	112	681	56	737	726	123	849
2013-14	45	66	111	681	76	757	726	142	868
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5
2011-12	45	99.5	145.5	681	44	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914
2006-07	65	95	160	661	56	717	726	151	877
2005-06	63	103	166	642	58	700	705	161	866

Authorized Sworn Positions
2010-11 to 2014-15

Positions	2010-11	2011-12	2012-13	2013-14	2014-15
Chief	1	1	1	1	1
Executive Deputy Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Commander	3	3	3	3	3
Captain	9	9	11	11	11
Lieutenant	34	34	33	33	34
Sergeant	88	88	90	90	89
Police Investigator	0	0	80	80	80
Police Officer (Investigator)	57	57	0	0	0
Police Officer	546	531	505	505	505
Total	741	726	726	726	726

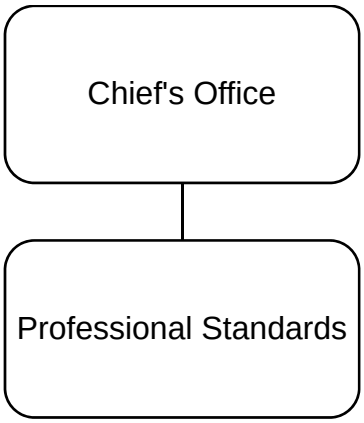
POLICE DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	72,188,079	72,181,500	72,226,000	71,143,300
Materials & Supplies	1,301,043	1,525,600	1,674,000	1,613,400
Services	11,263,213	11,972,900	13,057,200	12,309,900
Other	52,916	28,700	28,700	8,000
Total	84,805,251	85,708,700	86,985,900	85,074,600
Appropriation by Activity				
Office of the Chief	5,082,648	4,985,100	3,426,300	3,742,700
Operations	64,793,207	64,782,400	68,069,000	66,478,200
Administration	14,929,396	15,941,200	15,490,600	14,853,700
Total	84,805,251	85,708,700	86,985,900	85,074,600
Employee Years by Activity				
Office of the Chief	34.4	31.7	20.7	21.7
Operations	793.7	784.8	818.8	784.2
Administration	112.0	117.8	99.5	99.5
Total	940.1	934.3	939.0	905.4
NBD Allocation - Dollars	1,876,100	1,876,100	1,876,100	1,882,500
NBD Allocation - Employee Years	24.4	24.4	24.4	24.4

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 or misconduct
- Provides administrative review of fleet vehicle accident investigations
- Conducts other investigations as directed by the Chief of Police
- Provides staff support for civilian complaint review and internal disciplinary processes
- Maintains department's official disciplinary records including administrative entries which involve inquiries by a citizen or agency
- Includes individuals assigned to Long-Term Disability Unit
- Recruits civilians to unpaid positions in the department
- Administers internship program

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Implement Department's Strategic Plan to drive Department-wide change, manage operations more effectively and measure results	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority police officer candidates	Ongoing
Plan, coordinate and manage the department reorganization	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	28	16	20	22
Civil suit investigations completed	96	80	70	81
Accident reports completed	108	154	150	136
Subject resistance reports reviewed	950	1,065	980	956

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	3,426,300	3,742,700	316,400
Employee Years	20.7	21.7	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
18,800	16,200	11,700	0	-4,400	274,100	316,400

Major Change

Transfer in funds from Information Technology for the ShotSpotter gun fire detection system service agreement	123,400
Funds are added for a Police Lieutenant created during 2013-14 for reorganization planning	98,900
One time appropriation of forfeiture funds for community based programs does not recur	-52,600
Professional fees increase for the addition of medical case management services	40,000
Funds are added for Leads Online (tracking stolen property) (formerly funded by Operation Impact X)	35,000
Transfer in funds from Information Technology for the Automated Vehicle Locater system service agreement	33,300
Productivity improvements result in savings	-3,900

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	3,602,506	3,416,200	1,856,300	1,973,500
Materials & Supplies	8,500	8,500	7,100	11,000
Services	1,471,642	1,560,400	1,562,900	1,758,200
Other	0	0	0	0
Total	5,082,648	4,985,100	3,426,300	3,742,700
Appropriation by Activity				
Chief's Office	2,820,854	2,873,200	2,471,100	2,784,300
Professional Standards	2,261,794	2,111,900	955,200	958,400
Total	5,082,648	4,985,100	3,426,300	3,742,700
Employee Years by Activity				
Chief's Office	16.4	16.2	11.6	12.6
Professional Standards	18.0	15.5	9.1	9.1
Total	34.4	31.7	20.7	21.7

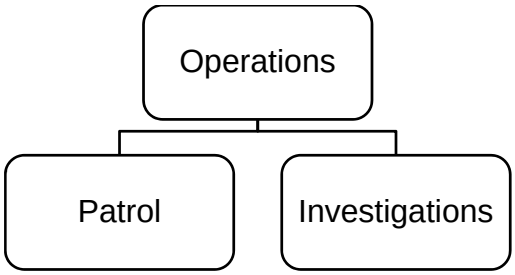
POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Professional Standards
Br.	Title	Budget 2013-14	Proposed 2014-15		
98	Chief of Police	1	1	1	
197	Executive Deputy Chief	1	1	1	
97	Deputy Chief of Police	2	2	2	
94	Police Lieutenant	2	3	2	1
92	Police Sergeant	8	8	2	6
191	Police Investigator	1	1	1	
90	Police Officer	2	2	2	
20	Police Steno	2	2		2
18	Secretary to the Chief	1	1	1	
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		21.0	22.0	13.0	9.0
Overtime		0.2	0.2	0.1	0.1
Part Time, Temporary, Seasonal		0.5	0.5	0.5	0.0
Less: Vacancy Allowance		1.0	1.0	1.0	0.0
Total		20.7	21.7	12.6	9.1

Mission

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

Organization



2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Increase RPD outreach into neighborhoods to increase collaboration and involvement in crime prevention	Ongoing
Develop and implement a plan to address the open air drug markets within the city	Ongoing

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	68,069,000	66,478,200	-1,590,800
Employee Years	818.8	784.2	-34.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
349,100	81,400	8,800	0	-1,600	-2,028,500	-1,590,800

Major Change Highlights

Transfer of Security to the Department of Environmental Services	-1,747,900
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Funds are added for a Police Commander position created 2013-14	118,100
Net change in Stop DWI grant funding	-67,000
Productivity improvements result in savings	-58,100
Funds are added for special event festival overtime (formerly funded by Operation Impact X)	51,500
Underage Tobacco Compliance grant funding ends	-38,000
Net change in Animal Society for Prevention of Cruelty to Animals grant funding	-37,900
Bomb Squad Initiative grant expires	-36,900
Net change in Domestic Victims Response Team funding	-22,200
Create Veterinary Technician and eliminate Veterinary Technician part time	17,300
Funds are added for maintenance of additional security cameras	15,000
Selective Traffic Enforcement Program (STEP) grant ends	-11,500
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-10,900

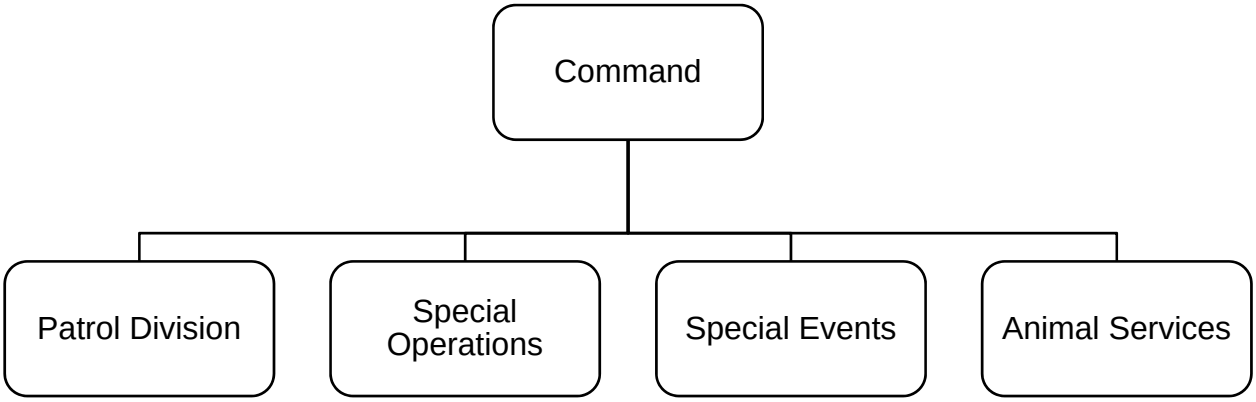
Program Change

Eliminate vacant Animal Control Officer and create two part time Animal Control Officers for additional flexibility in assignment.

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	60,359,025	59,947,700	63,075,200	62,391,700
Materials & Supplies	548,894	601,600	653,400	606,500
Services	3,883,124	4,217,600	4,324,900	3,476,100
Other	2,164	15,500	15,500	3,900
Total	64,793,207	64,782,400	68,069,000	66,478,200
Appropriation by Activity				
Patrol	54,573,117	53,272,400	57,733,200	56,261,600
Investigations	10,220,090	11,510,000	10,335,800	10,216,600
Total	64,793,207	64,782,400	68,069,000	66,478,200
Employee Years by Activity				
Patrol	670.3	647.0	697.9	663.3
Investigations	123.4	137.8	120.9	120.9
Total	793.7	784.8	818.8	784.2

Organization



Critical Processes

Patrol

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

Special Operations

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

- Handles complaints or suggestions concerning traffic-engineering deficiencies and transmits related data to Traffic Control Board

- Youth Services Unit
  - Develops and implements programs along with School Resource Officers (SROs) to prevent and control juvenile delinquency
  - Administers Department's youth initiatives and serves as a liaison to Family Court and other social agencies

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

- Responds to animal-related complaints, impounds unleashed, surrendered, and stray pets, issues summonses for animal ordinance violations, and deals with injured or menacing animals
- Makes available unclaimed dogs and cats for public adoption
- Enforces laws against vicious animals
- Provides shelter and veterinary care for impounded animals after a specified holding period
- Assists department in hazardous situations involving animals
- Operates low-income spay/neuter program

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Increase RPD outreach into neighborhoods to increase collaboration and involvement in crime prevention	Ongoing
Develop and implement a plan to address the open air drug markets within the City	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Eastside/Westside Patrol Divisions:				
Calls for service (all units):				
● Priority I	188,319	191,607	199,190	191,282
● All other	168,757	173,340	200,470	178,610
● Total calls	357,076	364,947	399,660	369,892
Officer-initiated calls for service	82,678	81,509	95,380	77,384
Arrests:				
Adult Felony	2,147	2,168	2,220	2,245
Total Adult Arrests	14,626	14,610	14,540	15,045
Youth Felony (Under 18)	265	293	275	271
Total Youth Arrests (Under 18)	1,219	1,201	1,220	1,228
Juvenile Felony (Under 16)	185	207	175	195
Total Juvenile Arrests (Under 16)	514	524	465	468
% Juveniles Diverted	27.5	29.5	29.0	29.0

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Uniform traffic summonses issued	28,543	31,681	38,300	33,153
Parking citations issued	15,301	15,198	15,000	15,000
Field information forms completed	10,023	12,328	12,980	12,782
Adult Warrants served	5,776	5,534	6,140	5,798
Juvenile Warrants served	293	314	275	310
Workload per officer:				
● Calls for service	902	922	908	934
● Reported crimes (Parts I and II)	80	78	72	80
Crimes cleared (%):				
● Homicide	50.0	66.7	55.0	54.1
● Rape	46.6	31.9	65.0	55.6
● Robbery	29.4	25.1	40.0	33.6
● Aggravated Assault	61.7	52.8	69.0	64.8
● Burglary	9.9	9.3	11.0	10.2
● Larceny	15.9	14.1	18.0	16.6
● Motor Vehicle Theft	18.8	13.9	20.0	18.0
● Arson	12.4	12.6	19.0	16.1
Clearance rate for all crimes (Part I and II)	33.2	35.0	35.0	34.4
Firearms seized	1,003	1,091	1,000	1,058
Animal Services:				
Service requests	14,975	15,500	15,500	15,500
Tickets issued	881	1,000	1,000	1,200
Total Intakes to Shelter:				
• Surrender - Cats	1,339	1,400	1,400	1,200
• Surrender - Dogs	1,375	1,300	1,350	1,100
• Strays - Cats	1,417	1,400	1,400	1,400
• Strays - Dogs	1,850	1,800	1,800	1,800
Spayed/Neutered	2,689	2,608	3,630	2,604
CUSTOMER PERSPECTIVE				
Reported crimes:				
• Homicide	37	43	35	38
• Rape	74	76	100	86
• Robbery	883	846	765	781
• Aggravated Assault	991	1,042	1,060	1,059
Part I Crime - Violent	1,985	2,007	1,960	1,964
• Burglary	2,909	2,681	3,210	3,022
• Larceny	7,293	7,154	7,330	7,335
• Motor Vehicle Theft	616	566	680	631
Part I Crime - Property	10,818	10,401	11,220	10,988
Part II Crime	18,835	18,451	18,500	18,450
Total Reported Crime	31,638	30,859	31,680	31,402

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Narcotics-related offenses	1,533	1,419	1,665	1,589
Weapon-related offenses	419	397	365	390
Shooting victims	232	207	180	200
Response time (minutes):				
Priority I average response time (call to arrival)	17.82	19.05	15.50	16.00
Priority I median response time	7.00	7.00	6.00	6.00
% of Priority I calls responded to in 5 minutes or less	44.7	40.9	49.0	47.5
% of Priority I calls responded to in 30 minutes or more	16.6	16.8	12.5	13.9
Priority II average response time in minutes (call to arrival)	44.95	47.27	39.00	41.3
Priority II median response time in minutes	15.00	17.00	13.00	14.00
% of Priority II calls responded to in 5 minutes or less	35.4	34.5	35.0	36.3
% of Priority II calls responded to in 30 minutes or more	38.2	39.8	37.0	36.6
Students picked up under truancy	105	390	200	750
Motor Vehicle Accidents - Total	8,573	8,692	8,475	8,603
Motor Vehicle Accidents with Injury	1,346	1,311	1,300	1,300

** – Not Available
N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	57,733,200	56,261,600	-1,471,600
Employee Years	697.9	663.3	-34.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
271,000	70,700	9,300	0	-37,500	-1,785,100	-1,471,600

Major Change

Transfer of Security to the Department of Environmental Services	-1,747,900
Funds are added for a Police Commander position created during 2013-14	118,100
Net change in Stop DWI grant funding	-67,000
Funds are added for special event festival overtime (formerly funded by Operation Impact X)	51,500
Underage Tobacco Compliance grant funding ends	-38,000
Net change in Animal Society for Prevention of Cruelty to Animals grant funding	-37,900
Bomb Squad Initiative grant expires	-36,900
Productivity improvements result in savings	-21,900
Create Veterinary Technician and eliminate Veterinary Technician part time	17,300
Selective Traffic Enforcement Program (STEP) grant ends	-11,500
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-10,900

Program Changes

Security is transferred to the Department of Environmental Services. Eliminate Animal Control Officer and create two Animal Control Officers part time for additional flexibility in assignment. An increased number of truancy details are planned.

POLICE DEPARTMENT
OPERATIONS – PATROL
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	50,688,139	49,165,300	53,533,100	52,752,700
Materials & Supplies	456,855	474,700	496,500	476,800
Services	3,425,959	3,620,500	3,691,700	3,031,600
Other	2,164	11,900	11,900	500
Total	54,573,117	53,272,400	57,733,200	56,261,600
Appropriation by Activity				
Command	317,499	265,000	749,300	959,200
Patrol Division (Section Patrol)	41,679,764	40,191,700	42,392,800	42,729,900
Special Operations	9,685,292	9,904,500	10,936,300	10,626,800
Special Events	113,532	86,600	629,200	619,800
Security	1,592,373	1,606,300	1,747,900	0
Animal Services	1,184,657	1,218,300	1,277,700	1,325,900
Total	54,573,117	53,272,400	57,733,200	56,261,600
Employee Years by Activity				
Command	4.0	2.0	7.0	7.0
Patrol Division (Section Patrol)	533.7	509.9	538.7	538.7
Special Operations	76.6	80.2	93.8	93.8
Special Events	2.0	2.0	2.0	2.0
Security	34.3	32.8	35.3	0.0
Animal Services	19.7	20.1	21.1	21.8
Total	670.3	647.0	697.9	663.3

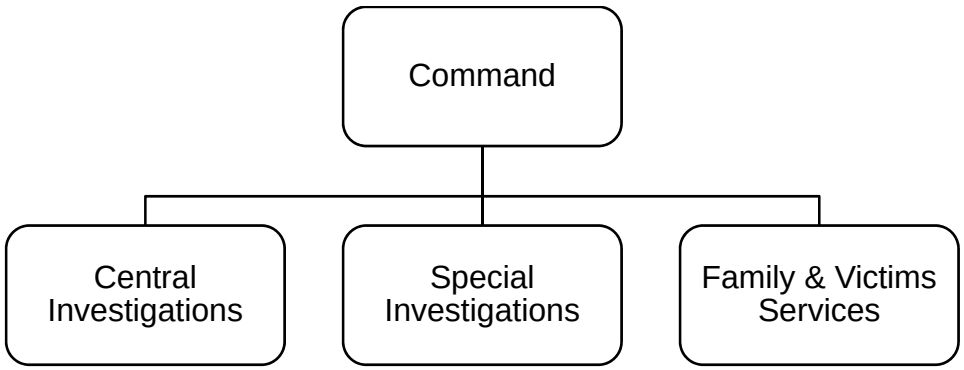
POLICE DEPARTMENT
OPERATIONS – PATROL
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Division	Special Operations	Special Events	Animal Services
Br.	Title	Budget 2013-14	Proposed 2014-15					
96	Police Commander	3	3	2		1		
95	Police Captain	8	8	2	5	1		
94	Police Lieutenant	26	26	1	22	2	1	
92	Police Sergeant	61	61	1	50	10		
191	Police Investigator	33	33		32	1		
90	Police Officer	471	471		396	74	1	
29	Chief of Security Operations	1	0					
28	Director of Animal Services	0	1					1
26	Director of Animal Services	1	0					
26	Shelter Veterinarian	1	1					1
18	Supervisor of Animal Control	1	1					1
16	Animal Shelter Manager	1	1					1
16	Supervising Security Guard	4	0					
14	Assistant Supervisor of Animal Control	0	1					1
13	Administrative Secretary	1	1	1				
12	Animal Control Officer	7	5					5
10	Veterinary Technician	1	2					2
9	Clerk II	2	2			1		1
7	Clerk III with Typing	2	2		2			
6	Animal Care Technician	5	5					5
6	Receptionist Typist	1	1					1
52	Security Guard	15	0					
EMPLOYEE YEARS								
Full Time		645.0	625.0	7.0	507.0	90.0	2.0	19.0
Overtime		22.7	22.1	0.0	16.9	4.5	0.0	0.7
Part Time, Temporary, Seasonal		32.9	18.8	0.0	15.8	0.3	0.0	2.7
Less: Vacancy Allowance		2.7	2.6	0.0	1.0	1.0	0.0	0.6
Total		697.9	663.3	7.0	538.7	93.8	2.0	21.8

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 2013-14	Proposed 2014-15
94	Police Lieutenant	4	4
90	Police Officer	20	20
EMPLOYEE YEARS			
Full Time		24.0	24.0
Overtime		0.3	0.3
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.3	24.3

Organization



Investigations

Critical Processes

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

Central Investigations

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

Special Investigations Section

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

Family & Victims Services

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

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Central Investigations:				
Investigations Conducted:				
• Homicides	33	41	35	41
• Other death	21	18	25	20
• Bank robbery	6	14	15	13
• Physical child abuse	21	18	40	19
• Sexual child abuse	241	245	240	250
• Arson	219	220	250	220
Missing persons cases handled	1,344	1,475	1,250	1,250
Licenses processed	10,500	10,500	10,650	10,500
Crime scenes processed	9,000	8,900	9,200	9,100
Registered sex offenders managed	1,800	1,900	1,000	2,000
SAFIS identifications	350	280	370	370
Special Investigations:				
Investigations conducted	300	310	430	305
Cases closed	260	270	200	260
Narcotics/Intelligence arrests	143	100	180	120
GRANET Arrests	81	80	80	80
Drugs seized:				
● Cocaine (kilograms)	12.5	21.0	4.5	17.0
● Heroin (grams)	1,233	3,800	450.0	2,500
● Marijuana (kilograms)	380	1,200	600.0	790
Weapons seized	90	60	50	75
Vehicles seized	5	2	2	3
Cash seized ($)	2,561,000	350,000	500,000	350,000
Crime Analysis:				
• Bulletins produced	452	481	410	456
• Crime patterns identified	70	62	90	70
• Violent disputes identified	53	53	75	50
Family & Victims Services:				
FACIT responses	3,000	4,800	4,800	4,800
Victim assistance contacts	5,000	5,000	4,500	4,000

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	10,335,800	10,216,600	-119,200
Employee Years	120.9	120.9	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
78,100	10,700	-500	0	35,900	-243,400	-119,200

Major Change

Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Productivity improvements result in savings	-36,200
Net change in Domestic Victims Response Team funding	-22,200
Funds are added for the maintenance costs of additional security cameras	15,000

POLICE DEPARTMENT
OPERATIONS – INVESTIGATIONS
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	9,670,886	10,782,400	9,542,100	9,639,000
Materials & Supplies	92,039	126,900	156,900	129,700
Services	457,165	597,100	633,200	444,500
Other	0	3,600	3,600	3,400
Total	10,220,090	11,510,000	10,335,800	10,216,600
Appropriation by Activity				
Command	279,383	275,900	174,600	172,700
Central Investigations	4,482,992	5,245,200	4,288,600	4,429,300
Special Investigations	4,808,662	5,249,500	5,045,800	4,822,700
Family & Victim Services	649,053	739,400	826,800	791,900
Total	10,220,090	11,510,000	10,335,800	10,216,600
Employee Years by Activity				
Command	3.1	3.1	2.1	2.1
Central Investigations	59.3	67.9	54.8	54.8
Special Investigations	49.3	52.8	49.8	49.8
Family & Victim Services	11.7	14.0	14.2	14.2
Total	123.4	137.8	120.9	120.9

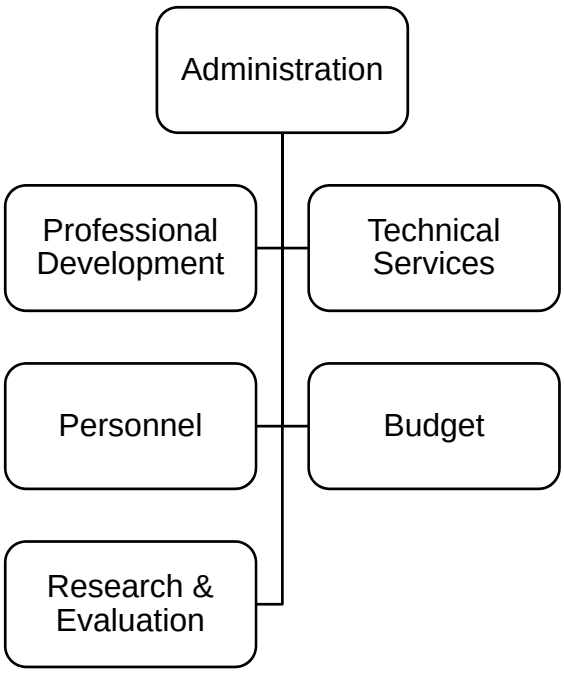
POLICE DEPARTMENT
OPERATIONS – INVESTIGATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Central Investigations	Special Investigations	Family & Victim Services
Br.	Title	Budget 2013-14	Proposed 2014-15				
95	Police Captain	2	2	1		1	
94	Police Lieutenant	3	3		1	2	
92	Police Sergeant	12	12		6	6	
191	Police Investigator	46	46		19	27	
90	Police Officer	16	16		12	4	
33	Director of Business Intelligence	1	1			1	
27	Senior Crime Research Specialist	1	1			1	
24	Crime Research Specialist	3	3			3	
20	Crisis Counseling Coordinator	1	1				1
20	Victim Services Coordinator	1	1				1
18	Counseling Specialist	4	4				4
16	Police Evidence Technician	8	8		8		
14	Victim Assistance Counselor	4	4				4
11	Secretary	1	1			1	
11	Senior Photo Lab Technician	2	2		2		
9	Clerk II	4	3	1	1	1	
7	Clerk III with Typing	3	4		3		1
EMPLOYEE YEARS							
Full Time		112.0	112.0	2.0	52.0	47.0	11.0
Overtime		5.8	5.8	0.1	2.5	3.0	0.2
Part Time, Temporary, Seasonal		3.8	3.8	0.0	0.5	0.0	3.3
Less: Vacancy Allowance		0.7	0.7	0.0	0.2	0.2	0.3
Total		120.9	120.9	2.1	54.8	49.8	14.2

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 Unit coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records.
  - In-Service Training Unit plans and develops training and special programs.
  - Recruitment and Field Training Unit coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division.
  - Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants.
  - Background and Recruitment Unit actively works with the 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.
  - Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles.
  - Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies.
  - Firearms Investigation Unit examines firearms coming into the custody of the department and conducts background investigations per federal law on all individuals requesting to purchase handguns within the city.

- The Headquarters and Records Unit houses criminal and accident records, and conducts manual and automated record and warrant checks, using both local files and the statewide New York State Police Information Network (NYSPIN) system.
    - Provides central duplication services, responds to walk-up complaints and information requests, and issues copies of reports as legally required.
    - Information Services unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval, and security of Department reports.
    - Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records.
    - Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems.
    - Court Liaison unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings.
    - Identification Unit takes fingerprints and maintains manual and automated photograph and fingerprint files.
    - Paralegal Unit assists sworn personnel in the preparation of selected forms and reports for Grand Jury packages, tracking felony cases submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court.
    - Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communication with police officers on the street.

- **Personnel** provides personnel management, including job classification, hiring and promotion, payroll, and record maintenance

- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.
    - Reviews all claims, requisitions, and contracts, and purchases central supplies and services

- **Research & Evaluation**
    - Conducts research and management and statistical analysis
    - Monitors compliance with state standards and national accreditation agencies
    - Assists in conducting on-site evaluations
    - Prepares department's annual report
    - Researches and writes grant applications and submits grant-related operational and financial reports
    - Serves as repository for all department and New York State reports
    - Coordinates policy and procedure development for handling of emergencies
    - Liaison to Monroe County Office of Emergency Preparedness
    - Liaison to Department of Human Resource Management in administration of department's health and safety program

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Recruit and hire up to 25 Police Officers for February recruit class	Third Quarter
Pending approval of a NYS grant, complete a document management assessment project as part of a planning grant with Information Technology and develop an RFP for an Enterprise Document Management solution	Fourth Quarter
Implement phase 2 of the Records Management System (RMS) and continue future phase planning in partnership with Information Technology	Ongoing
Participate in Payroll / Personnel (PSI) City-wide implementation	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	28,000	30,000	28,000	30,000
Vehicles disposed of:				
● Sold at auction	595	600	565	450
● Sold for salvage	5	25	5	5
Arrests resulting from surveillance camera footage	249	164	465	190
Research & Evaluation:				
Inspectional reports prepared	225	225	225	225
Grants administered	72	70	70	73
FINANCIAL/COST				
Average sale price (vehicles) ($)	475	425	450	450
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	28	25	25	25
Applicants for Police Officer exam	2,380	2,335	2,000	2,000
New officers trained:				
● Academy	27	25	25	25
● Field Training	28	25	25	25

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	15,490,600	14,853,700	-636,900
Employee Years	99.5	99.5	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
46,800	110,700	25,700	0	6,000	-826,100	-636,900

Major Change

Operation Impact X (Integrated Municipal Police Anti-Crime Teams) grant expires	-569,300
Violence Reduction grant ends	-100,000
Productivity improvements result in savings	-93,000
Net change in SMART Policing grant	-75,200
Create Personnel Management Supervisor and eliminate a Clerk III with Typing	25,500
Eliminate Sergeant and create Information Systems Analyst I	-14,100

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

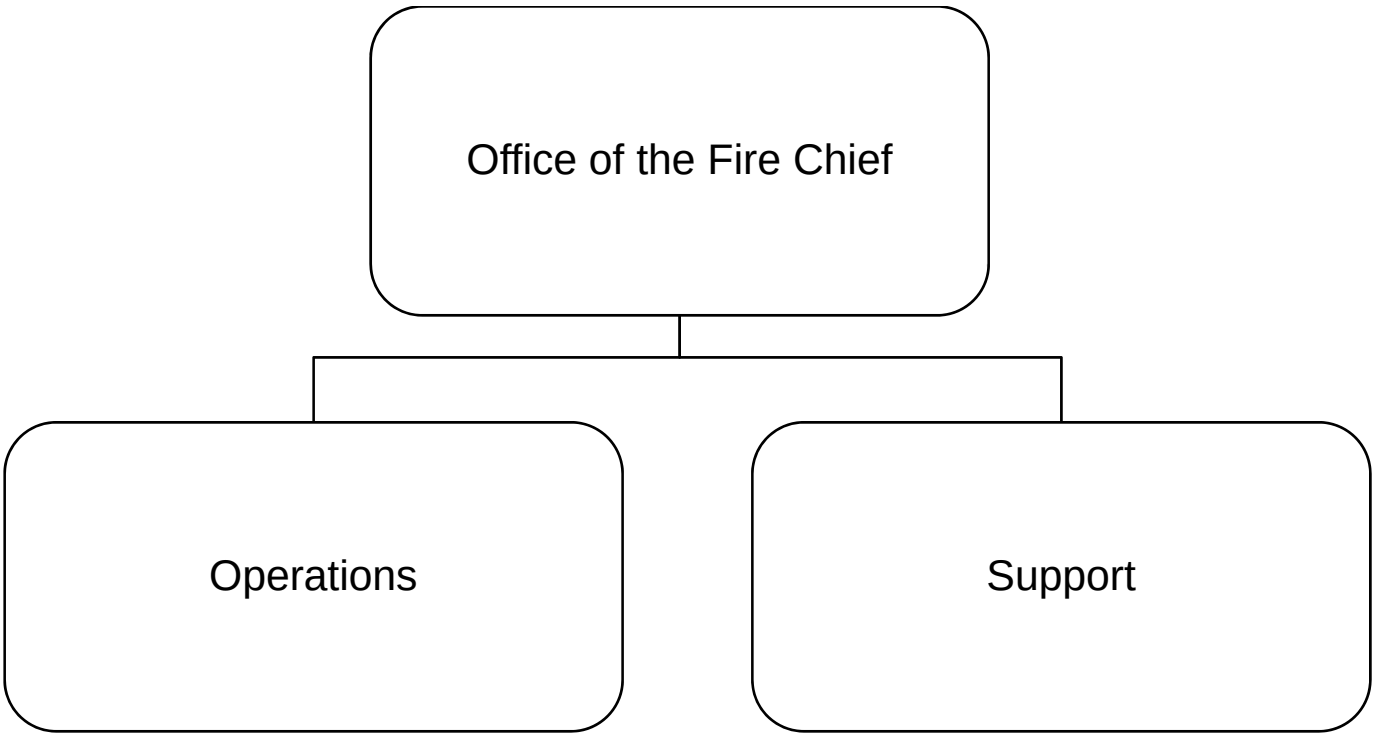
	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	8,226,548	8,817,600	7,294,500	6,778,100
Materials & Supplies	743,649	915,500	1,013,500	995,900
Services	5,908,447	6,194,900	7,169,400	7,075,600
Other	50,752	13,200	13,200	4,100
Total	14,929,396	15,941,200	15,490,600	14,853,700
Appropriation by Activity				
Professional Development	2,718,123	2,787,600	1,961,100	1,965,800
Technical Services	9,656,163	10,452,100	10,335,800	10,376,200
Personnel	835,375	871,700	888,900	973,000
Budget	676,420	774,900	893,800	887,900
Research & Evaluation	1,043,315	1,054,900	1,411,000	650,800
Total	14,929,396	15,941,200	15,490,600	14,853,700
Employee Years by Activity				
Professional Development	23.8	30.5	17.5	17.5
Technical Services	73.3	71.7	68.7	68.7
Personnel	3.5	3.5	3.5	3.5
Budget	2.0	3.0	2.9	2.9
Research & Evaluation	9.4	9.1	6.9	6.9
Total	112.0	117.8	99.5	99.5

POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2013-14	Proposed 2014-15					
95	Police Captain	1	1					1
94	Police Lieutenant	2	2	1	1			
92	Police Sergeant	9	8	3	5			
90	Police Officer	16	16	5	10			1
26	Associate Administrative Analyst	1	1				1	
26	Information Systems Analyst I	0	1					1
26	Manager of Police Property	1	1		1			
24	Grants Specialist	1	1					1
24	Police Program Grants Specialist	1	1					1
23	Personnel Management Supervisor	0	1			1		
18	Police Artist	1	1					1
16	Administrative Assistant	1	1			1		
16	Fleet Maintenance Technician	1	1		1			
16	Senior Police Identification Technician	1	1		1			
16	Senior Property Clerk	2	2		2			
14	Police Paralegal	2	2		2			
14	Police Paralegal Bilingual	1	1		1			
13	Administrative Secretary	1	1	1				
11	Clerk I	1	1		1			
11	Lead Police Information Clerk	3	3		3			
11	Police Identification Technician Trick	3	3		3			
11	Secretary	1	1					1
10	Senior Account Clerk	0	1				1	
9	Clerk II	3	4		4			
9	Clerk II with Typing	4	4	1	2	1		
9	Lot Attendant	5	5		5			
9	Police Information Clerk	16	15		15			
9	Property Clerk	4	4		4			
7	Clerk III with Typing	8	6		5		1	
EMPLOYEE YEARS								
Full Time		90.0	90.0	11.0	66.0	3.0	3.0	7.0
Overtime		3.1	3.1	1.2	1.7	0.1	0.0	0.1
Part Time, Temporary, Seasonal		12.3	12.3	5.5	6.3	0.5	0.0	0.0
Less: Vacancy Allowance		5.9	5.9	0.2	5.3	0.1	0.1	0.2
Total		99.5	99.5	17.5	68.7	3.5	2.9	6.9

Mission Statement

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



Vital Customers

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

Critical Processes

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

Department Highlights

The proposed budget includes funding for a planned recruit class of 16 in January 2015. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel.

The 2010 Urban Area Security Initiative Grant, Metropolitan Medical Response Grant, 2011 State Homeland Security Program, and 2012 Assistance to Firefighter Grants expire. The RFD will continue to pursue grant funding opportunities as they become available.

The Department is expanding community outreach activities to include additional school education programs and fire safety presentations.

The Department will develop a technical rescue training program for uniform personnel in the areas of crane, towers and scaffolding to enhance rescue capabilities.

Highlights of the Department's 2014-15 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	**Projected Completion**
Office of the Fire Chief:	
Review Mutual Aid agreement with Greater Rochester International Airport	Third Quarter
Conduct economic impact study of commercial fire damage	Fourth Quarter
Operations:	
Develop emergency protocols for crude oil rail transport	Second Quarter
Implement EMS administration of albuterol and pulse oximeter	Second Quarter Fourth Quarter
Develop and implement technical rescue training: cranes, towers and scaffolding	Fourth Quarter

Highlights	Projected Completion
Support:	
velop and implement enhanced Community Outreach /Fire Safety Education program	First Quarter
Complete risk assessment and impact analysis for Kodak Park	Second Quarter

Year-To-Year Comparison

Bureaus	Budget 2013-14	Budget 2014-15	Change	Percent Change
Office of the Fire Chief	2,154,700	2,184,100	29,400	1.4%
Operations	40,398,000	39,696,700	-701,300	-1.7%
Support	3,229,000	3,312,200	83,200	2.6%
Total	45,781,700	45,193,000	-588,700	-1.3%
Employee Years	527.2	523.5	-3.7	-0.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-328,600	26,400	38,100	812,500	0	-1,137,100	-588,700

Major Change Highlights

Reduce number of recruit classes from two to one, as planned	-860,800
Eliminate vacant Battalion Chief added temporarily, as planned	-108,000
Add Firefighter for additional community outreach	76,700
Reduce overtime for recruit training (recruit classes reduced from two to one)	-70,000
2010 Urban Area Security Initiative Grant ends (training)	-43,700
Eliminate two vacant Fire Safety Aides part time in Code Enforcement/ Fire Safety	-40,400
2011 State Homeland Security Program Grant ends (training)	-26,700
Metropolitan Medical Response Grant funded Lieutenant ends	-24,600
Medical expense budget is reduced based on actual experience	-22,100
2012 Assistance to Firefighters Grant ends (School Program)	-17,500

Assignment of Authorized Positions
2005-06 to 2014-15

	Office of the Chief & Support			Operations			Department		
Year	Uniform	Civilian	Total	Uniform	Civilian	Total	Uniform	Civilian	Total
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

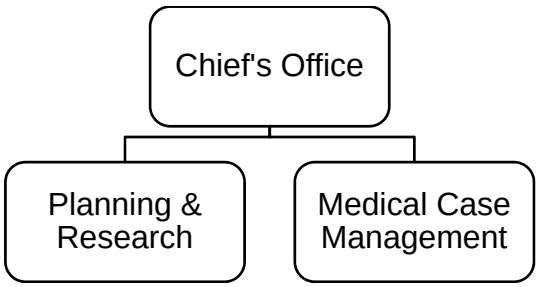
	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	41,586,639	41,786,700	42,055,700	41,485,800
Materials & Supplies	590,523	642,200	688,600	698,500
Services	2,359,847	2,708,100	3,028,200	2,999,300
Other	596	9,200	9,200	9,400
Total	44,537,605	45,146,200	45,781,700	45,193,000
Appropriation by Activity				
Office of the Fire Chief	2,191,920	2,876,100	2,154,700	2,184,100
Operations	39,268,112	39,067,300	40,398,000	39,696,700
Support	3,077,573	3,202,800	3,229,000	3,312,200
Total	44,537,605	45,146,200	45,781,700	45,193,000
Employee Years by Activity				
Office of the Fire Chief	23.6	31.3	21.9	21.9
Operations	462.4	453.6	465.3	461.6
Support	38.6	41.3	40.0	40.0
Total	524.6	526.2	527.2	523.5

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Mission Statement

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

Organization



Critical Processes

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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Review Mutual Aid agreement with Greater Rochester International Airport	Third Quarter
Conduct economic impact study of commercial fire damage	Fourth Quarter

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	2,154,700	2,184,100	29,400
Employee Years	21.9	21.9	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
13,400	5,900	27,600	0	0	-17,500	29,400

Major Change

2012 Assistance to Firefighters Grant ends (School Program)	-17,500

Program Change

The Chief's command staff will include an Executive Deputy Fire Chief - Administration. This sworn position will provide additional technical and administrative expertise. The civilian position of Director of Fire Administration was eliminated.

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	1,881,868	2,481,600	1,746,000	1,759,400
Materials & Supplies	29,700	45,200	57,400	63,100
Services	280,352	349,300	351,300	361,600
Other	0	0	0	0
Total	2,191,920	2,876,100	2,154,700	2,184,100
Appropriation by Activity				
Chief's Office	1,057,073	1,234,800	1,215,400	1,251,400
Planning and Research	411,202	460,200	468,900	464,300
Medical Case Management	723,645	1,181,100	470,400	468,400
Total	2,191,920	2,876,100	2,154,700	2,184,100
Employee Years by Activity				
Chief's Office	10.3	12.3	11.8	11.8
Planning and Research	4.0	4.1	4.1	4.1
Medical Case Management	9.3	14.9	6.0	6.0
Total	23.6	31.3	21.9	21.9

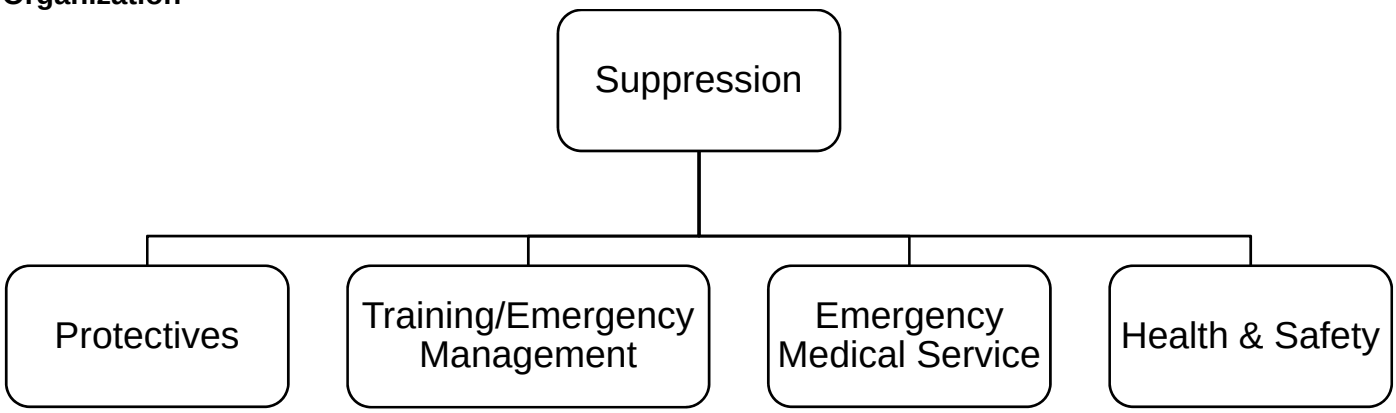
FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2013-14	Proposed 2014-15			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	0			
87	Executive Deputy Fire Chief - Administration	0	1	1		
87	Executive Deputy Fire Chief - Operations	0	1	1		
86	Director of Fire Administration	1	0			
84	Fire Captain	3	3	2	1	
82	Fire Lieutenant	2	2			2
80	Firefighter	5	5		1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
16	Payroll Associate	1	1	1		
9	Clerk II	2	2	2		
EMPLOYEE YEARS						
Full Time		21.0	21.0	11.0	4.0	6.0
Overtime		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.6	0.6	0.6	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		21.9	21.9	11.8	4.1	6.0

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles,* the Operations Bureau fights fires, provides emergency medical services, and responds to other emergency and non-emergency incidents. The Bureau remains prepared for this mission though training of recruits and ongoing training of firefighters and officers, through its Emergency Medical Services (EMS) Program, and through its Health & Safety compliance activities.

Organization



Critical Processes

Suppression

- Responds to fire incidents and performs rescues
- Controls hazardous materials that threaten public safety with a specialized Hazardous Materials Response Team
- Trains as Certified First Responders and Emergency Medical Technicians
- Conducts code enforcement inspections
- Attends community events as requested

Protectives

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

Training/Emergency Management

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

Emergency Medical Service

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

Health & Safety

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

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Develop emergency protocols for crude oil rail transport	Second Quarter
Implement EMS administration of albuterol and pulse oximeter	Second Quarter Fourth Quarter
Develop and implement technical rescue training: cranes, towers and scaffolding	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	415	62	180	503
Emergency Medical Technician (EMT) re-certifications	94	192	210	150
Health & Safety:				
Firefighter injury reviews	67	80	80	80
Incident responses by line safety officer-Car 99	1,143	1,300	1,300	1,300
CUSTOMER PERSPECTIVE				
Suppression:				
Incidents:				
● Structure fire	756	750	750	750
● Outside fire	653	700	650	700

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
● Overpressure, rupture	739	800	800	800
● Rescue & EMS	17,770	19,000	16,800	19,000
● Hazardous condition	3,408	3,500	3,200	3,500
● Service call	2,175	2,400	2,300	2,500
● Good intent call	2,658	2,900	2,900	2,900
● False alarm & false call	3,699	4,200	3,700	4,500
● Severe weather	30	30	20	30
● Other	1,394	1,600	1,500	1,700
● Total incidents	33,282	35,880	32,620	36,380
Vacant structure fires	56	50	65	50
Unit responses by fire station and unit:				
● 272 Allen Street (Engine 13, Truck 10)	4,472	4,200	4,500	4,300
● 185 N. Chestnut St (Engine 17, Rescue 11)	4,017	4,000	4,200	4,200
● 1207 N. Clinton Ave (Engine 2)	2,971	3,000	2,900	3,000
● 1477 Dewey Ave (Engine 10, Truck 2)	3,755	3,500	3,900	3,800
● 1051 Emerson St (Engine 3)	1,575	1,600	1,700	1,600
● 57 Gardiner Ave (Truck 5)	1,931	2,300	1,900	2,300
● 873 Genesee St (Engine 7)	2,632	2,500	2,400	2,500
● 740 N Goodman St (Engine 9)	2,885	2,600	2,400	2,600
● 704 Hudson Ave (Engine 16, Truck 6)	4,806	4,900	4,500	5,000
● 4090 Lake Ave (Engine 19)	917	1,000	1,000	1,000
● 450 Lyell Ave (Engine 5)	2,929	2,900	3,100	2,900
● 315 Monroe Ave (Engine 1)	2,693	2,700	2,700	2,700
● 1281 South Ave (Engine 8, Truck 3)	1,463	1,500	1,600	1,500
● 977 University Ave (Truck 4)	1,528	1,600	1,700	1,600
● 160 Wisconsin St (Engine 12)	1,730	1,700	1,800	1,700
● 2695 West Henrietta Rd (W. Brighton Engine 8)	954	1,000	1,000	1,000
● Battalion 1	925	1,000	1,100	1,000
● Battalion 2	1,257	1,300	1,400	1,400
● Total responses	43,440	43,300	43,800	44,100
Smoke detector installation	799	1,000	1,200	1,200
CO detector installations	662	700	900	900
LEARNING & INNOVATION				
Training/Emergency Management				
Recruits trained	24	44	36	16
Uniformed personnel training hours	95,312	100,000	86,500	95,000
Special Operations drills held	547	670	900	750

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	40,398,000	39,696,700	-701,300
Employee Years	465.3	461.6	-3.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-377,000	8,600	10,500	812,500	0	-1,155,900	-701,300

Major Change

Reduce number of recruit classes from two to one, as planned	-860,800
Eliminate vacant Battalion Chief, added temporarily, as planned	-108,000
Reduce overtime for recruit training (recruit classes reduced from two to one)	-70,000
2010 Urban Area Security Initiative Grant ends (training)	-43,700
2011 State Homeland Security Program Grant ends (training)	-26,700
Metropolitan Medical Response Grant funded Lieutenant ends (partial year)	-24,600
Medical expense budget is reduced based on actual experience	-22,100

Program Change

A recruit class of 16 is planned for January 2015. Staff will be recertified in CPR in early 2015. To improve record keeping, uniform personnel training hours and special operations drills held are now tracked on the Red Alert records management system.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

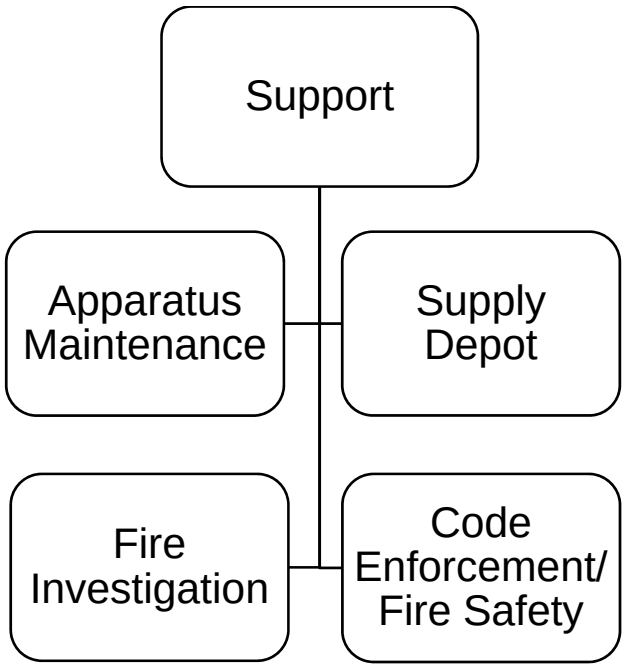
	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	36,910,950	36,415,700	37,428,300	36,773,700
Materials & Supplies	341,605	341,300	341,300	334,700
Services	2,014,961	2,301,100	2,619,200	2,578,900
Other	596	9,200	9,200	9,400
Total	39,268,112	39,067,300	40,398,000	39,696,700
Appropriation by Activity				
Suppression	36,295,964	36,137,300	37,993,100	37,380,400
Protectives	41,000	55,300	55,300	56,400
Training/Emergency Management	1,992,106	2,071,900	1,569,200	1,480,200
Emergency Medical Service	214,208	192,000	206,700	205,500
Health & Safety	724,834	610,800	573,700	574,200
Total	39,268,112	39,067,300	40,398,000	39,696,700
Employee Years by Activity				
Suppression	435.6	431.1	446.1	443.5
Training/Emergency Management	17.5	14.1	11.0	9.9
Emergency Medical Service	2.1	2.1	2.1	2.1
Health & Safety	7.2	6.3	6.1	6.1
Total	462.4	453.6	465.3	461.6

FULL TIME POSITIONS				Suppression	Training/ Emergency Management	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2013-14	Proposed 2014-15				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	12	11	9	1		1
84	Fire Captain	35	35	28	2	1	4
82	Fire Lieutenant	67	66	64	2		
80	Firefighter	326	326	325		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		447.0	445.0	430.0	7.0	2.0	6.0
Overtime		18.8	16.7	16.1	0.4	0.1	0.1
Part Time, Temporary, Seasonal		5.5	4.0	1.5	2.5	0.0	0.0
Less: Vacancy Allowance		6.1	4.1	4.1	0.0	0.0	0.0
Total		465.3	461.6	443.5	9.9	2.1	6.1

Mission Statement

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

Organization



Critical Processes

Apparatus Maintenance

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

Supply Depot

- ❑ Orders, maintains, stocks, and distributes equipment and materials to fire stations
- ❑ Performs general maintenance, testing, and routine repairs on fire tools and appliances
- ❑ Responds to major fires to deliver additional air bottles and make minor on-the-spot repairs

Fire Investigation

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

Code Enforcement/Fire Safety

- ❑ Inspects residential, commercial, industrial, and institutional properties
- ❑ Cites violations of the Fire Prevention Code liable to cause fire and endanger life and property
- ❑ In conjunction with Neighborhood and Business Development, reviews new construction plans to ensure code compliance
- ❑ Inspects properties receiving Certificates of Occupancy and entertainment licenses
- ❑ Issues permits for maintaining, storing, handling, and transporting hazardous materials; inspects vehicles, buildings, and storage places that will be used
- ❑ Maintains information file on structures that records inspections, permit issuance, fire prevention measures
- ❑ Conducts educational programs to develop public awareness of fire and fire safety

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Develop and implement enhanced Community Outreach/Fire Safety Education program	First Quarter
Complete risk assessment and impact analysis for Kodak Park	Second Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Apparatus Maintenance:				
Apparatus maintenance and repairs	3,300	3,150	3,150	3,500
Vehicle and small equipment repairs	1,950	1,850	1,850	2,000
Supply Depot:				
Breathing apparatus repair and testing	1,389	1,300	1,300	1,300
Turnout Gear repairs	4,850	4,500	5,000	5,000
Fire Investigation:				
Initial fire investigations performed	770	800	950	850
Arson or incendiary fires (adult & juvenile)	219	220	250	220
Fires with undetermined cause	48	55	50	50
Juvenile fire-setter incidents	117	105	135	115
Fire investigations closed	597	590	650	600
Juvenile contacts	237	210	250	220
Arrests:				
● Adult	78	70	85	75
● Juvenile	29	24	30	25
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	74	78	70	80
Code Enforcement:				
Permits issued	3,951	4,000	4,000	4,000
Property inspections conducted	6,567	8,000	10,500	8,500
Violations cited	1,525	1,600	1,800	1,700
Fire Safety complaints	142	150	150	150

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Fire Safety:				
Community Safety presentations	146	200	160	400
Community Events attended	196	150	150	150

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	3,229,000	3,312,200	83,200
Employee Years	40.0	40.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
35,000	11,900	0	0	0	36,300	83,200

Major Change

Add Firefighter for additional community outreach	76,700
Eliminate two vacant Fire Safety Aides part time in Code Enforcement / Fire Safety	-40,400

Program Change

The community outreach program will be expanded to provide additional school programs, fire safety presentations and increased outreach events.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	2,793,821	2,889,400	2,881,400	2,952,700
Materials & Supplies	219,218	255,700	289,900	300,700
Services	64,534	57,700	57,700	58,800
Other	0	0	0	0
Total	3,077,573	3,202,800	3,229,000	3,312,200
Appropriation by Activity				
Apparatus Maintenance	670,662	751,200	733,300	767,400
Supply Depot	371,615	363,700	377,200	383,300
Fire Investigation	1,028,821	1,030,900	938,100	935,200
Code Enforcement/Fire Safety	1,006,475	1,057,000	1,180,400	1,226,300
Total	3,077,573	3,202,800	3,229,000	3,312,200
Employee Years by Activity				
Apparatus Maintenance	8.3	8.7	8.5	8.5
Supply Depot	3.7	3.6	3.6	3.6
Fire Investigation	12.5	13.2	12.2	12.2
Code Enforcement/Fire Safety	14.1	15.8	15.7	15.7
Total	38.6	41.3	40.0	40.0

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

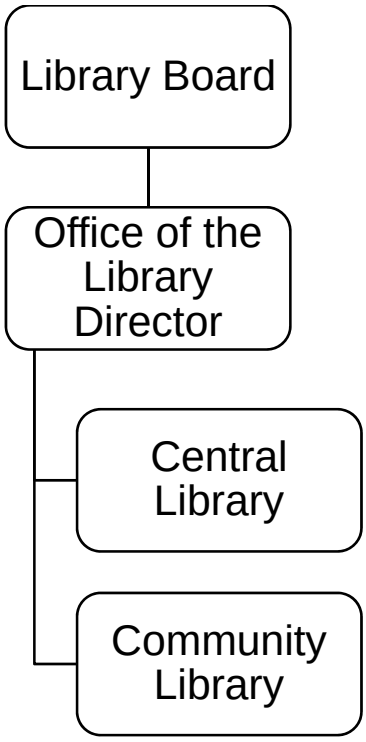
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2013-14	Proposed 2014-15				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	3	3		1	1	1
80	Firefighter	19	20		2	9	9
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
27	Supt. Fire Equipment Maintenance	1	1	1			
9	Clerk II	1	1				1
9	Clerk II with Typing	2	2			1	1
EMPLOYEE YEARS							
Full Time		35.0	36.0	8.0	3.0	11.0	14.0
Overtime		3.0	3.0	0.5	0.1	1.2	1.2
Part Time, Temporary, Seasonal		2.0	1.0	0.0	0.5	0.0	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		40.0	40.0	8.5	3.6	12.2	15.7

Mission Statement

- To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by enriching the quality of life in Rochester and Monroe County by providing educational, recreational, aesthetic, and informational materials, services, and programs to help people follow their own lines of inquiry and enlightenment.
- Through a partnership of public and private resources, the Library assists the City and County in meeting the needs of the community by operating the central and branch libraries, conducting outreach programs and providing services to member libraries of the Monroe County Library System.
- In all its endeavors, the Library maintains and promotes the principles of intellectual freedom and equality of access.

Organization

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



Vital Customers

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

Critical Processes

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

Highlights of the Department's 2014-15 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	**Projected Completion**
Central:	
Complete construction of first phase of Central Master Space Plan, Reynolds Media Center	First Quarter
Begin design of second and third phases of Central Master space Plan, renovation and relocation of Arts/Recreation and Teen Central	Second Quarter
Review recommendation for digitizing program and implement operational changes	Third Quarter
Community:	
Implement and evaluate K-6 literacy partnerships with the City School District for summer reading engagement and youth employment	First Quarter
Evaluate and develop transition plan to move Pillars of Hope Program from the Department of Recreation & Youth Services	First Quarter
Continue Branch Library reorganization and strategic planning process	Ongoing

Year-To-Year Comparison

Bureau	Budget 2013-14	Budget 2014-15	Change	Percent Change
Central Library	7,466,900	7,474,600	7,700	0.1%
Community Library	3,684,800	3,815,500	130,700	3.5%
Total	11,151,700	11,290,100	138,400	1.2%
Employee Years	142.2	140.4	-1.8	-1.3%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
260,500	11,400	-15,400	-13,600	0	-104,500	138,400

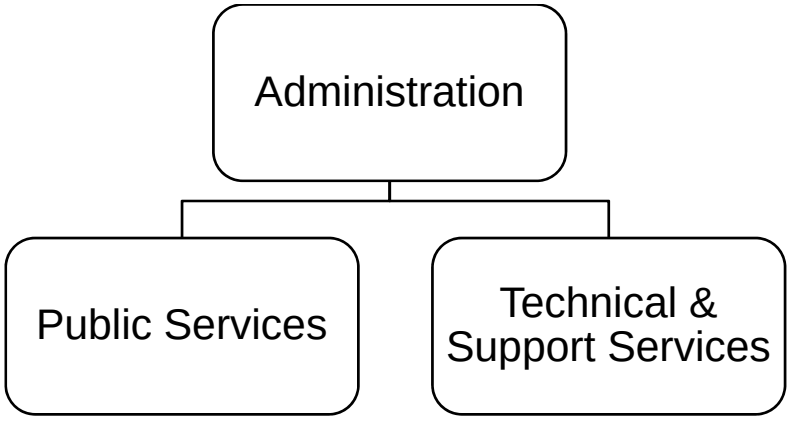
Major Change Highlights

Reorganization of administrative and management positions results in reduced personnel allocations at the Central Library	-123,500
A full time Youth Services Manager is added, completing a three person Literacy Team developing programs and services for ages 0-12, 13-19, and 20+	78,900
A one-time budget increase for New York State Department of Education Grant does not recur	-70,000
Professional fees increase to cover cost of services for City School District funded literacy initiatives	50,100
Funds are eliminated for security interns	-27,000
Funds are added to support Summer Literacy Initiative with additional part time staff and materials	26,100
Library materials increases as a result of additional costs of materials processing fees	24,500
Funds are reduced for building maintenance and equipment repair	-23,300
An administrative position is shared with Central as an efficiency measure	-17,200
Funds are increased for miscellaneous service expenses	13,000
Part time personnel decrease at branch libraries due to reorganization	-10,600
Funds are reduced for office supplies	-6,000
Productivity improvements result in savings	-5,800
A Vacant Librarian I position is converted to a Librarian I Bilingual at starting step	-5,000
Funds are reduced for printing services	-4,600
Funds are reduced for security contract services	-3,800
Professional services decreases due to MCLS member agreement	-1,600
Funds are increased for miscellaneous communications	1,300

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	6,961,990	8,104,900	8,322,200	8,515,300
Materials & Supplies	772,961	777,800	780,900	752,800
Services	3,050,118	1,953,600	1,953,600	1,927,000
Other	0	17,400	95,000	95,000
Total	10,785,069	10,853,700	11,151,700	11,290,100
Appropriation by Activity				
Central Library	7,236,982	7,379,700	7,466,900	7,474,600
Community Library	3,548,087	3,474,000	3,684,800	3,815,500
Total	10,785,069	10,853,700	11,151,700	11,290,100
Employee Years by Activity				
Central Library	101.8	98.0	100.7	98.3
Community Library	41.4	41.5	41.5	42.1
Total	143.2	139.5	142.2	140.4

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

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Complete construction of first phase of Central Master Space Plan, Reynolds Media Center	First Quarter
Begin design of second and third phases of Central Master Space Plan, renovation and relocation of Arts/Recreation and Teen Central	Second Quarter
Review recommendation for digitizing program and implement operational changes	Third Quarter
Complete administrative reorganization of the Public Service Division	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
CUSTOMER PERSPECTIVE				
Users:				
● Total Users	675,710	660,000	600,000	660,000
Reference Questions:				
● Total Reference Questions	198,928	190,000	180,000	190,000
Program Presented:				
● Total Programs	1,136	1,100	900	1,000
Program attendance:				
● Total Program Attendance	32,634	33,000	31,000	32,000

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
EFFICIENCY				
Circulation per service hour:	233	233	241	233
Users per service hour	258	252	229	252
Reference assistance per service hour:	76	73	69	73
Internet sessions per service hour:	58	57	57	57
WORKLOAD				
Internet Sessions:				
● Total Internet Sessions	152,557	150,000	150,000	150,000
Service hours:				
● Total Internet Sessions	2,615	2,615	2,615	2,615
RESULTS				
Total circulation:				
● Total Circulation	609,291	610,000	630,000	610,000
● E-Book circulation (System-wide collection circulation)	206,378	210,000	202,000	220,000

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	7,466,900	7,474,600	7,700
Employee Years	100.7	98.3	-2.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
183,500	8,100	-12,700	1,800	0	-173,000	7,700

Major Change

Reorganization of administrative and management positions results in reduced personnel allocations at the Central Library	-123,500
A one-time budget increase for New York State Department of Education Grant does not recur	-40,400
Library materials increases as a result of additional costs of materials processing fees	24,500
Funds are reduced for building maintenance and equipment repair	-23,300
Funds are increased for miscellaneous service expenses	10,200
Funds are reduced for office supplies	-6,000
Productivity improvements result in savings	-5,800
Funds are reduced for printing services	-4,600
Funds decrease for security contract services	-3,800
Professional services decreases due to MCLS member agreement	-1,600
Funds are increased for miscellaneous communications	1,300

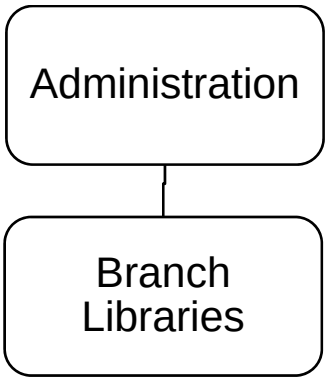
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	4,285,039	5,598,800	5,632,700	5,692,000
Materials & Supplies	714,272	714,600	717,700	689,600
Services	2,237,671	1,060,700	1,041,500	1,018,000
Other	0	5,600	75,000	75,000
Total	7,236,982	7,379,700	7,466,900	7,474,600
Appropriation by Activity				
Administration	2,163,185	2,295,800	2,295,900	2,230,900
Public Services	3,565,460	3,585,800	3,751,000	3,755,400
Technical & Support Services	1,508,337	1,498,100	1,420,000	1,488,300
Total	7,236,982	7,379,700	7,466,900	7,474,600
Employee Years by Activity				
Administration	26.1	25.9	25.9	24.4
Public Services	49.0	48.2	49.9	49.0
Technical & Support Services	26.7	23.9	24.9	24.9
Total	101.8	98.0	100.7	98.3

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2013-14	Proposed 2014-15			
36	Library Director	1.0	1.0	1.0		
31	Assistant Library Director III	1.5	1.5		0.5	1.0
31	Manager of Library Finance	1.0	1.0	1.0		
28	Computer Operations Supervisor	1.0	1.0			1.0
27	Manager of Library Administration	1.0	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	3.3	3.3		2.3	1.0
24	Senior Administrative Analyst	0.0	1.0	1.0		
23	Supervisor Library Buildings	1.0	1.0	1.0		
21	Computer Communications Technician	2.0	2.0			2.0
21	Library Automation Specialist	3.0	3.0			3.0
21	Senior Graphic Designer	1.0	1.0	1.0		
20	Administrative Analyst	1.0	0.0			
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	0.0	0.3		0.3	
18	Historical Researcher	1.0	1.0		1.0	
18	Librarian I	12.0	14.0		12.0	2.0
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	1.0	1.0			1.0
16	Supervising Security Guard	1.0	1.0	1.0		
14	Graphic Assistant	1.0	1.0	1.0		
14	Junior Accountant	1.0	1.0	1.0		
14	Library Assistant	2.0	1.0		1.0	
14	Mailroom Coordinator	1.0	0.0			
13	Administrative Secretary	1.5	1.5	1.0	0.5	
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0		
11	Assistant to Circulation Supervisor	1.0	1.0		1.0	
11	Building Maintenance Foreman	1.0	1.0	1.0		
11	Secretary	1.0	0.0			
9	Library Catalog Clerk II	1.0	2.0			2.0
8	Truck Driver	3.0	3.0			3.0
7	Clerk III	1.0	0.0			
7	Clerk III with Typing	2.0	2.0		1.0	1.0
7	Maintenance Worker - Library	2.0	2.0	2.0		
3	Materials Processor	2.0	1.0			1.0
2	Senior Library Page	5.0	5.0	1.0	3.0	1.0
1	Cleaner	3.0	3.0	3.0		
52	Security Guard	3.0	3.0	3.0		
EMPLOYEE YEARS						
Full Time		81.3	78.6	22.0	35.6	21.0
Overtime		1.6	1.7	0.3	1.0	0.4
Part Time, Temporary, Seasonal		20.2	20.4	2.4	14.0	4.0
Less: Vacancy Allowance		2.4	2.4	0.3	1.6	0.5
Total		100.7	98.3	24.4	49.0	24.9

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, and 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

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Implement and evaluate K-6 literacy partnerships with the City School District for summer reading engagement and youth employment	First Quarter
Evaluate and develop transition plan to move Pillars of Hope Program from the Department of Recreation & Youth Services	First Quarter
Complete revitalization of toy library and develop a distributive model that will share toys and staff expertise among all branches	First Quarter
Explore partnership with a charter school to deliver UPK instruction for 3 year olds in selected branch libraries and recreation centers	First Quarter

PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

2014-15 Strategic Goals & Objectives

Continue to expand literacy programming to meet needs of Branch services areas, including High School equivalency (TASC), English for speakers of other languages, and citizenship	Second Quarter
Continue Branch Library reorganization and strategic planning process	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
CUSTOMER PERSPECTIVE				
Arnett				
Internet sessions	36,256	35,500	32,000	34,000
Reference assistance per service hour	10	10	10	10
Average attendance per program	41	42	35	40
Circulation per service hour	34	33	35	34
Program attendance	14,447	14,000	9,000	12,000
Library materials circulated	69,180	67,000	70,000	68,000
Door count	112,930	110,000	100,000	105,000
Library card registrations	902	900	900	900
Charlotte				
Internet sessions	11,551	11,000	11,000	11,000
Reference assistance per service hour	8	9	9	9
Average attendance per program	30	32	30	32
Circulation per service hour	54	55	50	55
Program attendance	13,215	12,900	10,000	12,000
Library materials circulated	107,517	110,000	112,000	110,000
Door count	89,713	90,000	90,000	91,000
Library card registrations	514	550	550	550
Highland				
Internet sessions	11,234	12,000	13,000	11,500
Reference assistance per service hour	3	3	3	4
Average attendance per program	30	32	30	33
Circulation per service hour	43	44	45	51
Program attendance	11,175	12,000	10,000	10,000
Library materials circulated	77,449	79,000	82,000	76,000
Door count	70,150	71,000	70,000	58,000
Library card registrations	313	300	300	280
Lincoln				
Internet sessions	30,117		32,000	33,000
Reference assistance per service hour	6		6	6
Average attendance per program	26		35	30
Circulation per service hour	30		30	31
Program attendance	18,311		20,000	21,000
Library materials circulated	59,998		65,000	62,000
Door count	126,747		125,000	128,000
Library card registrations	1,037		1,100	1,100

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Lyell				
Internet sessions	24,902	24,902	25,000	25,000
Reference assistance per service hour	9	9	8	9
Average attendance per program	23	23	25	25
Circulation per service hour	45	45	49	46
Program attendance	8,285	9,000	10,000	10,500
Library materials circulated	80,691	80,000	85,000	82,000
Door count	91,278	92,000	94,000	94,000
Library card registrations	609	620	650	650
Maplewood				
Internet sessions	39,137	40,000	42,000	41,000
Reference assistance per service hour	10	10	10	10
Average attendance per program	48	53	60	56
Circulation per service hour	40	40	45	43
Program attendance	35,690	37,000	37,000	39,000
Library materials circulated	80,194	80,000	90,000	85,000
Door count	244,200	250,000	250,000	252,000
Library card registrations	941	1,000	1,100	1,000
Monroe				
Internet sessions	16,456	17,000	17,200	18,000
Reference assistance per service hour	5	5	5	5
Average attendance per program	13	13	12	13
Circulation per service hour	55	55	58	55
Program attendance	2,942	3,000	2,000	2,800
Library materials circulated	109,040	110,000	115,000	115,000
Door count	83,355	85,000	85,000	88,000
Library card registrations	550	580	600	600
Sully				
Internet sessions	22,082	22,000	22,000	22,000
Reference assistance per service hour	5	5	5	5
Average attendance per program	41	44	60	57
Circulation per service hour	25	26	24	25
Program attendance	21,021	22,000	24,000	25,500
Library materials circulated	50,208	51,000	50,000	50,000
Door count	131,904	130,000	126,000	128,000
Library card registrations	580	600	750	700
Wheatley				
Internet sessions	37,138	37,000	37,000	39,000
Reference assistance per service hour	11	11	10	11
Average attendance per program	37	45	70	58
Circulation per service hour	20	20	20	19
Program attendance	8,298	9,000	11,000	11,500
Library materials circulated	39,320	40,000	40,000	40,000
Door count	88,943	89,000	85,000	90,000
Library card registrations	554	600	650	600

PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Winton				
Internet sessions	15,322	15,000	15,000	15,000
Reference assistance per service hour	6	6	6	6
Average attendance per program	16	15	14	16
Circulation per service hour	77	77	80	78
Program attendance	3,013	3,000	3,000	3,500
Library materials circulated	154,011	155,000	160,000	155,000
Door count	116,000	120,000	120,000	120,000
Library card registrations	857	800	650	700
Total All Branches				
Internet sessions	244,195	245,500	246,200	249,500
Reference assistance per service hour	70	71	70	73
Average attendance per program	33	36	39	38
Circulation per service hour	420	421	440	423
Program attendance	136,397	143,900	136,400	147,800
Library materials circulated	827,608	832,000	869,000	843,000
Door count	1,155,220	1,166,000	1,145,000	1,154,000
Library card registrations	6,857	6,500	7,250	7,080

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	3,684,800	3,815,500	130,700
Employee Years	41.5	42.1	0.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
77,000	3,300	-2,700	-15,400	0	68,500	130,700

Major Change

A full time Youth Services Manager is added, completing a three person Literacy Team developing programs and services for ages 0-12, 13-19, and 20+	78,900
Professional fees increase to cover cost of services for City School District funded literacy initiatives	50,100
A one-time budget increase for New York State Department of Education Grant does not recur	-29,600
Funds are eliminated for security interns	-27,000
Funds are added to support Summer Literacy Initiative with additional part time staff and materials	26,100
An administrative position is shared with Central as an efficiency measure	-17,200
Part time personnel decrease due to reorganization	-10,600
A Vacant Librarian I position is converted to a Librarian I Bilingual at starting step	-5,000
Funding is increased for miscellaneous service expenses	2,800

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	2,676,951	2,506,100	2,689,500	2,823,300
Materials & Supplies	58,689	63,200	63,200	63,200
Services	812,447	892,900	912,100	909,000
Other	0	11,800	20,000	20,000
Total	3,548,087	3,474,000	3,684,800	3,815,500
Appropriation by Activity				
Administration	706,359	833,900	918,500	1,056,100
Branch Libraries	2,841,728	2,640,100	2,766,300	2,759,400
Total	3,548,087	3,474,000	3,684,800	3,815,500
Employee Years by Activity				
Administration	3.1	2.7	2.7	4.3
Branch Libraries	38.3	38.8	38.8	37.8
Total	41.4	41.5	41.5	42.1

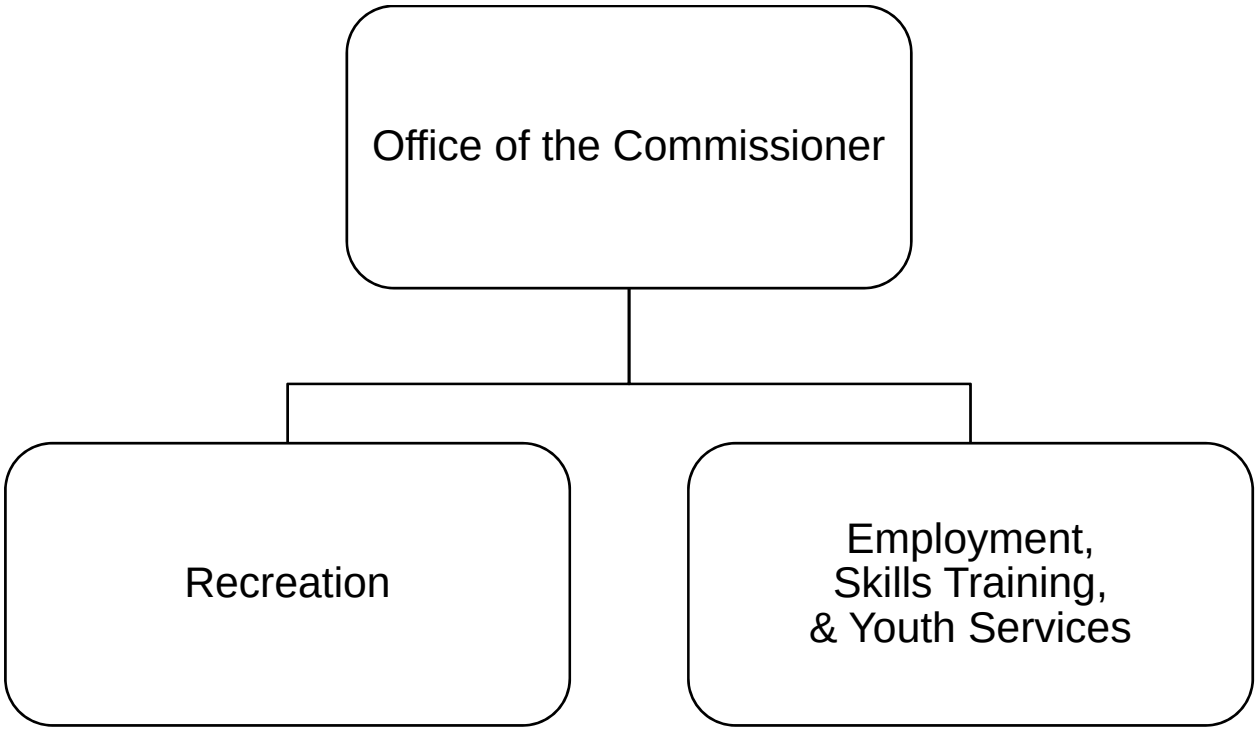
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2013-14	Proposed 2014-15		
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	0.0	1.0	1.0	
24	Librarian IV	0.7	0.7		0.7
20	Librarian II	10.0	10.0		10.0
20	Youth Services Coordinator	1.0	0.7	0.7	
18	Librarian I	3.0	2.0		2.0
18	Librarian I/Bilingual	0.0	1.0		1.0
13	Administrative Secretary	0.5	0.5	0.5	
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0	
EMPLOYEE YEARS					
Full Time		18.7	19.4	3.7	15.7
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		22.9	22.8	0.7	22.1
Less: Vacancy Allowance		0.4	0.4	0.1	0.3
Total		41.5	42.1	4.3	37.8

Mission Statement

The Department of Recreation and Youth Services (DRYS) supports the City of Rochester's *Vision Statement and its Values and Guiding Principles* through the administration of programs, social activities, and supports services. These activities are carried out with a focus to 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 DRYS 2014-15 budget is the result of the leadership team's department-wide comprehensive assessment to carefully diagnose the current situation and accurately determine its challenges, deficiencies, and opportunities. The primary focus of this broad-based appraisal is on process, organization, leadership, and culture. Department-wide, staff is engaged in a systemic process involving community input to determine and address the needs and desired outcomes that will best serve the citizens of Rochester.

This budget creates a framework to align the department with administration goals including: providing paths to employment, enhancing safety for our youth, improving educational opportunities and raising the public profile of the department's offerings while keeping spending down. Much of this work is done through consolidations, staff reorganization, streamlining, and strengthened programming.

The proposed budget includes 80 full-time positions, an increase of one over the 2013-14 amended budget. In addition, four full-time temporary positions are added as new programs are piloted.

Commissioner's Office

Several functions currently dispersed among various bureaus will be consolidated under the Commissioner's Office in order to elevate their profile, provide department-wide services, and streamline functions. A highlight of this consolidation is the redeployment of security staff to work directly with violence prevention services (Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace). This will allow the department to take a holistic approach to safety, and offer community-wide violence intervention. This consolidation will also allow the department to take a quadrant-based approach to safety. Despite the financial transfer of the security function to DES, the two departments are in agreement that a portion of security resources will remain assigned to DRYS. The City will fund an evaluation of the Office of Youth Outreach and Violence Prevention to determine whether it is appropriately staffed and ensure its services are in alignment with best practices.

Public outreach and marketing will also be brought under the Commissioner's Office to provide consistent communication services across the department, and consistent with City-wide standards. The Public Market will transfer in from the Recreation Bureau.

Recreation Bureau

Funding is increased for part-time and seasonal positions in order to increase recreational and educational programming and insure proper, consistent service and program delivery. New educational programming will focus on the arts, math, literacy, sports, environmental sciences, technology, and play.

The City will fund an evaluation of the Recreation Bureau to ensure its services and programs are delivered in the most effective and efficient manner. The addition of two full-time temporary Area Coordinators allows the Bureau to pilot a quadrant-based management model.

Bureau of Employment, Skills Training, & Youth Services

In an effort to eliminate redundancies and take a more holistic approach to employment and youth development services, the Bureau of Employment Opportunities and the Bureau of Youth Services are consolidated into a single organization named the Bureau of Employment, Skills Training & Youth Services (BEST&YS). This new Bureau is designed from the ground up to embrace the vision of Operation Transformation Rochester, and to streamline and deepen employment and life skills training services.

The Bureau will see a net increase of two full-time positions, plus two full-time temporary positions to help achieve its goals.

Benchmarks for Success

The success of the department's reorganization will be measured against the following objectives:

- ❑ Reduce conflict incidents at community centers while increasing preventive violence outreach cases.
- ❑ Increase enrollment in life skills and job training programs and increase success rate.
- ❑ Increase ties to the business community to provide more employment opportunities.
- ❑ Increase community center attendance.
- ❑ Increase participation in recreation programming.
- ❑ Increase community-wide second party use of recreation facilities.

Glossary of Acronyms

Acronym	Description
BIG^2	Believe in Guys and Girls
GED	General Equivalency Diploma
N/A	Not Applicable
OTR	Operation Transformation Rochester
PLTI	Parent Leadership Training Institute
PRIME	Providing Realistic Incentives to Maintain Employment
PTP	Pathways to Peace
RYVP	Rochester Youth Violence Partnerships
SOOP	Summer of Opportunity Program
TASC	Test Assessing Secondary Completion
YET	Youth Employment Training
YTA	Youth Training Academy

Highlights of the Department's 2014-15 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	**Projected Completion**
Commissioner's Office:	
Oversee an external evaluation of the Office of Youth Outreach and Violence Prevention, including Pathways to Peace	Fourth Quarter
Begin construction on Phase 1 of Public Market improvements	Fourth Quarter
Recreation:	
Implement magnet programming model at five recreation center sites	First Quarter
Implement quadrant-based management model pilot	First Quarter
Oversee an external evaluation of Recreation programs and service delivery	Fourth Quarter

Highlights	Projected Completion
BEST & YS:	
Establish Operation Transformation Rochester Fresh Start providing support and mentoring to men and women in need of their TASC (GED)	First Quarter
Establish workforce development partnerships with private sector industry	Ongoing

Year-To-Year Comparison

Bureau	Budget 2013-14	Budget 2014-15	Change	Percent Change
Office of the Commissioner	457,700	2,085,500	1,627,800	355.6%
Recreation	8,078,600	7,359,700	-718,900	-8.9%
BEST & YS	0	1,819,200	1,819,200	N/A
Employment Opportunities	1,376,500	0	-1,376,500	-100.0%
Youth Services	1,332,100	0	-1,332,100	-100.0%
Total	11,244,900	11,264,400	19,500	0.2%
Employee Years	198.1	202.2	4.1	2.1%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
128,500	45,300	1,900	13,700	-6,600	-163,300	19,500

Major Change Highlights

Security function transfers to DES, including one full-time position	-175,600
Adjustments to Teenage Pregnancy Prevention (TPP) grant	-130,400
Net increase of two full-time positions, and four temporary full-time positions	174,700
Adjustments to Comprehensive Adolescent Pregnancy Prevention (CAPP) grant	-69,700
CDBG funding for Mural Arts program does not recur	-57,800

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	6,382,351	6,894,500	6,994,200	7,047,400
Materials & Supplies	524,025	318,600	353,100	305,400
Services	3,820,752	3,526,500	3,709,100	3,809,400
Other	0	0	188,500	102,200
Total	10,727,128	10,739,600	11,244,900	11,264,400
Appropriation by Activity				
Office of the Commissioner	390,578	454,800	457,700	2,085,500
Recreation	7,619,053	7,972,300	8,078,600	7,359,700
BEST & YS	0	0	0	1,819,200
Employment Opportunities	1,189,929	1,236,300	1,376,500	0
Youth Services	1,527,568	1,076,200	1,332,100	0
Total	10,727,128	10,739,600	11,244,900	11,264,400
Employee Years by Activity				
Office of the Commissioner	5.0	5.2	5.2	22.2
Recreation	157.1	164.1	165.4	156.6
BEST & YS	0.0	0.0	0.0	23.4
Employment Opportunities	9.7	13.1	13.4	0.0
Youth Services	11.6	13.1	14.1	0.0
Total	183.4	195.5	198.1	202.2

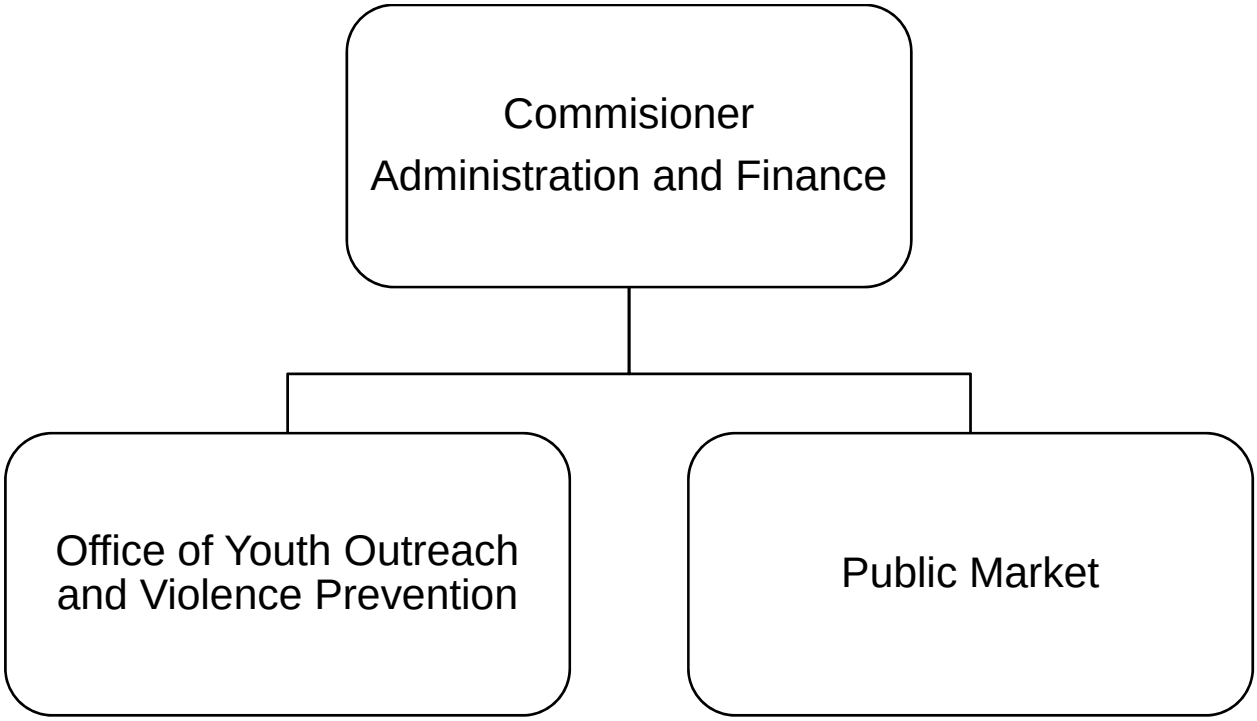
Mission Statement

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 street level team of outreach workers, channeling young city residents toward an array of community resources to prevent youth violence. This highly motivated team establishes essential linkages among service providers, participating youth, and their families. This office also monitors the young participants' progress to ensure that these at-risk youth become productive citizens.

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
- ❑ High risk but workable youth and young adults
- ❑ Families of violent youth or in a crisis involving youth
- ❑ Community service providers
- ❑ The community at large
- ❑ Rochester City School District

Public Market
- ❑ Residents and visitors of all ages
- ❑ Vendors and customers at the Public Market

Critical Processes

Administration and Finance
- ❑ Coordinate Department's annual budget and capital planning processes
- ❑ Maintain fiscal operations and payroll matters
- ❑ Manage the Department's City Council submission process

Office of Youth Outreach and Violence Prevention
- ❑ Make home visits to high risk youth and young adults
- ❑ Mediate violent conflicts
- ❑ Provide presentations on anti-violence and gang issues
- ❑ Provide service linkages

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

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Implement quadrant-based management model for Office of Youth Outreach and Violence Prevention	First Quarter
Institute pilot program for offsite parking and shuttle at East End Garage for Public Market patrons on Saturdays	First Quarter
Complete negotiations and land lease for private storefront at Public Market lot site	Second Quarter
Install compactor at Public Market and begin enhanced cardboard recycling program	Second Quarter
Begin construction on Phase 1 of Public Market improvements	Fourth Quarter
Oversee an external evaluation of the Office of Youth Outreach and Violence Prevention, including Pathways to Peace	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Public Market				
Market days held	156	156	156	156
Special event days	44	44	44	52
Occupancy Rate (%):				
● Shed A	100	100	100	100
● Shed C	100	100	100	100
● Winter Shed	100	100	100	100
Public market fees revenue ($)	735,083	740,000	700,000	718,800
Office of Youth Outreach and Violence Prevention: Pathways to Peace (PTP)				
Youth referred to PTP	299	175	250	250
Youth conflict incidents referred to PTP	220	200	230	N/A
Youth conflict incidents mediated	266	235	250	250
Client load	80	80	90	90
New client intake	5	52	65	N/A
Youth referred that are linked to services	320	200	150	N/A
Youth who recidivate	12	8	20	N/A
Youth discharged	11	65	65	N/A
In need of resources referrals (non-client)	150	500	110	125
Interventions – gang related	N/A	N/A	N/A	3,120
Interventions – not gang related	N/A	N/A	N/A	1,560
Outreach contacts	N/A	N/A	N/A	3,500
Outreach contacts – crisis	N/A	N/A	N/A	2,500
Recidivism – client arrested for a violent offense	N/A	N/A	N/A	15
Office of Youth Outreach and Violence Prevention: Rochester Youth Violence Partnerships (RYVP)				
RYVP contacts	N/A	N/A	N/A	45
Recidivism – client returned to hospital for penetrating injury	N/A	N/A	N/A	5
Summer Food Program				
Breakfast sites	29	31	34	35
Lunch sites	37	37	43	42
Breakfasts served	34,725	39,146	41,600	46,900
Lunches served	57,577	58,281	69,000	70,000

N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	457,700	2,085,500	1,627,800
Employee Years	5.2	22.2	17.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
46,200	6,800	8,700	13,700	400	1,552,000	1,627,800

Major Change

Public Market function transfers in from Recreation Bureau	680,900
Pathways to Peace function transfers in from Bureau of Employment, Skills Training & Youth Services	404,500
Summer Food function transfers in from Bureau of Employment, Skills Training & Youth Services, increases by $20,600 for summer 2014	336,900
Administrative Services position is eliminated	-86,000
Youth Intervention Supervisor position eliminated	-78,300
Contract Services position transfers in from Youth Services Bureau	64,700
Manager of Youth Outreach and Violence Prevention is added	63,700
Coordinator of Program Development transfers in from Recreation, becomes Program Development Specialist	60,400
Increase in contractual security costs at Public Market	60,000
Pathways to Peace grant budget amendment does not recur	-47,700
Part-time Administrative Analyst position transfers in from Recreation, converts to full-time Communications Assistant position	46,100
Two part-time Youth Intervention Aides transfer in from Recreation	35,600
Clerical position transfers in from Recreation, two Youth Workers added	18,800
Productivity improvements result in savings	-7,600

Program Changes

The Commissioner's Office will establish an Administration and Finance activity to consolidate these functions as well as grants management.

Public outreach and marketing will also be brought under the Commissioner's Office to provide communication services across the department that are consistent with city-wide standards.

Some security staff that is transferred to DES will remain assigned to DRYS, and will work directly with preventive violence services (Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace).

The Public Market function transfers to the Commissioner's Office from Recreation to elevate its profile.

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONERS OFFICE
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	346,466	369,600	360,600	1,155,900
Materials & Supplies	1,864	3,300	4,000	9,800
Services	42,248	81,900	93,100	919,800
Other	0	0	0	0
Total	390,578	454,800	457,700	2,085,500
Appropriation by Activity				
Administration and Finance	390,578	454,800	457,700	927,000
Office of Youth Outreach and Violence Prevention	0	0	0	400,600
Public Market	0	0	0	757,900
Total	390,578	454,800	457,700	2,085,500
Employee Years by Activity				
Administration and Finance	5.0	5.2	5.2	9.7
Office of Youth Outreach and Violence Prevention	0.0	0.0	0.0	7.3
Public Market	0.0	0.0	0.0	5.2
Total	5.0	5.2	5.2	22.2

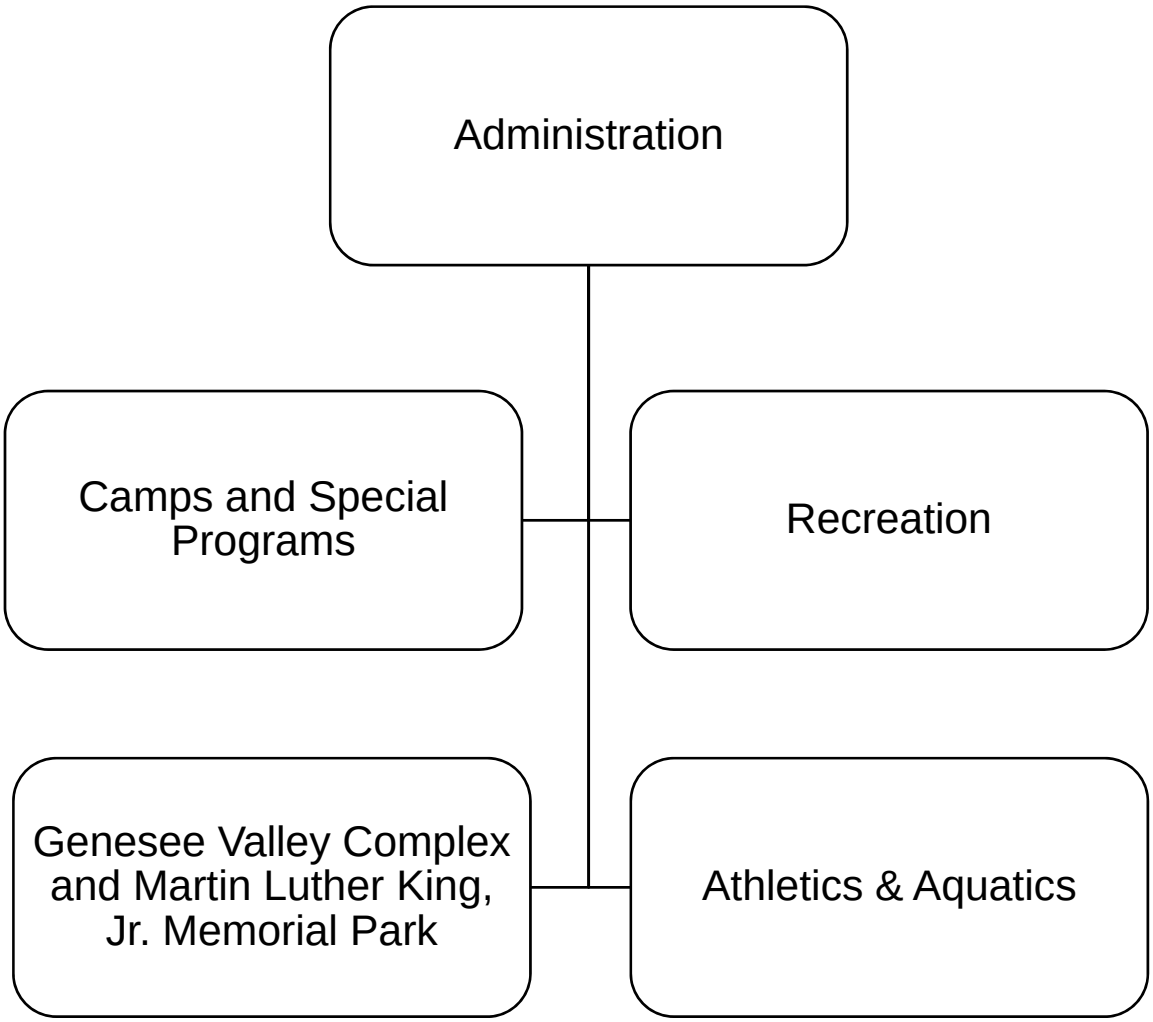
DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration and Finance	Office of Youth Outreach and Violence Prevention	Public Market
Br.	Title	Budget 2013-14	Proposed 2014-15			
36	Commissioner of Recreation and Youth Services	1.0	1.0	1.0		
30	Assistant Manager of Parks & Recreation	0.0	0.3			0.3
28	Manager of Administrative Support	1.0	0.0			
27	Manager of Youth Outreach and Violence Prevention	0.0	1.0		1.0	
24	Program Development Specialist	0.0	1.0	1.0		
24	Senior Administrative Analyst	0.0	1.0	1.0		
20	Executive Assistant	0.0	1.0	1.0		
20	Sr. Youth Intervention Specialist	0.0	1.0		1.0	
18	Communications Assistant	0.0	1.0	1.0		
18	Secretary to Commissioner	1.0	1.0	1.0		
18	Supervisor of Markets	0.0	1.0			1.0
18	Youth Intervention Specialist	0.0	2.0		2.0	
18	Youth Intervention Specialist Bilingual	0.0	1.0		1.0	
16	Administrative Assistant	1.0	0.0			
16	Assistant Supervisor of Markets	0.0	1.0			1.0
6	Receptionist Typist	1.0	1.0	1.0		
41	Parks Operations Worker	0.0	1.0			1.0
EMPLOYEE YEARS						
Full Time		5.0	15.3	7.0	5.0	3.3
Overtime		0.0	0.8	0.0	0.3	0.5
Part Time, Temporary, Seasonal		0.2	6.1	2.7	2.0	1.4
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		5.2	22.2	9.7	7.3	5.2

Mission Statement

The Bureau of Recreation supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing quality programs and services to residents of all ages with an emphasis on youth. This is accomplished by utilizing a youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as stewards, interpreters and champions of our City's recreational and horticultural resources including parks, playgrounds, green spaces and related facilities. It plans and implements capital improvement projects in parks and recreation facilities.

Organization



Vital Customers

- City youth and their families
- Residents and visitors of all ages
- Parks patrons
- Rochester City School District
- Community partners and collaborators

Critical Processes

- ❑ Conduct community recreation and youth development at 18 school year sites and 28 summer sites
- ❑ Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness
- ❑ Conduct community aquatics programs at numerous sites
- ❑ Organize a variety of community special events to promote youth development and social skills
- ❑ Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- ❑ Use a Program System Management model to provide quality management of existing and new programs, which includes marketing, staff development, and community input

2014-15 Strategic Goals & Objectives

Objective	Projected Completion
Launch new branding and marketing plan	First Quarter
Implement magnet programming model at five recreation center sites	First Quarter
Implement quadrant-based management model	First Quarter
Complete play apparatus and landscape improvements at Ave. D Recreation Center	Second Quarter
Evaluate and expand revenue-based programming and space usage	Third Quarter
Complete enterprise process analysis and develop requirements for a Smart Card Access control system for the Recreation Centers	Third Quarter
Oversee an external evaluation of Recreation programs and service delivery	Fourth Quarter

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Recreation Registrations:				
● Adams/Roxie A. Sinkler	3,308	3,461	2,900	3,400
● Avenue D	1,316	1,224	1,500	1,500
● Campbell/School #17	1,918	1,370	1,700	1,600
● Carter	1,038	1,178	1,000	1,000
● Edgerton/Pierpont/#42/LaGrange	2,496	2,075	2,500	2,500
● Flint	1,477	1,419	1,200	1,400
● David F. Gantt/Marketview	1,306	1,054	3,900	3,900
● South/Field	1,579	1,599	1,300	1,300
● Thomas P. Ryan/Humboldt	3,392	3,214	2,900	3,100
● Total registrations	17,830	16,594	18,900	19,700
Attendance per year:				
● Adams/Roxie A. Sinkler	55,825	59,174	45,000	55,000
● Avenue D	65,075	51,593	63,000	55,000
● Campbell/School #17	23,020	23,914	50,000	30,000
● Carter	44,212	35,100	37,000	45,000
● Edgerton/Pierpont/#42/LaGrange	86,157	76,409	78,000	75,000
● Flint	46,742	43,906	61,000	45,000
● David F. Gantt/Marketview	49,912	26,092	70,000	70,000
● South/Field	76,546	76,435	69,000	40,000
● Thomas P. Ryan/Humboldt	161,686	152,571	140,000	150,000
● Rec On The Move	3,769	6,000	6,000	6,000
● Total attendance	612,944	551,194	619,000	571,000
Genesee Valley Park Complex:				
Attendance per year:				
● GVP Ice Rink	31,714	37,697	40,000	40,000
● GVP Pool	13,960	15,145	20,000	20,000
● Martin Luther King, Jr. Memorial Park	37,263	25,824	45,000	40,000
Water Spray Park Attendance	67,376	57,000	70,000	67,000
Athletics:				
Adult softball games held	1,310	1,310	1,100	800
Beach attendance per year:				
●Durand Beach – total visitors	119,371	120,000	120,000	124,000
●Durand Beach – bathers	25,381	26,000	25,000	26,000
High School Pool attendance annually: 4 to 5 pools used per year based on RCSD availability				
● Douglass	2,866	N/A	2,900	2,900
● East	4,890	4,333	4,900	N/A
● Wilson Magnet	N/A	1,149	N/A	N/A
● Franklin	N/A	N/A	N/A	2,600
● Freddie Thomas Learning Center/Winter	239	N/A	200	180
Swim only				
● Jefferson	N/A	3,200	3,000	N/A
● Marshall	2,013	1,932	2,000	2,000
● Monroe	1,316	1,200	N/A	1,400
● Wilson Academy/formerly known as Madison	2,898	N/A	3,000	3,000
Total H.S. Pool attendance	14,222	11,814	16,000	12,080

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Average number of training hours per employee	25	24	20	20

N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	8,078,600	7,359,700	-718,900
Employee Years	165.4	156.6	-8.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
102,900	30,800	-100	0	-18,200	-834,300	-718,900

Major Change

Public Market transfers to Commissioner's Office	-680,900
Security function funding transfers to DES	-175,600
Two Temporary Area Coordinators are added	106,600
Increase in funding for part-time and seasonal Recreation positions	95,500
Coordinator of Program Development transfers to the Commissioner's Office	-60,400
One part-time clerical position, one part-time Administrative Analyst position transfer to Commissioner's office	-48,400
Two part-time Youth Intervention Aides transfer to Commissioner's office	-35,600
Productivity improvements result in efficiencies	-33,900
Rochester Works grant does not recur	-25,000
Youth Bureau funding increased to cover ongoing County reimbursement	19,100
Carryover of unused 2013-14 funds from RACF grant	4,300

Program Change

New recreational and educational programming will be implemented, focused on the arts, math, literacy, sports, environmental sciences, technology, and play.

The addition of two full-time temporary Area Coordinators allows the Bureau to pilot a quadrant-based management model.

The Public Market function transfers to the Commissioner's Office and funding for the security function transfers to the Department of Environmental Services.

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

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	4,694,179	4,985,900	4,910,600	4,627,200
Materials & Supplies	267,165	289,100	302,300	270,500
Services	2,657,709	2,697,300	2,839,200	2,361,900
Other	0	0	26,500	100,100
Total	7,619,053	7,972,300	8,078,600	7,359,700
Appropriation by Activity				
Administration	2,780,211	1,845,700	1,884,100	1,671,800
Camps and Special Programs	0	1,058,400	1,129,800	1,126,500
Recreation	3,028,692	3,362,700	3,354,600	3,528,800
Genesee Valley & Martin Luther King Jr. Memorial Park	485,788	552,500	524,900	532,200
Athletics & Aquatics	677,291	474,400	504,300	500,400
Public Market	647,071	678,600	680,900	0
Total	7,619,053	7,972,300	8,078,600	7,359,700
Employee Years by Activity				
Administration	25.0	11.0	11.0	7.8
Camps and Special Programs	0.0	23.6	24.6	21.1
Recreation	96.0	95.5	95.5	99.3
Genesee Valley & Martin Luther King Jr. Memorial Park	18.0	15.1	15.1	15.1
Athletics & Aquatics	13.7	13.5	13.8	13.3
Public Market	4.4	5.4	5.4	0.0
Total	157.1	164.1	165.4	156.6

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Camps and Special Programs	Recreation	Genesee Valley & Martin Luther King Jr. Memorial Park	Athletics & Aquatics
Br.	Title	Budget 2013-14	Proposed 2014-15					
30	Deputy Commissioner	1.0	1.0	1.0				
30	Asst. Mgr. of Parks & Recreation	1.0	0.7	0.7				
23	Area Coordinator	1.0	2.0	0.5	1.0	0.5		
24	Coordinator, Athletics & Aquatics	0.0	1.0	0.2			0.5	0.3
23	Coordinator, Athletics & Aquatics	1.0	0.0					
23	Coordinator, Horticultural and Environmental Programming	1.0	1.0		1.0			
23	Coordinator, Program Development	1.0	0.0					
21	Recreation Center Director	6.0	6.0			6.0		
21	Assistant Program Development Specialist	1.0	1.0		1.0			
20	Administrative Analyst	1.0	0.0					
18	Senior Recreation Supervisor	0.0	3.0			3.0		
18	Supervisor of Markets	1.0	0.0					
16	Assistant Supervisor of Markets	1.0	0.0					
16	Administrative Assistant	1.0	1.0	1.0				
15	Recreation Supervisor	12.2	9.2			8.2	0.5	0.5
13	Grant Support Associate	2.0	2.0		2.0			
12	Youth Camp Supervisor	1.0	1.0		0.5	0.5		
9	Clerk II with Typing	1.0	1.0	1.0				
9	Recreation Leader	17.0	17.0		2.0	15.0		
9	Recreation Leader Bilingual	3.0	3.0			3.0		
57	Senior Security Guard	1.0	0.0					
41	Parks Operations Worker	1.0	0.0					
EMPLOYEE YEARS								
Full Time		55.2	49.9	4.4	7.5	36.2	1.0	0.8
Overtime		1.4	1.4	0.6	0.0	0.3	0.0	0.5
Part Time, Temporary, Seasonal		111.6	107.9	3.0	13.6	65.0	14.3	12.0
Less: Vacancy Allowance		2.8	2.6	0.2	0.0	2.2	0.2	0.0
Total		165.4	156.6	7.8	21.1	99.3	15.1	13.3

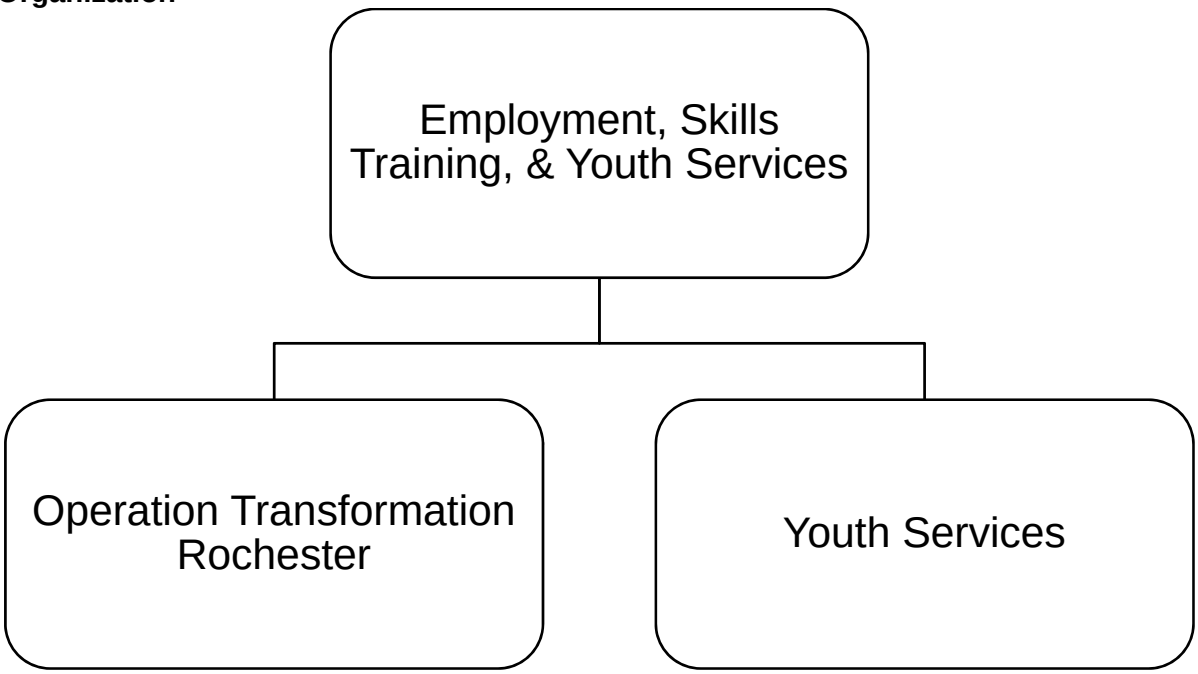
Mission Statement

To effectively impact the city, transform the face of poverty, and improve educational and employment opportunities:

- We will create a pipeline from education to employment placement for youth and adults
- We will transform Rochester into a city of thriving, productive youth and adults
- We will deliver creative services, dynamic employment training, and skill development to youth and adults

Create. Transform. Deliver.

Organization



Vital Customers

Operation Transformation Rochester: Dream BIG^2, Employment Readiness, Fresh Start, Youth Employment Training

- ❑ Youth
- ❑ Parents and families of youth
- ❑ Adults at risk
- ❑ Rochester City School District

Youth Services

- ❑ Youth and adults ages 12-15
- ❑ Parents and families of youth
- ❑ Teenage parents and their children
- ❑ Rochester City School District
- ❑ Youth-focused local agencies and collaborations

Critical Processes

Operation Transformation Rochester: Dream BIG^2, Employment Readiness, Fresh Start, Youth Employment Training

- ❑ Provide outreach and recruitment for employment
- ❑ Provide participants (youth and adults) with access to resources
- ❑ Provide employment readiness for youth and adults
- ❑ Provide leadership and professional development, and life enrichments
- ❑ Post-placement monitoring and follow-up

Youth Services

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

2014-15 Strategic Goals & Objectives

Objective	**Projected Completion**
Establish a Youth Employment Training program (YET)	First Quarter
Evaluate and develop transition plan to move Pillars of Hope program to the Rochester Public Library	First Quarter
Establish Operation Transformation Rochester (OTR) Fresh Start program to provide support and mentoring to men and women in need of their TASC (GED)	Second Quarter
Restructure YTA into a fall/spring semester school program: BIG^2	Second Quarter
Re-brand YTA, PRIME and SOOP+ into Operation Transformation Rochester	Second Quarter
Establish workforce development partnerships with private sector industry	Ongoing

Key Performance Indicators

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
Youth services				
COMET reports (outcome data not yet available)	8	6	10	8
Parent/Adult workshops (PLTI)	6	4	4	4
Parent/Adult workshop participants (PLTI)	66	60	60	60
City Youth Art Squad Participants: youth artists	10	10	10	0
City Youth Art Squad – Public art developed	2	18	2	0
Comprehensive Adolescent Pregnancy Prevention (CAPP) Participants (SOAR program)	844	800	790	790
Teenage Pregnancy Prevention Participants (THRIVE program)	573	363	570	420
Parent/Adult workshop participants in CAPP Family Talk series	116	100	100	100
Rochester After-School Academy (RASA)				
Participants	260	35	50	50
School attendance rate	90	90	90	90
Math/ELA increase	50	35	50	50
Summer of Opportunity Program (SOOP)				
Applicants	2,960	3,090	3,300	3,000
Applicants employed	385	390	400	400
Parent orientation attendees	987	865	800	800
Number of employers participating	16	13	20	20
OTR: Employment Readiness [formerly PRIME]				
Applicants	664	700	600	850
Participants enrolled	176	220	200	350
Participants trained in job readiness	151	200	160	280
Resumes developed	151	200	150	280
Participants receiving vocational training	5	20	5	30
Participants placed	87	90	75	120
New employment partnerships developed	N/A	10	10	50
YTA Participants (see BIG^2)	19	19	20	N/A
OTR: Dream BIG^2 [formerly YTA]				
Applicants	N/A	N/A	N/A	60
Participants	N/A	N/A	N/A	40
Program orientation attendees	N/A	N/A	N/A	80
Number completing OTR YSD	N/A	N/A	N/A	36
OTR: Fresh Start (GED Component)				
Applicants	N/A	N/A	N/A	150
Participants	N/A	N/A	N/A	100
Number taking test to assess secondary completion	N/A	N/A	N/A	45

	Actual 2012-13	Estimated 2013-14	Budget 2013-14	Budget 2014-15
% passing the test to assess secondary completion	N/A	N/A	N/A	35
Enrolled in OTR employment readiness	N/A	N/A	N/A	30
OTR: Youth Employment Training (YET)	N/A	N/A	N/A	250
Applicants				
Participants graduated	N/A	N/A	N/A	180
Graduates employed	N/A	N/A	N/A	126
Participants who received a portfolio	N/A	N/A	N/A	180
Employers participating	N/A	N/A	N/A	10
New employment partnerships developed	N/A	N/A	N/A	10

N/A – Not Applicable

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	0	1,819,200	1,819,200
Employee Years	0	23	23.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-20,600	7,700	-6,700	0	11,200	1,827,600	1,819,200

Major Change

Youth Services Bureau transfers in	1,332,100
Bureau of Employment Opportunities transfers in	1,376,500
Pathways to Peace transfers to Commissioner's Office	-404,500
Summer Food transfers to Commissioner's Office	-316,300
Adjustments to Teenage Pregnancy Prevention Grant	-130,400
Net increase of two full-time positions, and two temporary full-time positions	122,600
Adjustments to CAPP grant	-69,700
Contract Services position transfers to Commissioner's Office	-64,700
CDBG funding for Mural Arts program does not recur	-57,800
Additional CDBG funding allocated for SOOP	55,000
Productivity improvements result in savings	-15,200

Program Change

The Bureau of Employment Opportunities and the Bureau of Youth Services will be consolidated into a single organization named the Bureau of Employment, Skills Training & Youth Services (BEST & YS).

BEST & YS will implement Operation Transformation Rochester, a program designed to streamline and deepen employment and life skills training services for youth and adults.

The Pillars of Hope program will be evaluated for a possible move to the Rochester Public Library. This initiative brings teams of African-American and Latino role models from the community into city schools.

The Bureau will see a net increase in four full-time positions (two are temporary) to help achieve its goals.

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

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	0	0	0	1,264,300
Materials & Supplies	0	0	0	25,100
Services	0	0	0	527,700
Other	0	0	0	2,100
Total	0	0	0	1,819,200
Appropriation by Activity				
Administration	0	0	0	680,500
OTR	0	0	0	679,100
Youth Services	0	0	0	459,600
Total	0	0	0	1,819,200
Employee Years by Activity				
Administration	0.0	0.0	0.0	3.8
OTR	0.0	0.0	0.0	9.8
Youth Services	0.0	0.0	0.0	9.8
Total	0.0	0.0	0.0	23.4

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

FULL TIME POSITIONS				Administration	Operation Transformation Rochester	Youth Services
Br.	Title	Budget 2013-14	Proposed 2014-15			
29	Director of Employment, Skills Training, & Youth Svs	0.0	1.0	1.0		
26	Manager of Employment Services	0.0	1.0	1.0		
26	Supervisor of Administrative Services	0.0	1.0			1.0
23	Sr. Professional Development Specialist	0.0	3.0		3.0	
18	Professional Development Specialist	0.0	2.0		2.0	
16	Program Coordinator	0.0	1.0			1.0
15	Recreation Supervisor	0.0	0.8			0.8
13	Grant Support Associate	0.0	2.0			2.0
11	Secretary Bilingual	0.0	1.0	1.0		
9	Recreation Leader	0.0	2.0			2.0
EMPLOYEE YEARS						
Full Time		0.0	14.8	3.0	5.0	6.8
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		0.0	8.6	0.8	4.8	3.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		0.0	23.4	3.8	9.8	9.8

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,376,500	0	-1,376,500
Employee Years	13.4	0.0	-13.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	0	0	-1,376,500	-1,376,500

Major Change

Bureau of Employment Opportunities transfers to BEST & YS	-1,376,500

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT OPPORTUNITIES
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	629,490	837,600	944,700	0
Materials & Supplies	12,846	7,400	8,700	0
Services	547,593	391,300	423,100	0
Other	0	0	0	0
Total	1,189,929	1,236,300	1,376,500	0
Appropriation by Activity				
Administration	287,927	211,600	194,800	0
PRIME	23,067	68,200	79,700	0
Summer Of Opportunity Program	605,984	592,500	703,600	0
Pathways to Peace	272,951	364,000	398,400	0
Total	1,189,929	1,236,300	1,376,500	0
Employee Years by Activity				
Administration	3.8	3.0	2.7	0.0
PRIME	0.2	1.4	1.5	0.0
Summer Of Opportunity Program	1.5	2.5	3.0	0.0
Pathways to Peace	4.2	6.2	6.2	0.0
Total	9.7	13.1	13.4	0.0

FULL TIME POSITIONS

Br.	Title	Budget 2013-14	Proposed 2014-15
33	Director/Office of Employment Opportunities	1	0
26	Youth Intervention Supervisor	1	0
24	Senior Administrative Analyst	1	0
20	Sr. Youth Intervention Specialist	1	0
18	Youth Intervention Specialist	2	0
18	Youth Intervention Specialist Bilingual	1	0
16	Employment and Training Counselor	1	0
16	PRIME Counselor	1	0

EMPLOYEE YEARS		
Full Time	9.0	0.0
Overtime	0.3	0.0
Part Time, Temporary, Seasonal	4.3	0.0
Less: Vacancy Allowance	0.2	0.0
Total	13.4	0.0

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,332,100	0	-1,332,100
Employee Years	14.1	0.0	-14.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	0	0	-1,332,100	-1,332,100

Major Change

Bureau of Youth Services transfers to BEST & YS	-1,332,100

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	712,216	701,400	778,300	0
Materials & Supplies	242,150	18,800	38,100	0
Services	573,202	356,000	353,700	0
Other	0	0	162,000	0
Total	1,527,568	1,076,200	1,332,100	0
Appropriation by Activity				
Administration	245,650	247,400	272,500	0
Contract Services	1,033,686	550,200	743,300	0
Summer Food Service	248,232	278,600	316,300	0
Total	1,527,568	1,076,200	1,332,100	0
Employee Years by Activity				
Administration	1.8	3.0	3.0	0.0
Contract Services	8.9	9.4	9.9	0.0
Summer Food Service	0.9	0.7	1.2	0.0
Total	11.6	13.1	14.1	0.0

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

FULL TIME POSITIONS

Br.	Title	Budget 2013-14	Proposed 2014-15
34	Assistant Commissioner/Youth Services	1.0	0.0
26	Supervisor of Administrative Services	1.0	0.0
24	Senior Administrative Analyst	1.0	0.0
20	Program Coordinator	1.0	0.0
15	Recreation Supervisor	0.8	0.0
11	Secretary/Bilingual	1.0	0.0
9	Pregnancy Prevention Trainer/Bilingual	1.0	0.0
9	Recreation Leader	3.0	0.0
EMPLOYEE YEARS			
Full Time		9.8	0.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		4.5	0.0
Less: Vacancy Allowance		0.2	0.0
Total		14.1	0.0

Purpose

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

Year-To-Year Comparison

Main Functions	Budget 2013-14	Budget 2014-15	Change	Percent Change
Employee Benefits - Current	94,437,200	105,222,700	10,785,500	11.4%
Employee Benefits - Non-Current	23,852,100	24,397,400	545,300	2.3%
General Risk Management	902,600	988,100	85,500	9.5%
Other	1,854,500	2,045,400	190,900	10.3%
	121,046,400	132,653,600	11,607,200	9.6%
Interfund Credit*	-214,000	-244,000	-30,000	14.0%
Intrafund Credit*	-130,900	-127,900	3,000	-2.3%
Total	120,701,500	132,281,700	11,580,200	9.6%

*Reflects chargeback for Worker's Compensation costs.

Major Change Highlights

Employee Benefits – Current increases due to no amortization and the first repayment of the 2013-14 amortization	10,785,500
Employee Benefits – Non-Current increases primarily due to assumed increases in retiree medical coverage	545,300
General Risk Management increases marginally	85,500
Other increase due to higher title costs related to foreclosures	190,900

UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	105,225,064	90,311,600	94,437,200	105,222,700
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	23,774,273	25,511,600	26,609,200	27,430,900
	128,999,337	115,823,200	121,046,400	132,653,600
Interfund Credit*	-332,459	-198,100	-214,000	-244,000
Intrafund Credit*	-93,586	-204,800	-130,900	-127,900
Total	128,573,292	115,420,300	120,701,500	132,281,700
Appropriation by Activity				
Employee Benefits - Current	105,225,064	90,311,600	94,437,200	105,222,700
Employee Benefits - Non-Current	22,528,373	22,878,800	23,852,100	24,397,400
General Risk Management	777,665	1,002,600	902,600	988,100
Other	468,235	1,630,200	1,854,500	2,045,400
	128,999,337	115,823,200	121,046,400	132,653,600
Interfund Credit*	-332,459	-198,100	-214,000	-244,000
Intrafund Credit*	-93,586	-204,800	-130,900	-127,900
Total	128,573,292	115,420,300	120,701,500	132,281,700

*Reflects chargeback for Worker's Compensation costs.

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in nine separate programs, three for civilians and six for uniformed employees. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

Tier	Hire Date (by any qualified public employer)	
	Non-Uniformed Employees	Uniformed Employees
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 payment is the product of the projected 2014-15 wage base times the contribution rates for each tier. The wage base is the projection by the Comptroller based upon wages and salaries earned during the period April 1, 2012 to March 31, 2014. The Comptroller determines the contribution rates which vary from year to year. The bill includes a reconciliation of under or over payment based on the prior year's actual wages. The bill also includes the annual repayment amount of prior amortizations.

A Voluntary Defined Contribution (VDC) option instead of joining the New York State Retirement System is available to all unrepresented employees hired on or after July 1, 2013 who earn more than $75,000. The plan is administered by the State University of New York (SUNY). The current employer contribution rate is 8% of gross salary.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	33,176,300	43,933,700	10,757,400

Major Change

Pension increase due to not amortizing and based on the Comptroller's actual rates on a projected wage base	10,453,400
Amortization repayment for 2013-14 is added	1,359,000
Wage base in 2013-14 over estimated by New York State results in a projected credit	-1,100,000
Funding is added for the Voluntary Defined Contribution option	45,000

SOCIAL SECURITY: under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first $117,000, 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

	2013-14	2014-15	Change
Budget	15,645,800	15,800,000	154,200

Major Change

Increase due to wage base growth	154,200

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 create a joint Labor/Management Health Care Committee to address future cost increases.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	38,200,500	38,533,700	333,200

Major Change

A 3.75% inflationary adjustment in January 2015 is assumed	333,200

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

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	5,255,800	4,915,200	-340,600
Interfund Credit*	-214,000	-244,000	-30,000
Intrafund Credit*	-130,900	-127,900	3,000
	4,910,900	4,543,300	-367,600

Major Change

	2013-14	2014-15	Change
Current Year Claims	344,900	371,900	27,000
Administrative Charge	58,800	58,800	0
State Assessments	841,400	240,000	-601,400
Prior Years' Claims	4,010,700	4,244,500	233,800
Total	5,255,800	4,915,200	-340,600
Interfund Credit	-214,000	-244,000	-30,000
Intrafund Credit	-130,900	-127,900	3,000
	4,910,900	4,543,300	-367,600

Chargebacks – Current Year Claims

Department/Bureau	2013-14	2014-15
NEIGHBORHOOD & BUSINESS DEVELOPMENT	20,000	10,000
ENVIRONMENTAL SERVICES	289,100	318,500
EMERGENCY COMMUNICATIONS	3,400	3,400
POLICE	16,400	20,000
FIRE	0	2,000
RECREATION & YOUTH SERVICES	10,000	10,000
LIBRARY	4,000	4,000
UNDISTRIBUTED	2,000	2,000
Total Interfund	214,000	244,000
Total Intrafund	130,900	127,900
CITY TOTAL	344,900	371,900

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts or other wise provided.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,995,800	1,887,400	-108,400

Major Change

Allocation based on projected need	-108,400

LIFE INSURANCE: the City provides term life insurance for all active full time employees.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	86,100	84,000	-2,100

Major Change

Allocation based on projected need	-2,100

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	76,900	68,700	-8,200

Major Change

Allocation based on projected need	-8,200

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	105,225,064	90,311,600	94,437,200	105,222,700
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	105,225,064	90,311,600	94,437,200	105,222,700
Interfund Credit*	-332,459	-198,100	-214,000	-244,000
Intrafund Credit*	-93,586	-204,800	-130,900	-127,900
Total	104,799,019	89,908,700	94,092,300	104,850,800
Appropriation by Activity				
New York State Retirement	46,583,614	31,852,500	33,176,300	43,933,700
Social Security	14,977,865	15,505,400	15,645,800	15,800,000
Hospital and Medical	35,935,997	36,685,800	38,200,500	38,533,700
Worker's Compensation	5,693,715	4,336,600	5,255,800	4,915,200
Dental Insurance	1,801,278	1,787,400	1,995,800	1,887,400
Life Insurance	26,523	84,000	86,100	84,000
Union Trust Account	150,000	0	0	0
Disability Insurance	56,072	59,900	76,900	68,700
	105,225,064	90,311,600	94,437,200	105,222,700
Interfund Credit*	-332,459	-198,100	-214,000	-244,000
Intrafund Credit*	-93,586	-204,800	-130,900	-127,900
Total	104,799,019	89,908,700	94,092,300	104,850,800

*Reflects chargeback for Worker's Compensation costs.

DISABLED/OLD PENSION: this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for the surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	2,710,200	2,610,200	-100,000

Major Change

Current sixty-four disabled firefighters are assumed unchanged	-100,000

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	19,956,300	20,575,700	619,400

Major Change

A 6.5% inflationary adjustment in January 2015 is assumed	619,400

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	130,500	140,400	9,900

Major Change

Allocation increased based on projected need	9,900

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	55,100	72,000	16,900

Major Change

Allocation increased based on projected need	16,900

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

	2013-14	2014-15	Change
Budget	1,000,000	999,100	-900

Major Change

A minor adjustment is made	-900

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	22,528,373	22,878,800	23,852,100	24,397,400
Total	22,528,373	22,878,800	23,852,100	24,397,400
Appropriation by Activity				
Disabled/Old Pension	2,552,278	2,462,700	2,710,200	2,610,200
Hospital and Medical - Retirees	19,122,784	19,312,700	19,956,300	20,575,700
Dental Insurance - Retirees	130,954	129,100	130,500	140,400
Life Insurance - Retirees	61,432	72,000	55,100	72,000
Unemployment Compensation	660,925	902,300	1,000,000	999,100
Total	22,528,373	22,878,800	23,852,100	24,397,400

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm, which handles all claims, administers the total insurance program. Contributions to Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	802,600	888,100	85,500

Major Change

Cost Components	2013-14	2014-15	Change
Administrative Charge	92,400	96,000	3,600
Insurance Premium - Major Claims	510,000	714,000	204,000
Contribution to the Insurance Reserve	200,200	78,100	-122,100
	802,600	888,100	85,500

JUDGMENTS AND CLAIMS: this account is used to pay the City's liability for minor judgment-based obligations that may occur outside of the normal tort litigation covered by the City's general insurance.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	777,665	1,002,600	902,600	988,100
Total	777,665	1,002,600	902,600	988,100
Appropriation by Activity				
General Insurance	760,087	902,600	802,600	888,100
Judgments and Claims	17,578	100,000	100,000	100,000
Total	777,665	1,002,600	902,600	988,100

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the City and other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by State law. Payments are also made to Monroe County for services provided to City Court facilities.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	899,900	978,100	78,200

Major Change

An increase in required payments is projected	78,200

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	434,000	383,100	-50,900

Major Change

Allocation reduced based on projected need	-50,900

CITY CHANNEL 12 OPERATION: this activity includes an agreement with WXXI-TV to operate City 12 as the government access channel providing programming to inform and entertain City residents.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	200,700	206,700	6,000

Major Change

An inflationary adjustment is made	6,000

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	80,000	250,000	170,000

Major Change

increase due to higher title costs related to foreclosures	170,000

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations. In 2014-15, studies are planned for recreation services delivery study is planned and Pathways To Peace.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	325,000	425,000	100,000

Major Change

Funding is added for the development of a City strategic plan	100,000

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Equipment Services Division. These costs are allocated to this Division so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	-1,983,200	-1,855,600	127,600

Major Change

An adjustment is made to reflect pojected benefit costs	127,600

CITIZEN BUDGETING FOR PUBLIC SAFETY: competitive grants for neighborhood groups and organizations to develop action plans to work with police to stem violence and criminal activity in their neighborhoods.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	200,000	0	-200,000

Major Change

Funding for this initiative does not recur	-200,000

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, safe driver awards, employee assistance program, medical services, the Employer Assistance Housing Incentive (EAHI) to qualified City employees purchasing a City home, and International Sister Cities.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,698,100	1,658,100	-40,000

Major Change

Funding for the mayoral transition does not recur	-40,000

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	468,235	1,630,200	1,854,500	2,045,400
Total	468,235	1,630,200	1,854,500	2,045,400
Appropriation by Activity				
Payments to Other Governments	850,393	875,100	899,900	978,100
Employee Development	195,229	440,600	434,000	383,100
CIty Channel 12 Operation	198,770	200,700	200,700	206,700
Time Bank Accrual	110,378	0	0	0
Title Reports	80,000	95,000	80,000	250,000
Efficiency & Effectiveness Initiatives	346,230	325,000	325,000	425,000
Motor Equipment Benefits Credit	-2,103,400	-1,983,200	-1,983,200	-1,855,600
Citizen Budgeting for Public Safety	0	200,000	200,000	0
Miscellaneous	790,635	1,477,000	1,698,100	1,658,100
Total	468,235	1,630,200	1,854,500	2,045,400

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

	2013-14	2014-15	Change	Percent Change
Budget	4,418,900	10,182,100	5,763,200	130.4%

Major Change

Allocation is made for difficult to project or unforeseen expenditures, including the cost of pending labor agreements	5,763,200

CONTINGENCY
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other		4,418,900	4,418,900	10,182,100
Total	0	4,418,900	4,418,900	10,182,100
Appropriation by Activity				
General Contingency*	0	4,418,900	4,418,900	10,182,100

*Reflects remaining contingency after amendments. The original 2012-13 Contingency was $2,695,900; the orginal 2013-14 Contingency was $4,509,800.

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of “capital object or purpose” included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called “debt service.” Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan.

Year-To-Year Comparison

Category	Budget 2013-14	Budget 2014-15	Change	Percent Change
Cash Capital	30,175,500	28,002,000	-2,173,500	-7.2%
Debt Service	35,006,000	36,081,000	1,075,000	3.1%
Total	65,181,500	64,083,000	-1,098,500	-1.7%

Major Change Highlights

CASH CAPITAL

Projects not shown in 2014-15 CIP but Funded with Prior Years Cash Capital:

Land Acquisition	600,000
Affordable Housing Acquisition	500,000
Investigation & Remediation	500,000
Home Ownership	200,000
Wisconsin Firehouse	100,000

New Projects:

Mt. Read Facilities Electrical Site Improvements	516,000
Water Operations Center Garage Floors	400,000
Video Surveillance Camera Network	375,000
Blue Cross Arena at Rochester War Memorial Hockey Rink Dasher Boards Replacement	365,000
CVMF CNG Fuel Station Emergency Generator	278,000
CVMF Building 100 Natural Gas Detection System	250,000
Mortimer Garage Surface Lot	250,000
DRYS Kitchen Exhaust Hood	245,000
Exchange 2013 upgrade	240,000

Fire Facilities	225,000
Pavement Program Crittenden Blvd	216,000
Westside Garage Structural Floor Repairs	206,000
Bull's Head	200,000
Changes in Existing Projects from 2013-14:	
Funding decreases for Environmental Services Toter Replacement	-3,000,000
Funding decreases for East end Garage	-2,660,000
Funding increases for Motor Equipment in the Department of Environmental Services, as planned	2,094,000
Funding increases for Police Vehicles	1,400,000
Funding decreases for Browncroft/Nunda Modernization, as planned	-650,000
Funding increases for Midtown Redevelopment	500,000
Funding decreases for South Avenue, as planned	-431,000
Funding decreases for Motor Equipment in the Solid Waste Collections Divisions, as planned	-363,000
Funding decreases for Motor Equipment in Water Bureau	-315,000
Funding decreases for Sidewalk Ramp Installations	-278,000
Funding decreases for Data Center Expansion	-250,000
Funding decreases for General Rehabilitation of non-public safety facilities	-220,000
Funding decreases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	-216,000
Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement as Cash Capital is reassigned to debt	-203,000
Funding increases for Emergency Communications Facility	166,000
Funding decreases for Police Facilities	-165,000
Funding increases for Ridgeway Avenue, as planned	150,000
Funding increases for Filtration Plant Small Equipment Replacement	-147,000
Projects or Project Elements that will not recur:	
Funding for Fiber Connections is complete	-275,000
Funding for Indoor Pistol Range Roof replacement is complete	-230,000
Funding for Data Network Connections is complete	-200,000
Funding decreases for Emailing Archiving System	-90,000
Funding for Wireless Solutions is complete	-80,000
Funding for Blue Cross Arena at Rochester War Memorial Assessment is complete	-80,000
Funding for Genesee Valley Park Marina Building is complete	-75,000
Funding for the Goodman Street Firehouse Rood Restoration is complete	-62,000

Purchasing Power Parity Increments:	
Annual Bridge Maintenance	120,000
Street Planning & Design	42,000
Street Treatment and Traffic Control	29,000
DEBT SERVICE	
Expenditures increase in accordance with debt repayment schedules	1,075,000

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
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	69,077,158	64,804,100	65,142,100	64,043,600
Total	69,116,558	64,843,500	65,181,500	64,083,000
Appropriation by Activity				
Cash Capital	36,247,600	30,175,500	30,175,500	28,002,000
Debt Service	32,868,958	34,668,000	35,006,000	36,081,000
Total	69,116,558	64,843,500	65,181,500	64,083,000

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

	2013-14	2014-15	Change
Budget	5,570,500	3,939,000	-1,631,500

Major Change

New Projects:

Pavement Program Crittenden Blvd	216,000

Changes in Existing Projects from 2013-14:

Funding decreases for Browncroft/Nunda Modernization, as planned	-650,000
Funding decreases for South Avenue, as planned	-431,000
Funding decreases for Sidewalk Ramp Installations	-278,000
Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement as Cash Capital is reassigned to debt	-203,000
Funding increases for Ridgeway Avenue, as planned	150,000
Funding decreases for Broad Street Bridge Preventative Maintenance, as planned	-100,000
Funding increases for City wide Pavement Preventative Program	84,000
Funding decreases for Project Uplift	-72,000
Funding decreases for Bridges Preventative Maintenance	-52,000
Funding increases for Winton Road North, as planned	46,000
Funding decreases for Seneca Avenue, as planned	-3,000

Purchasing Power Parity Increments:

Annual Bridge Maintenance	120,000
Street Planning & Design	42,000
Street Treatment and Traffic Control	29,000

Projects or Project Elements that will not recur:

One time allocation for Rochester Intermodal Transportation Center	-500,000
One time allocation for Mt. Hope	-29,500

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

	2013-14	2014-15	Change
Budget	25,000	25,000	0

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

	2013-14	2014-15	Change
Budget	3,277,000	3,147,000	-130,000

Major Change

New Projects:

Distribution System Vault Rehabilitation	200,000

Changes in Existing Projects from 2013-14:

Funding increases for Filtration Plant Small Equipment Replacement	-147,000
Funding decreases for Contamination Prevention Hydrant Locks	-113,000
Funding decreases for SCADA System PLC Upgrade	-111,000
Funding increases for Filtration Plant and Related Renovations	63,000
Funding decreases for Holly Interior Painting Replacement	-63,000
Funding increases for Hydrant and Valve Replacement Program	23,000
Funding increases for Water Meter Replacement Program	18,000
Funding increases for Conduit Valve and Vault Rehabilitation	3,000
Funding decreases for Water Security	-3,000

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

	2013-14	2014-15	Change
Budget	843,000	2,314,000	1,471,000

Major Change

Changes in Existing Projects from 2013-14:

Funding increases for Police Vehicles	1,400,000
Funding decreases for Cars, Vans and Utility Vehicles in the Fire Department	-127,000
Funding increases for Police Equipment	123,000
Funding increases for Fire Fighter Turnout Gear	104,000
Funding decreases for Fire Communications Equipment	-40,000
Funding increases for Small Equipment in the Fire Department	11,000

PARKS & OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	1,207,000	1,703,000	496,000

Major Change

Projects impacted by the use of Prior Years Cash Capital:

Forestry Tree Maintenance Program is funded at a reduced level	500,000

New Projects:

Mt. Hope Gatehouse	96,000

Changes in Existing Projects from 2013-14:

Funding decreases for Genesee Riverway Rehabilitation	-115,000
Funding decreases for Ash Tree Maintenance Program	-67,000
Funding increases for Cemetery Development	50,000

Projects or Project Elements that will not recur:

JOSANA Neighborhood Trail Rehabilitation	-10,000

Major Change

Purchasing Power Parity Increments:

Cemeteries Site Improvements	30,000
Cemeteries Memorialization	10,000
Public Market	2,000

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	996,000	1,939,000	943,000

Major Change

Projects not shown in 2014-15 CIP but Funded with Prior Years Cash Capital:

Land Acquisition	600,000
Affordable Housing Acquisition	500,000
Investigation & Remediation	500,000
Home Ownership	200,000

Projects impacted by the use of Prior Years Cash Capital:

Land Acquisition – shown above, but funded at reduced level	-350,000
Affordable Housing Acquisition and Support – shown above, but funded at reduced level	-350,000

Projects impacted by Acceleration Initiative from 2012-13:

Demolitions	1,000,000

New Projects:

Bull's Head	200,000
Goodman/Main Street Intersection	72,000
East main Arts & Market District	15,000

Changes in Existing Projects from 2013-14:

Funding increases for Midtown Redevelopment	500,000
Funding decreases for Gilmore-Merrimac	-146,000

Major Change

Purchasing Power Parity Increments:

Downtown Streetscape	2,000

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	527,000	520,000	-7,000

Major Change

Changes in Existing Projects from 2013-14:

Funding decreases for Art Installation & Enhancements	-65,000
Funding increases for Traditional Materials at Branch Libraries	58,000

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	586,000	820,000	234,000

Major Change

Projects not shown in 2014-15 CIP but Funded with Prior Years Cash Capital:

Blue Cross Arena at Rochester War Memorial Hockey Rink Dasher Boards Replacement	175,000

New Projects:

Blue Cross Arena at Rochester War Memorial Hockey Rink Dasher Boards Replacement	365,000

Changes in Existing Projects from 2013-14:

Funding decreases for High Falls District	-61,000
Funding decreases for Port of Rochester	-35,000
Funding decreases for Blue Cross Arena at Rochester War Memorial	-20,000
Funding decreases Marina Facility	-15,000

MUNICIPAL FACILITIES

The Municipal Facilities category provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	6,092,000	4,441,000	-1,651,000

Major Change

Projects not shown in 2014-15 CIP but Funded with Prior Years Cash Capital:	
Wisconsin Firehouse	100,000
New Projects:	
Mt. Read Facilities Electrical Site Improvements	516,000
Water Operations Center Garage Floors	400,000
CVMF CNG Fuel Station Emergency Generator	278,000
CVMF Building 100 Natural Gas Detection System	250,000
Mortimer Garage Surface Lot	250,000
DRYS Kitchen Exhaust Hood	245,000
Fire Facilities	225,000
Westside Garage Structural Floor Repairs	206,000
Public Safety Building UPS Replacement	126,000
Clinton Baden Recreation Center Improvements	74,000
Roof improvements	70,000
Branch Libraries Facilities	42,000
Changes in Existing Projects from 2013-14:	
Funding decreases for East End Garage, as planned	-2,660,000
Funding decreases for General Rehabilitation of non-public safety facilities	-220,000
Funding decreases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	-216,000
Funding increases for Emergency Communications Facility	166,000
Funding decreases for Police Facilities	-165,000
Funding decreases for Crossroads Garage Rehabilitation	-150,000
Funding decreases for Midtown Facility repairs to garage and tunnel	-150,000
Funding decreases for Rundel Masonry Repairs	-126,000
Funding decreases for Garage Elevator Program	-100,000
Funding decreases for Genesee Valley Park Pool Deck	-70,000

Major Change

Funding decreases for RPD Maple Section Office	-63,000
Funding decreases for Public Safety Building repairs	-50,000
Funding decreases for Chestnut Street Firehouse	-30,000
Projects or Project Elements that will not recur:	
Funding for Indoor Pistol Range Roof replacement is complete	-230,000
Funding for Blue Cross Arena at Rochester War Memorial Assessment is complete	-80,000
Funding for Genesee Valley Park Marina Building is complete	-75,000
Funding for the Goodman Street Firehouse Rood Restoration is complete	-62,000
Funding for the Hudson Avenue Firehouse Basement Waterproofing is compete	-57,000
Purchasing Power Parity Increments:	
City Hall Annual	3,000
Central Library	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

	2013-14	2014-15	Change
Budget	6,117,000	2,657,000	-3,460,000

Major Change

New Projects:	
Video Surveillance Camera Network	375,000
Exchange 2013 upgrade	240,000
Disaster Recovery Assessment	100,000
Telephony Expansion	75,000
Network Security Remediation	50,000
Neighborhood Business Development Office Equipment	50,000
Emergency Communications Office Equipment	25,000
Changes in Existing Projects from 2013-14:	
Funding decreases for Environmental Services Toter Replacement	-3,000,000
Funding decreases for Data Center Expansion	-250,000
Funding decreases for Payroll System	-207,000
Funding increases for Parking Meters/Pay Stations	140,000

Major Change	
Funding decreases for Future Technology Initiatives and Planning	-100,000
Funding decreases for Street Pavement Management System	-82,000
Funding decreases for Client Services and Revitalization	-80,000
Funding increases for Computer Replacement Library	55,000
Funding increases for Small Equipment in the Department of Environmental Services	51,000
Funding decreases for Network Revitalization	-50,000
Funding decreases for Fire Department Office Furnishings	-50,000
Funding decreases for Cemeteries Small Equipment	-25,000
Funding decreases for Small Equipment in Department of Recreation & Youth Servicest	-21,000
Funding decreases for Environmental Services Commissioner's Office Furnishings	-11,000
Funding decreases for Branch Libraries Equipment	-10,000
Funding decreases for Upland PC's	-5,000
Funding decreases for Database Management and GIS	-1,000
Purchasing Power Parity Increments:	
Environmental Services Water Bureau Office Equipment	1,000
Projects or Project Elements that will not recur:	
Funding for Fiber Connections is complete	-275,000
Funding for Data Network Connections is complete	-200,000
Funding decreases for Emailing Archiving System	-90,000
Funding for Wireless Solutions is complete	-80,000
Funding decreases for Security Assessment/Security Work	-50,000
Funding for Johnson Control Software is complete	-35,000

Non-Public Safety Fleet

The Non-Public Safety Fleet category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood and Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

Year-To-Year Comparison

	2013-14	2014-15	Change
Budget	4,935,000	6,497,000	1,562,000

Major Change

New Projects:

Department of Recreation & Youth Services	59,000
Parking Bureau	53,000
Department of Neighborhood and Business Development	50,000
Human Resources Department	21,000
Department of Information Technology	21,000

Changes in Existing Projects from 2013-14:

Funding increases for Motor Equipment in the Department of Environmental Services, as planned	2,094,000
Funding decreases for Motor Equipment in the Solid Waste Collections Divisions, as planned	-363,000
Funding decreases for Motor Equipment in Water Bureau	-315,000
Funding decreases for Motor Equipment at Cemeteries, as planned	-38,000
Funding decreases for Motor Equipment in Department of Environmental Services Commissioner's Office	-20,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	36,247,600	30,175,500	30,175,500	28,002,000
Total	36,247,600	30,175,500	30,175,500	28,002,000
Appropriation by Activity				
Transportation & Infrastructure	6,116,000	5,570,500	5,570,500	3,939,000
Public Waterfront	1,543,000	25,000	25,000	25,000
Water System	2,637,000	3,277,000	3,277,000	3,147,000
Public Safety	1,781,500	843,000	843,000	2,314,000
Parks & Open Space	2,346,100	1,207,000	1,207,000	1,703,000
Economic Development	11,691,000	996,000	996,000	1,939,000
Arts & Culture	523,000	527,000	527,000	520,000
Public Facilities	777,000	586,000	586,000	820,000
Municipal Facilities	4,148,000	6,092,000	6,092,000	4,441,000
Business Equipment	2,352,000	6,117,000	6,117,000	2,657,000
Non-Public Safety Fleet	2,333,000	4,935,000	4,935,000	6,497,000
Total	36,247,600	30,175,500	30,175,500	28,002,000

Principal payments consist of annual installment payments on long−term borrowing (Serial Bonds) and short−term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget 2013-14	Budget 2014-15	Change
Serial Bonds	26,435,000	27,025,000	590,000
Bond Anticipation Notes	0	1,207,000	1,207,000
Total	26,435,000	28,232,000	1,797,000

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 2013-14	Budget 2014-15	Change
Serial Bonds	8,484,400	7,361,700	-1,122,700
Bond Anticipation Notes	86,600	487,300	400,700
Total	8,571,000	7,849,000	-722,000

The following table illustrates the actual rates on borrowing contracted by the City during 2014-15. Rates vary with the type of borrowing, size of the issue, and general market conditions.

Date		Type of Issue	Interest Rate
Aug.	2013	BAN	1.00
Mar	2014	BAN	1.25

Statement of Indebtedness - June 30, 2014

Category	Bonds	Notes	Total
General	132,775,000	31,606,000	164,381,000
Sewer*	1,365,000	0	1,365,000
Water	45,100,000	13,981,000	59,081,000
School	155,400,000	4,000,000	159,400,000
	334,640,000	49,587,000	384,227,000

Less:	
Items not subject to Constitutional Limit:	
-Sewer (partial)	0
-Water	59,081,000
Constitutional Debt	325,146,000
Constitutional Debt Limit	542,827,461
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	217,681,461

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2014

Fiscal Year	City	School	Total
2014-15	27,025,000	17,480,000	44,505,000
2015-16	23,580,000	17,530,000	41,110,000
2016-17	20,610,000	17,855,000	38,465,000
2017-18	18,595,000	17,965,000	36,560,000
2018-19	17,355,000	16,755,000	34,110,000
2019-20	14,100,000	15,865,000	29,965,000
2020-21	12,290,000	14,440,000	26,730,000
2021-22	9,935,000	11,025,000	20,960,000
2022-23	9,270,000	9,010,000	18,280,000
2023-24	8,715,000	6,280,000	14,995,000
2024-25	7,860,000	4,435,000	12,295,000
2025-26	3,855,000	2,585,000	6,440,000
2026-27	2,990,000	1,745,000	4,735,000
2027-28	1,230,000	1,630,000	2,860,000
2028-29	540,000	800,000	1,340,000
2029-30	580,000		580,000
2030-31	575,000		575,000
2031-32	135,000		135,000
3032-33			
Total	179,240,000	155,400,000	334,640,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual 2012-13	Estimated 2013-14	Amended 2013-14	Proposed 2014-15
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	32,829,558	34,628,600	34,966,600	36,041,600
Total	32,868,958	34,668,000	35,006,000	36,081,000
Appropriation by Activity				
Principal Payment	26,143,158	25,943,000	25,943,000	28,232,000
Interest Payment	6,725,800	8,725,000	9,063,000	7,849,000
Total	32,868,958	34,668,000	35,006,000	36,081,000

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 24, 2014. 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 2014-15 levels throughout the five-year period. The April 24, 2014 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 24, 2014 version of the CIP: all amounts (000s):

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Garage Revenue Control Equipment						
Parking Debt	-450,000	-450,000	-450,000	-450,000		-1,800,000
Investigation & Remediation – Genesee Street						
New York State	-200,000	0	0	0	0	-200,000
Investigation & Remediation – Genesee Street						
Federal	200,000	0	0	0	0	200,000

CAPITAL EXPENSE
TAX RATES

TAX RATES FOR DEBT SERVICE

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Expense ($000)						
Existing Debt	36,081.0	33,996.3	34,198.1	38,758.9	39,643.8	182,678.1
New Program		927.6	5,174.7	9,759.6	13,645.1	29,507.0
	36,081.0	34,923.9	39,372.8	48,518.5	53,288.9	212,185.1
Revenue ($000)						
Premium and Interest Fund	2,500.0	2,000.0	2,000.0	2,000.0	2,000.0	10,500.0
Federal Interest Subsidy	87.3					
Fed. Transportation Reimb.	90.0	91.8	93.6	95.5	97.4	468.3
Enterprise Funds	12,911.8	14,118.8	14,286.9	15,488.2	15,633.7	72,439.4
	15,589.1	16,210.6	16,380.5	17,583.7	17,731.1	83,407.7
Tax Revenue Required ($000)	20,491.9	18,713.3	22,992.3	30,934.8	35,557.8	128,777.4
Tax Reserve	1,078.5	984.9	1,210.1	1,628.1	1,871.5	-44,143.2
Tax Levy Required ($000)	21,570.4	19,698.2	24,202.4	32,562.9	37,429.3	84,634.2
Tax Rate per $1,000 Assessed Value						
Homestead	2.54	2.32	2.85	3.83	4.4	
Non-Homestead	5.38	4.91	6.04	8.12	9.33	

TAX RATES FOR CASH CAPITAL

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Expense ($000)						
General Cash Capital	14,520.0	28,693.0	29,091.0	29,540.0	20,196.0	122,040.0
Library Cash Capital	722.0	879.0	1,412.0	1,073.0	1,113.0	5,199.0
Local Works Cash Capital	4,667.0	4,964.0	6,109.0	5,292.0	5,214.0	26,246.0
Water Cash Capital	4,012.0	5,357.0	4,843.0	4,944.0	4,680.0	23,836.0
War Memorial Cash Capital	688.0	634.0	248.0	1,423.0	268.0	3,261.0
Parking Cash Capital	1,203.0	1,134.0	1,064.0	500.0	558.0	4,459.0
Public Market Cash Capital	48.0	57.0	52.0	54.0	56.0	267.0
Cemetery Cash Capital	847.0	1,731.0	1,121.0	1,172.0	1,148.0	6,019.0
Refuse Cash Capital	1,295.0	12,716.0	5,614.0	933.0	1,774.0	22,332.0
	28,002.0	56,165.0	49,554.0	44,931.0	35,007.0	213,659.0
Revenue ($000)						
CHIPS	4,244.4	3,686.5	3,686.5	3,686.5	3,686.5	18,990.4
New York State Grant	196.0	-	-	-	-	196.0
Enterprise Funds	11,697.0	24,171.0	17,630.0	11,669.0	12,226.0	77,393.0
	16,137.4	27,857.5	21,316.5	15,355.5	15,912.5	96,579.4
Tax Revenue Required ($000)	11,864.6	28,307.5	28,237.5	29,575.5	19,094.5	117,079.6
Tax Reserve	624.5	1,489.9	1,486.2	1,556.6	1,005.0	6,162.1
Tax Levy Required ($000)	12,489.1	29,797.4	29,723.7	31,132.1	20,099.5	123,241.7
Tax Rate per $1,000 Assessed Value						
Homestead	1.47	3.51	3.50	3.66	2.36	
Non-Homestead	3.11	7.43	7.41	7.76	5.01	

Capital Improvement Program

2014-15
City of Rochester, New York
April 24, 2014

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President

Carolee A. Conklin (At-Large)
Matt Haag (At-Large)
Adam C. McFadden (South District)
Dana Miller (At-Large)
Jacklyn Ortiz (At-Large)
Carla M. Palumbo (Northwest District)
Michael A. Patterson (Northeast District)
Elaine M. Spaull (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

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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 2015-19

CAPITAL IMPROVEMENT PROGRAM

SUMMARY BY FUNDING SOURCE (000s)

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Animal Control	0	0	328	48	0	376
CDBG	1,442	1,350	1,350	1,350	1,350	6,842
Monroe County Traffic	149	162	198	128	329	966
Federal	28,019	8,004	3,944	709	8,888	49,564
General Debt	16,921	23,894	21,030	16,538	24,168	102,551
Local Works Debt	1,470	0	0	0	0	1,470
Monroe County	1,000	1,100	1,100	1,100	1,100	5,400
New York State	13,119	1,245	3,930	4,500	0	22,794
Parking Debt	3,904	6,901	3,159	2,935	0	16,899
Private	500	0	400	200	0	1,100
Water Debt	4,724	4,335	4,116	14,221	5,657	33,053
General Cash Capital	14,371	28,531	28,893	29,412	19,867	121,074
Cemetery Cash Capital	847	1,731	1,121	1,172	1,148	6,019
Library Cash Capital	722	879	1,412	1,073	1,113	5,199
Local Works Cash Capital	4,667	4,964	6,109	5,292	5,214	26,246
Parking Cash Capital	1,203	1,134	1,064	500	558	4,459
Public Market Cash Capital	48	57	52	54	56	267
Refuse Cash Capital	1,295	12,716	5,614	933	1,774	22,332
Water Cash Capital	4,012	5,357	4,843	4,944	4,680	23,836
War Memorial Cash Capital	688	634	248	1,423	268	3,261
Grand Total	*99,101*	*102,994*	*88,911*	*86,532*	*76,170*	*453,708*

FY 2015-19

CAPITAL IMPROVEMENT PROGRAM

Category Summary

		2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Arts & Culture							
General Cash Capital		0	150	150	150	150	*600*
Library Cash Capital		520	533	547	577	560	*2,737*
Arts & Culture	Total	*520*	*683*	*697*	*727*	710	*3,337*
Business Equipment							
Cemetery Cash Capital		10	35	35	40	40	*160*
General Cash Capital		1,627	4,120	2,518	2,127	1,774	*12,166*
Library Cash Capital		80	20	35	165	35	*335*
Local Works Cash Capital		23	24	24	25	25	*121*
Parking Cash Capital		250	550	500	0	0	*1,300*
Refuse Cash Capital		522	228	234	240	246	*1,470*
War Memorial Cash Capital		68	68	68	68	68	*340*
Water Cash Capital		77	92	92	96	99	*456*
Business Equipment	Total	*2,657*	*5,137*	*3,506*	*2,761*	2,287	*16,348*
Economic Development							
CDBG		1,392	1,300	1,300	1,300	1,300	*6,592*
Federal		17,785	0	0	0	0	*17,785*
General Cash Capital		1,923	7,406	7,199	7,472	7,210	*31,210*
General Debt		979	9,879	8,805	1,900	3,660	*25,223*
Monroe County Traffic		16	0	0	0	0	*16*
New York State		7,869	0	0	0	0	*7,869*
Water Debt		0	107	0	0	0	*107*
Economic Development	Total	*29,964*	*18,692*	*17,304*	*10,672*	12,170	*88,802*

Category Summary 2015-19 CIP		2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Municipal Facilities							
Animal Control		0	0	328	0	0	*328*
General Cash Capital		1,876	5,123	3,438	4,712	2,453	*17,602*
General Debt		485	1,688	0	4,157	0	*6,330*
Library Cash Capital		122	326	830	331	518	*2,127*
Local Works Cash Capital		370	978	881	260	183	*2,672*
New York State		0	0	0	1,500	0	*1,500*
Parking Cash Capital		900	500	500	500	500	*2,900*
Parking Debt		3,904	6,901	3,159	2,935	0	*16,899*
Private		100	0	400	200	0	*700*
Refuse Cash Capital		773	978	545	260	83	*2,639*
Water Cash Capital		400	5	5	5	5	*420*
Municipal Facilities	Total	*8,930*	*16,499*	*10,086*	*14,860*	3,742	*54,117*
Non-Public Safety Fleet							
Cemetery Cash Capital		141	166	151	162	103	*723*
General Cash Capital		2,873	1,068	3,298	810	630	*8,679*
Local Works Cash Capital		3,177	616	873	1,144	1,028	*6,838*
Parking Cash Capital		53	84	64	0	58	*259*
Public Market Cash Capital		0	7	0	0	0	*7*
Refuse Cash Capital		0	11,510	4,835	433	1,445	*18,223*
Water Cash Capital		253	609	733	928	606	*3,129*
Non-Public Safety Fleet	Total	*6,497*	*14,060*	*9,954*	*3,477*	3,870	*37,858*
Parks and Open Space							
Cemetery Cash Capital		696	1,530	935	970	1,005	*5,136*
Federal		1,000	0	0	0	0	*1,000*
General Cash Capital		959	2,259	2,081	2,091	2,060	*9,450*
General Debt		370	1,900	1,750	0	0	*4,020*
New York State		4,050	45	2,230	0	0	*6,325*
Private		250	0	0	0	0	*250*
Public Market Cash Capital		48	50	52	54	56	*260*
Parks and Open Space	Total	*7,373*	*5,784*	*7,048*	*3,115*	3,121	*26,441*

Category Summary 2015-19 CIP		2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Public Facilities							
General Cash Capital		200	1,107	404	256	258	*2,225*
General Debt		0	150	0	0	0	*150*
War Memorial Cash Capital		620	566	180	1,355	200	*2,921*
Public Facilities	Total	*820*	*1,823*	*584*	*1,611*	458	*5,296*
Public Safety							
Animal Control		0	0	0	48	0	*48*
CDBG		50	50	50	50	50	*250*
General Cash Capital		2,314	5,237	6,082	7,569	1,501	*22,703*
General Debt		1,075	0	0	0	0	*1,075*
Public Safety	Total	*3,439*	*5,287*	*6,132*	*7,667*	1,551	*24,076*
Public Waterfront							
General Cash Capital		25	190	537	50	25	*827*
General Debt		3,500	0	740	3,050	5,723	*13,013*
New York State		1,200	1,200	1,700	3,000	0	*7,100*
Public Waterfront	Total	*4,725*	*1,390*	*2,977*	*6,100*	5,748	*20,940*
Transportation & Infrastructure							
Federal		9,234	8,004	3,944	709	8,888	*30,779*
General Cash Capital		2,574	1,871	3,186	4,175	3,806	*15,612*
General Debt		10,512	10,277	9,735	7,431	14,785	*52,740*
Local Works Cash Capital		1,097	3,346	4,331	3,863	3,978	*16,615*
Local Works Debt		1,470	0	0	0	0	*1,470*
Monroe County		1,000	1,100	1,100	1,100	1,100	*5,400*
Monroe County Traffic		133	162	198	128	329	*950*
Private		150	0	0	0	0	*150*
Water Cash Capital		135	233	161	215	195	*939*
Water Debt		2,388	1,338	684	2,947	3,062	*10,419*
Transportation &	Total	*28,693*	*26,331*	*23,339*	*20,568*	36,143	*135,074*

Category Summary 2015-19 CIP		2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water System							
Water Cash Capital		3,147	4,418	3,852	3,700	3,775	*18,892*
Water Debt		2,336	2,890	3,432	11,274	2,595	*22,527*
Water System	Total	*5,483*	*7,308*	*7,284*	*14,974*	6,370	*41,419*
	Grand Total	99,101	102,994	88,911	86,532	76,170	453,708

FY 2015-19

CAPITAL IMPROVEMENT PROGRAM

Department Summary

		2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Administration							
General Cash Capital		5	5	5	5	5	*25*
Parking Cash Capital		650	500	500	500	500	*2,650*
Parking Debt		3,079	6,451	3,159	2,935	0	*15,624*
Administration	Total	*3,734*	*6,956*	*3,664*	*3,440*	505	*18,299*
Emergency Communications Department							
General Cash Capital		60	770	35	35	88	*988*
Emergency Communications	Total	*60*	*770*	*35*	*35*	88	*988*
Environmental Services							
Animal Control		0	0	328	0	0	*328*
Cemetery Cash Capital		847	1,731	1,121	1,172	1,148	*6,019*
Federal		28,019	8,004	3,944	709	8,888	*49,564*
General Cash Capital		8,395	10,861	12,355	12,104	7,763	*51,478*
General Debt		15,123	18,394	15,030	11,381	23,168	*83,096*
Local Works Cash Capital		4,667	4,964	6,109	5,292	5,214	*26,246*
Local Works Debt		1,470	0	0	0	0	*1,470*
Monroe County		1,000	1,100	1,100	1,100	1,100	*5,400*
Monroe County Traffic		149	162	198	128	329	*966*
New York State		9,119	1,245	1,930	3,000	0	*15,294*
Parking Cash Capital		303	84	64	0	58	*509*
Parking Debt		825	450	0	0	0	*1,275*
Private		400	0	0	0	0	*400*
Public Market Cash Capital		0	7	0	0	0	*7*
Refuse Cash Capital		1,295	12,716	5,614	933	1,774	*22,332*
War Memorial Cash Capital		433	454	68	1,223	68	*2,246*
Water Cash Capital		4,012	5,357	4,843	4,944	4,680	*23,836*
Water Debt		4,724	4,335	4,116	14,221	5,657	*33,053*
Environmental Services	Total	*80,781*	*69,864*	*56,820*	*56,207*	59,847	*323,519*

Department Summary 2015-19 CIP		2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Finance							
Parking Cash Capital		250	0	0	0	0	*250*
Finance	Total	*250*	*0*	*0*	*0*	0	*250*
Fire							
CDBG		50	50	50	50	50	*250*
General Cash Capital		1,066	2,897	3,510	5,653	2,736	*15,862*
General Debt		1,075	0	0	3,000	0	*4,075*
Fire	Total	*2,191*	*2,947*	*3,560*	*8,703*	2,786	*20,187*
Information Technology							
General Cash Capital		1,065	3,408	2,177	1,782	1,425	*9,857*
Parking Cash Capital		0	550	500	0	0	*1,050*
Information Technology	Total	*1,065*	*3,958*	*2,677*	*1,782*	1,425	*10,907*
Library							
Library Cash Capital		722	879	1,412	1,073	1,113	*5,199*
New York State		0	0	0	500	0	*500*
Private		100	0	400	200	0	*700*
Library	Total	*822*	*879*	*1,812*	*1,773*	1,113	*6,399*
Neighborhood Business Development							
CDBG		1,392	1,300	1,300	1,300	1,300	*6,592*
General Cash Capital		1,500	6,810	6,810	6,810	6,810	*28,740*
General Debt		723	5,500	6,000	1,000	1,000	*14,223*
War Memorial Cash Capital		255	180	180	200	200	*1,015*
Neighborhood Business	Total	*3,870*	*13,790*	*14,290*	*9,310*	9,310	*50,570*
Police							
Animal Control		0	0	0	48	0	*48*
General Cash Capital		1,933	3,040	3,207	2,151	115	*10,446*
Police	Total	*1,933*	*3,040*	*3,207*	*2,199*	115	*10,494*

Department Summary 2015-19 CIP	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Recreation & Youth Services						
General Cash Capital	347	740	794	872	925	*3,678*
General Debt	0	0	0	1,157	0	*1,157*
New York State	4,000	0	2,000	1,000	0	*7,000*
Public Market Cash Capital	48	50	52	54	56	*260*
Recreation & Youth Services Total	*4,395*	*790*	*2,846*	*3,083*	981	*12,095*
Grand Total	99,101	102,994	88,911	86,532	76,170	453,708

TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

New Projects

T-1 Arterial Improvements

- Ridgeway Avenue is added.

T-2 Street Rehabilitation

- Pavement Prevention Program is added.

Project Changes

T-1 Arterial Improvements

- Broadway (South Union to South Goodman) delayed to 2018-19 in conjunction with County funds.
- Goodman Street (Bay Street to Clifford Avenue) delayed to 2018-19 in conjunction with County funds.
- Bausch Street/Upper Falls design delayed to 2017-18.
- Genesee Park Boulevard delayed to 2017-18.
- Mt. Hope Avenue Phase II (Raleigh Street to Erie Canal) delayed to 2016-17 in conjunction with Federal request.
- Scottsville Road & Elmwood Avenue (West City Line to Mt. Hope) added in 2015-16.
- Waring Road (Culver Road to Norton Street) delayed to 2018-19 in conjunction with Federal request.

T-6 Street Lighting

- Street Lighting program deferred one year to 2015-16.

T-7 Street Lighting

- Rochester Running Track Bridge repairs delayed to 2016-17.

T-1 Arterial Improvements

131K Goodman Street — Bay Street to Clifford Ave.

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting. 131K Street

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	100	0	100
General Debt	0	0	0	0	899	899
Monroe County	0	0	0	0	200	200
Water Cash Capital	0	0	0	37	0	37
Water Debt	0	0	0	0	364	364
	0	0	0	137	1,463	1,600

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 light and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	0	0	1,312	0	1,312
Monroe County	1,000	1,100	1,100	1,100	0	4,300
Water Cash Capital	0	87	0	0	0	87
Water Debt	0	0	0	2,242	0	2,242
	1,000	1,187	1,100	4,654	0	7,941

131K Winton Road North — Blossom Road to Corwin Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	46	0	0	0	0	46
General Debt	0	1,148	0	0	0	1,148
Monroe County Traffic	0	0	0	0	0	0
Water Debt	0	600	0	0	0	600
	46	1,748	0	0	0	1,794

Bausch Street/Upper Falls — Genesee River to Hudson Avenue

Street reconstruction, new curbing, and sidewalk repair.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	169	0	169
General Debt	0	0	0	0	1,722	1,722
Monroe County Traffic	0	0	0	4	37	41
Water Cash Capital	0	0	0	0	11	11
	0	0	0	173	1,770	1,943

Genesee Park Boulevard — Brooks Avenue to Genesee Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	386	0	386
General Debt	0	0	0	0	3,732	3,732
Monroe County Traffic	0	0	0	2	21	23
Water Cash Capital	0	0	0	38	0	38
Water Debt	0	0	0	0	371	371
	0	0	0	426	4,124	4,550

Genesee Street — Genesee Park Blvd to Brooks Avenue

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. Monroe County 131K Street.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	0	112	112
Water Cash Capital	0	0	0	0	65	65
	0	0	0	0	177	177

Mt. Hope Avenue Phase II — Raleigh Street to Erie Canal

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	0	0	0	666	4,176	4,842
General Cash Capital	0	0	0	61	0	61
General Debt	0	0	0	0	1,232	1,232
Monroe County Traffic	0	0	0	0	89	89
Water Debt	0	0	0	0	626	626
	0	0	0	727	6,123	6,850

Ridgeway Avenue — Ramona Street to Minder Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	2,985	0	0	0	0	2,985
General Cash Capital	150	0	0	0	0	150
General Debt	2,030	0	0	0	0	2,030
Water Debt	1,672	0	0	0	0	1,672
	6,837	0	0	0	0	6,837

Scottsville Road & Elmwood Avenue — West City Line to Mt. Hope Avenue

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	210	0	0	0	210
General Debt	0	0	2,147	0	0	2,147
Monroe County Traffic	0	5	44	0	0	49
Water Cash Capital	0	0	14	0	0	14
	0	215	2,205	0	0	2,420

Street Planning & Design

Staff time for design and construction of street improvement program.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	67	69	70	71	0	277
	267	269	270	271	200	1,277

Waring Road — Culver Road to Norton Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	0	0	0	43	4,712	4,755
General Cash Capital	0	0	0	9	0	9
General Debt	0	0	0	0	907	907
Monroe County Traffic	0	0	0	0	56	56
Water Cash Capital	0	0	0	2	0	2
Water Debt	0	0	0	0	975	975
	0	0	0	54	6,650	6,704

131 K Broadway (South Union to South Goodman) — Union Street (Broadway to Monroe Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	0	162	162
Monroe County	0	0	0	0	900	900
Water Cash Capital	0	0	0	0	50	50
	0	0	0	0	1,112	1,112

T-2 Street Rehabilitation

Milling & Resurfacing Program

Milling and Resurfacing, and micro-paving of streets including curb replacement, water and receiving basin improvements and traffic markings.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	557	0	1,165	1,705	1,756	5,183
General Debt	5,086	3,864	2,994	2,578	2,655	17,177
Monroe County Traffic	63	65	66	68	70	332
Water Cash Capital	61	63	65	67	69	325
	5,767	3,992	4,290	4,418	4,550	23,017

Pavement Preventive

Milling and resurfacing pavement depth, spot curb repairs, spot sidewalk repairs inclusive of brick pavers, repair the crosswalks, repair existing receiving basins, and adjust water valves.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	3,204	8,004	3,944	0	0	15,152
General Cash Capital	109	0	0	0	0	109
General Debt	204	1,909	1,147	0	0	3,260
Monroe County Traffic	17	42	36	0	0	95
Water Cash Capital	5	14	12	0	0	31
	3,539	9,969	5,139	0	0	18,647

Pavement Program — Crittenden Blvd

Pavement rehabilitation program for milling and resurfacing to extend the life of streets.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	647	0	0	0	0	647
General Cash Capital	209	0	0	0	0	209
Monroe County Traffic	5	0	0	0	0	5
Water Cash Capital	2	0	0	0	0	2
	863	0	0	0	0	863

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, street lighting improvements, and tree planting for residential streets.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	500	500	500	500	500	2,500
General Debt	2,592	2,655	2,735	2,817	2,902	13,701
Monroe County Traffic	48	50	52	54	56	260
Water Debt	716	738	684	705	726	3,569
	3,856	3,943	3,971	4,076	4,184	20,030

T-3 Street Surface Treatment

Street Treatment

Rehabilitation of residential, collector, and arterial streets. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	110	105	99	102	416
Local Works Cash Capital	1,097	1,010	1,040	1,072	1,104	5,323
	1,097	1,120	1,145	1,171	1,206	5,739

T-4 Traffic

Traffic Calming

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	184	190	195	201	207	977
	184	190	195	201	207	977

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.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Local Works Cash Capital	0	2,336	2,406	2,478	2,552	9,772
Local Works Debt	1,470	0	0	0	0	1,470
	1,470	2,336	2,406	2,478	2,552	11,242

Sidewalk Ramp Installation — Standard Allocation

Reconstruction of sidewalk ramps on residential streets at high priority locations.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Local Works Cash Capital	0	0	885	313	322	1,520
	0	0	885	313	322	1,520

T-6 Street Lighting System

Browncroft/Nunda Modernization

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Private	150	0	0	0	0	150
	150	0	0	0	0	150

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	76	78	80	82	316
	0	76	78	80	82	316

Street Lighting

In conjunction with street improvement projects

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	249	256	264	272	1,041
	0	249	256	264	272	1,041

Street Lighting - Standard Allocation

Replacement, upgrade and improvement of poles and luminaries.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	127	131	135	139	532
	0	127	131	135	139	532

Street Lighting Improvements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	325	325	325	325	1,300
	0	325	325	325	325	1,300

T-7 Bridges and Structures

Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	619	585	603	665	685	3,157
	619	585	603	665	685	3,157

Driving Park Bridge Rehabilitation

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	2,398	0	0	0	0	2,398
General Debt	600	0	0	0	0	600
	2,998	0	0	0	0	2,998

Rochester Running Track Bridge

Bridge structural stability measures for future conversion to pedestrian multi-use facility.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	340	0	0	340
	0	0	340	0	0	340

Summary of Funding by Program: Transportation

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
T-1	**Arterial Improvements**						
	Federal	2,985	0	0	709	8,888	12,582
	General Cash Capital	396	410	200	925	474	2,405
	General Debt	2,030	1,148	2,147	1,312	8,492	15,129
	Monroe County	1,000	1,100	1,100	1,100	1,100	5,400
	Monroe County Traffic	0	5	44	6	203	258
	Water Cash Capital	67	156	84	162	126	595
	Water Debt	1,672	600	0	2,242	2,336	6,850
		8,150	3,419	3,575	6,456	21,619	43,219
T-2	**Street Rehabilitation**						
	Federal	3,851	8,004	3,944	0	0	15,799
	General Cash Capital	1,375	500	1,665	2,205	2,256	8,001
	General Debt	7,882	8,428	6,876	5,395	5,557	34,138
	Monroe County Traffic	133	157	154	122	126	692
	Water Cash Capital	68	77	77	67	69	358
	Water Debt	716	738	684	705	726	3,569
		14,025	17,904	13,400	8,494	8,734	62,557
T-3	**Street Surface Treatment**						
	General Cash Capital	0	110	105	99	102	416
	Local Works Cash Cap	1,097	1,010	1,040	1,072	1,104	5,323
		1,097	1,120	1,145	1,171	1,206	5,739
T-4	**Traffic**						
	General Cash Capital	184	190	195	201	207	977
		184	190	195	201	207	977

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
T-5	**Sidewalk Maintenance**						
	Local Works Cash Cap	0	2,336	3,291	2,791	2,874	11,292
	Local Works Debt	1,470	0	0	0	0	1,470
		1,470	2,336	3,291	2,791	2,874	12,762
T-6	**Street Lighting System**						
	General Cash Capital	0	76	78	80	82	316
	General Debt	0	701	712	724	736	2,873
	Private	150	0	0	0	0	150
		150	777	790	804	818	3,339
T-7	**Bridges and Structures**						
	Federal	2,398	0	0	0	0	2,398
	General Cash Capital	619	585	943	665	685	3,497
	General Debt	600	0	0	0	0	600
		3,617	585	943	665	685	6,495

TRANSPORTATION TOTALS

	2014-15	2015-2016	2016-17	2017-18	2018-19	Total
Federal	9,234	8,004	3,944	709	8,888	30,779
General Cash Capital	2,574	1,871	3,186	4,175	3,806	15,612
General Debt	10,512	10,277	9,735	7,431	14,785	52,740
Local Works Cash Capital	1,097	3,346	4,331	3,863	3,978	16,615
Local Works Debt	1,470	0	0	0	0	1,470
Monroe County	1,000	1,100	1,100	1,100	1,100	5,400
Monroe County Traffic	133	162	198	128	329	950
Private	150	0	0	0	0	150
Water Cash Capital	135	233	161	229	195	953
Water Debt	2,388	1,338	684	2,947	3,062	10,419
	28,693	26,331	23,339	20,582	36,143	135,088

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

- Port Overlook added.
- Promenade at Erie Harbor Park II added in conjunction with NYS funding.

Project Changes

O-3 Genesee River

- Erie Harbor Enhancements Phase III construction is delayed to 2015-16.
- East River Wall construction delayed to 2017-18.

O-5 Boat Launch Relocation

- Riverfront Development II construction is delayed to 2017-18.

O-6 Transient Marina Development

- Transient Marina Facilities Phase II is delayed to 2018-19.

O-1 Port of Rochester

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	25	25	25	50	25	150
	25	25	25	50	25	150

Port Overlook

Design and construction trail and public scenic overlook upon the remaining abatement of demolished CSX swing bridge over the Genesee River.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	40	0	0	0	40
General Debt	0	0	160	0	0	160
New York State	0	200	0	0	0	200
	0	240	160	0	0	400

O-2 Lake Ontario

Durand Eastman Beach Improvements

Construction of bathhouse and shelter.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	0	180	300	0	480
New York State	0	0	1,700	3,000	0	4,700
	0	0	1,880	3,300	0	5,180

O-3 Genesee River

East River Wall

Restoration of steel river railing and spot paver repair.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	40	0	0	40
General Debt	0	0	400	0	0	400
	0	0	440	0	0	440

Erie Harbor Enhancements Phase II

Enhance open space along City's riverfront

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	125	0	0	0	125
New York State	0	1,000	0	0	0	1,000
	0	1,125	0	0	0	1,125

Johnson and Seymour Mill Race

Repairs to walls.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	1,600	0	0	0	0	1,600
	1,600	0	0	0	0	1,600

Promenade at Erie Harbor Park II

Enhance the open space along City's riverfront

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	1,900	0	0	0	0	1,900
New York State	1,200	0	0	0	0	1,200
	3,100	0	0	0	0	3,100

O-5 Boat Launch Relocation

Riverfront Development III

East side boat launch parking lot south of Petten street, removal of County boat launch, and boat launch north of Petten Street.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	0	0	2,750	0	2,750
	0	0	0	2,750	0	2,750

O-6 Transient Marina Development

Transient Marina Facilities Phase II

Design and construction

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	472	0	0	472
General Debt	0	0	0	0	5,723	5,723
	0	0	472	0	5,723	6,195

Summary of Funding by Program: Public Waterfront

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
O-1	**Port of Rochester**						
	General Cash Capital	25	65	25	50	25	190
	General Debt	0	0	160	0	0	160
	New York State	0	200	0	0	0	200
		25	265	185	50	25	550
O-2	**Lake Ontario**						
	General Debt	0	0	180	300	0	480
	New York State	0	0	1,700	3,000	0	4,700
		0	0	1,880	3,300	0	5,180
O-3	**Genesee River**						
	General Cash Capital	0	125	40	0	0	165
	General Debt	3,500	0	400	0	0	3,900
	New York State	1,200	1,000	0	0	0	2,200
		4,700	1,125	440	0	0	6,265
O-5	**Boat Launch Relocation**						
	General Debt	0	0	0	2,750	0	2,750
		0	0	0	2,750	0	2,750
O-6	**Transient Marina Development**						
	General Cash Capital	0	0	472	0	0	472
	General Debt	0	0	0	0	5,723	5,723
		0	0	472	0	5,723	6,195

Summary of Funding by Program: Public Waterfront

	2014-15	2015-16	2016-17	2017-18	2018-19	Total

PUBLIC WATERFRONT TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
General Cash Capital	25	190	537	50	25	827
General Debt	3,500	0	740	3,050	5,723	13,013
New York State	1,200	1,200	1,700	3,000	0	7,100
	4,725	1,390	2,977	6,100	5,748	20,940

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.
- Bridge and River Crossings repairs delayed to 2015-16.
- One-Year deferral to 2015-16 for Contamination Prevention Hydrant Locks.
- Hemlock Treatment Plant facility repairs added in 2016-17.
- Hemlock Treatment Plant Boiler & Water Storage repairs added in 2017-18
- Highland Reservoir Upper Gatehouse repairs added in 2016-17.

W-1 Distribution System

Bridge and River Crossings

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	585	0	0	0	585
	0	585	0	0	0	585

Contamination Prevention Hydrant Locks

Protects against tampering with Fire Hydrants contributing to fire suppression and water system safety.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	121	125	129	133	508
	0	121	125	129	133	508

Distribution System Vault Rehabilitation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	200	213	0	0	0	413
	200	213	0	0	0	413

Holly System

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	125	125	125	125	125	625
Water Debt	0	500	0	0	0	500
	125	625	125	125	125	1,125

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	466	489	510	526	543	2,534
	466	489	510	526	543	2,534

Water Main Cleaning & Lining

Cleaning of water mains and installation of corrosion-resistant lining to restore pipe capacity and slow deterioration.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	1,000	1,000	1,000	1,032	1,070	5,102
Water Debt	1,000	1,000	1,000	1,032	1,070	5,102
	2,000	2,000	2,000	2,064	2,140	10,204

Water Main, Extension & Improvement Program

Replacement of deteriorated water mains.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Debt	1,336	1,390	1,432	1,478	1,525	7,161
	1,336	1,390	1,432	1,478	1,525	7,161

Water Meter Replacement Program

Replacement and modernization of water meters.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	685	702	720	743	767	3,617
	685	702	720	743	767	3,617

Water Security

Securing Water facilities by facility upgrade and access control.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	75	80	80	83	85	403
	75	80	80	83	85	403

W-2 Water Supply Structures

Conduit Modernization

Modernization of City's water supply system.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Debt	0	0	1,000	8,764	0	9,764
	0	0	1,000	8,764	0	9,764

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	83	86	90	100	50	409
	83	86	90	100	50	409

Filtration Plant and Related Renovations

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	243	171	400	420	655	1,889
	243	171	400	420	655	1,889

Filtration Plant Filter Underdrain Joint Rehabilitation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	144	0	0	0	144
	0	144	0	0	0	144

Filtration Plant Small Equipment Replacement

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	70	120	70	75	130	465
	70	120	70	75	130	465

Hemlock Treatment Plant

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	0	329	0	0	329
	0	0	329	0	0	329

Hemlock Treatment Plant Boilers & Water Storage

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	0	0	177	0	177
	0	0	0	177	0	177

Highland Reservoir Upper Gatehouse

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	0	203	0	0	203
	0	0	203	0	0	203

Holly Station Related Renovations

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	50	0	80	0	130
	0	50	0	80	0	130

Upland Bridge Rehabilitation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	332	0	0	0	332
	0	332	0	0	0	332

Upland Structures

Improvements to the sites, structures and systems.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	200	200	200	210	217	1,027
	200	200	200	210	217	1,027

Summary of Funding by Program: Water System

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
W-1 Distribution System						
Water Cash Capital	2,551	3,315	2,560	2,638	2,723	13,787
Water Debt	2,336	2,890	2,432	2,510	2,595	12,763
	4,887	6,205	4,992	5,148	5,318	26,550
W-2 Water Supply Structures						
Water Cash Capital	596	1,103	1,292	1,062	1,052	5,105
Water Debt	0	0	1,000	8,764	0	9,764
	596	1,103	2,292	9,826	1,052	14,869

WATER SYSTEM TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Water Cash Capital	3,147	4,418	3,852	3,700	3,775	18,892
Water Debt	2,336	2,890	3,432	11,274	2,595	22,527
	5,483	7,308	7,284	14,974	6,370	41,419

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

P-1 Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	887	1,300	3,734	0	5,921
General Debt	1,075	0	0	0	0	1,075
	1,075	887	1,300	3,734	0	6,996

P-3 Small Equipment

Police Equipment

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	123	70	80	80	80	433
	123	70	80	80	80	433

SCBA Replacement

Scheduled replacement and new purchase of small equipment.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	80	300	300	300	300	1,280
	80	300	300	300	300	1,280

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
CDBG	50	50	50	50	50	250
General Cash Capital	357	368	379	390	402	1,896
	407	418	429	440	452	2,146

Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	354	358	362	373	384	1,831
	354	358	362	373	384	1,831

P-5 Technology

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	500	500	500	200	1,700
	0	500	500	500	200	1,700

P-6 Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	159	69	156	82	466
	0	159	69	156	82	466

P-7 Police Motor Equipment

Animal Control Vehicles

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Animal Control	0	0	0	48	0	48
	0	0	0	48	0	48

Police Vehicles

Scheduled replacement of marked vehicles supporting patrol and investigation activities.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	1,400	2,560	3,092	2,036	0	9,088
	1,400	2,560	3,092	2,036	0	9,088

P-8 Emergency Communications Motor Equipment

Emergency Communication Vehicles

Scheduled replacement of vehicles.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	35	0	0	53	88
	0	35	0	0	53	88

Summary of Funding by Program: Public Safety

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
P-1	**Apparatus**						
	General Cash Capital	0	887	1,300	3,734	0	5,921
	General Debt	1,075	0	0	0	0	1,075
		1,075	887	1,300	3,734	0	6,996
P-3	**Small Equipment**						
	CDBG	50	50	50	50	50	250
	General Cash Capital	914	1,096	1,121	1,143	1,166	5,440
		964	1,146	1,171	1,193	1,216	5,690
P-5	**Technology**						
	General Cash Capital	0	500	500	500	200	1,700
		0	500	500	500	200	1,700
P-6	**Fire Motor Equipment**						
	General Cash Capital	0	159	69	156	82	466
		0	159	69	156	82	466
P-7	**Police Motor Equipment**						
	Animal Control	0	0	0	48	0	48
	General Cash Capital	1,400	2,560	3,092	2,036	0	9,088
		1,400	2,560	3,092	2,084	0	9,136
P-8	**Emergency Communications Motor Equipment**						
	General Cash Capital	0	35	0	0	53	88
		0	35	0	0	53	88

	2014-15	2015-16	2016-17	2017-18	2018-19	Total

PUBLIC SAFETY TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Animal Control	0	0	0	48	0	48
CDBG	50	50	50	50	50	250
General Cash Capital	2,314	5,237	6,082	7,569	1,501	22,703
General Debt	1,075	0	0	0	0	1,075
	3,439	5,287	6,132	7,667	1,551	24,076

PARKS and OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

New Projects

S-1 Trail System

- Brewery Line trail added in 2016-17.

S-4 Recreation

- Cornerstone Park added.

Project Changes

S-4 Recreation

- Tennis/Basketball Replacement deferred one year to 2015-16.
- Charles Carroll Plaza construction delayed one year to 2015-16.
- Lighting Courts & Fields deferred one year to 2015-16.
- Public Market Wintershed to be funded by NYS Grant.
- Martin Luther King Jr. Memorial Park Phase III delayed to 2016-17.

S-1 Trail System

Brewery Line

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	45	230	0	0	275
New York State	0	45	230	0	0	275
	0	90	460	0	0	550

Genesee Riverway Rehabilitation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	60	186	191	196	202	835
	60	186	191	196	202	835

S-2 Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	74	185	90	223	109	681
	74	185	90	223	109	681

Forestry Tree Program

Planting and upkeep of City trees.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	500	765	788	812	836	3,701
New York State	50	0	0	0	0	50
	550	765	788	812	836	3,751

S-4 Recreation

Charles Carroll Plaza

Repair/replace of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	1,900	0	0	0	1,900
	0	1,900	0	0	0	1,900

Cornerstone Park

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	120	0	0	0	0	120
	120	0	0	0	0	120

Downtown Skate Park

Construction of a skate park.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
New York State	0	0	2,000	0	0	2,000
	0	0	2,000	0	0	2,000

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	325	325	325	350	350	1,675
	325	325	325	350	350	1,675

Lighting Courts & Fields

Strategic lighting of tennis and baseball facilities.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	103	107	110	113	433
	0	103	107	110	113	433

Martin Luther King Jr. Memorial Park

Allocations are for rehabilitation of the Chestnut Plaza area, main entrance from Strong Museum, lawn area by Court Street, and berm area adjacent to Woodbury.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	350	0	0	0	350
General Debt	0	0	1,750	0	0	1,750
	0	350	1,750	0	0	2,100

Play Apparatus

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	100	150	200	250	700
	0	100	150	200	250	700

Tennis/Basketball Replacement

At facilities city wide.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	200	200	200	200	800
	0	200	200	200	200	800

S-5 Public Market

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Public Market Cash Capital	48	50	52	54	56	260
	48	50	52	54	56	260

Public Market Winter Shed

Construction of Shed B & D

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
New York State	4,000	0	0	0	0	4,000
	4,000	0	0	0	0	4,000

S-6 Cemeteries

Cemeteries - Facilities

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	0	0	25	30	35	90
	0	0	25	30	35	90

Cemeteries - Memorialization

Standard allocation for purchase and resale of cemetery memorials and markers, and installation of lettering on community mausoleum and columbarium crypt and niche fronts.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	100	110	120	130	140	600
	100	110	120	130	140	600

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	250	270	290	310	330	1,450
	250	270	290	310	330	1,450

Cemetery Development

Allocation for the design and construction of new interment space.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	250	1,000	500	500	500	2,750
	250	1,000	500	500	500	2,750

Mt. Hope Cemetery

Barn alterations.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	0	150	0	0	0	150
	0	150	0	0	0	150

Mt. Hope Gatehouse

Masonry restoration.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	96	0	0	0	0	96
	96	0	0	0	0	96

S-7 Bicycle Enhancement

Elmwood Ave Cycle Track

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	1,000	0	0	0	0	1,000
General Debt	250	0	0	0	0	250
Private	250	0	0	0	0	250
	1,500	0	0	0	0	1,500

Summary of Funding by Program: Parks and Open Space

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
S-1	**Trail System**						
	General Cash Capital	60	231	421	196	202	1,110
	New York State	0	45	230	0	0	275
		60	276	651	196	202	1,385
S-2	**Urban Forest**						
	General Cash Capital	574	950	878	1,035	945	4,382
	New York State	50	0	0	0	0	50
		624	950	878	1,035	945	4,432
S-4	**Recreation**						
	General Cash Capital	325	1,078	782	860	913	3,958
	General Debt	120	1,900	1,750	0	0	3,770
	New York State	0	0	2,000	0	0	2,000
		445	2,978	4,532	860	913	9,728
S-5	**Public Market**						
	New York State	4,000	0	0	0	0	4,000
	Public Market Cash Capital	48	50	52	54	56	260
		4,048	50	52	54	56	4,260
S-6	**Cemeteries**						
	Cemetery Cash Capital	696	1,530	935	970	1,005	5,136
		696	1,530	935	970	1,005	5,136

Summary of Funding by Program: Parks and Open Space

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
S-7 Bicycle Enhancement						
Federal	1,000	0	0	0	0	1,000
General Debt	250	0	0	0	0	250
Private	250	0	0	0	0	250
	1,500	0	0	0	0	1,500

PARKS AND OPEN SPACE TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Cemetery Cash Capital	696	1,530	935	970	1,005	5,136
Federal	1,000	0	0	0	0	1,000
General Cash Capital	959	2,259	2,081	2,091	2,060	9,450
General Debt	370	1,900	1,750	0	0	4,020
New York State	4,050	45	2,230	0	0	6,325
Private	250	0	0	0	0	250
Public Market Cash Capital	48	50	52	54	56	260
	7,373	5,784	7,048	3,115	3,121	26,441

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

- Midtown streetscape treatment added in 2014-15.
- East Main Street Streetscape Improvements added in 2015-16.

E-3 Neighborhood Development

- Funds are included for East Main Arts & Market District
- Funds are included for Neighborhood Development.

E-4 Land Acquisition

- Funds are included for Demolition of Main/Clinton in 2015-16.

E-6 Environmental Compliance & Remediation

- Funds are included for remediation of Genesee Street in 2015-16.
- Funds are included for remediation of Vacuum Oil Refinery Site in 2015-16.

Project Changes

E-3 Neighborhood Development

- Gilmore-Merrimac deferred one year.

E-1 Downtown Development

Center City Beautification

Median repairs, lighting upgrades, benches, landscaping, trees, enhanced crosswalks

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	75	0	0	0	75
General Debt	0	750	0	0	0	750
	0	825	0	0	0	825

Downtown Development

Downtown development projects.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
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

East Main Street Streetscape Improvements

Streetscape improvements along East Main Street, including the Sibley Building and Liberty Pole Plaza.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	800	0	0	0	800
	0	800	0	0	0	800

Inner Loop East Transformation

Reconstruct Pitkin and Union Streets and realign as multi-lane surface boulevard.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	17,700	0	0	0	0	17,700
New York State	7,364	0	0	0	0	7,364
	25,064	0	0	0	0	25,064

Midtown Redevelopment

Landscaping and temporary uses of open space and undeveloped parcels at Midtown Redevelopment Site.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	500	0	0	0	0	500
	500	0	0	0	0	500

E-2 Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	52	54	56	58	60	280
	52	54	56	58	60	280

E-3 Neighborhood Development

Bull's Head

Land Acquisition and commercial development.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	200	0	0	0	0	200
General Debt	0	0	5,000	0	0	5,000
	200	0	5,000	0	0	5,200

East Main Arts & Market District

Improvements to enhance the streetscape and encourage economic development in the East Main Arts & Market District (i.e., the area surrounding the Public Market, Armory/Auditorium, and MAG).

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Federal	85	0	0	0	0	85
General Cash Capital	15	0	0	0	0	15
	100	0	0	0	0	100

Gilmore-Merrimac

Connector Street.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	1,329	0	0	0	1,329
Water Debt	0	107	0	0	0	107
	0	1,436	0	0	0	1,436

Goodman/Main Street Intersection

Reconfigure lane uses, intersection geometry and traffic calming techniques to make intersection more pedestrian friendly.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	56	0	0	0	0	56
General Debt	256	0	0	0	0	256
Monroe County Traffic	16	0	0	0	0	16
New York State	305	0	0	0	0	305
	633	0	0	0	0	633

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.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	187	0	187
General Debt	0	0	0	0	1,760	1,760
	0	0	0	187	1,760	1,947

Neighborhood Development

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

E-4 Land Acquisition

Acquisition/Economic Development

This is to purchase land/or site for development or other purposes.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
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

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	1,000	2,000	2,000	2,000	2,000	9,000
General Debt	723	1,000	1,000	1,000	1,000	4,723
	1,723	3,000	3,000	3,000	3,000	13,723

Demolition - Main/Clinton

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	4,500	0	0	0	4,500
	0	4,500	0	0	0	4,500

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.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	602	543	627	550	2,322
General Debt	0	400	400	900	900	2,600
	0	1,002	943	1,527	1,450	4,922

Investigation and Remediation - Genesee Street

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	25	0	0	0	25
General Debt	0	200	0	0	0	200
New York State	200	0	0	0	0	200
	200	225	0	0	0	425

Investigation and Remediation - Jefferson Avenue

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	50	0	0	0	50
General Debt	0	400	0	0	0	400
	0	450	0	0	0	450

Investigation and Remediation - Vacuum Oil Refinery Site

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	500	150	0	0	650
	0	500	150	0	0	650

E-7 Housing

Affordable Housing Acquisition and Support

The support and development of affordable housing city wide.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
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

Home Ownership Program

Closing cost/down payment assistance and subsidies for homeownership programs.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	500	500	500	500	2,000
	0	500	500	500	500	2,000

E-8 Focused Investment

Dewey Avenue Intersection Realignment

Realignment of Dewey Ave./Driving Park Ave.; intersection in Northwest Rochester.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	0	2,255	0	0	2,255
	0	0	2,255	0	0	2,255

Focused Investment

Neighborhood stabilization and improvement.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
CDBG	1,392	1,300	1,300	1,300	1,300	6,592
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	1,392	2,300	2,300	2,300	2,300	10,592

Summary of Funding by Program: Economic Development

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
E-1 Downtown Development						
Federal	17,700	0	0	0	0	17,700
General Cash Capital	500	1,075	1,000	1,000	1,000	4,575
General Debt	0	1,550	0	0	0	1,550
New York State	7,364	0	0	0	0	7,364
	25,564	2,625	1,000	1,000	1,000	31,189
E-2 Downtown Enhancement District						
General Cash Capital	52	54	56	58	60	280
	52	54	56	58	60	280
E-3 Neighborhood Development						
Federal	85	0	0	0	0	85
General Cash Capital	371	100	100	287	100	958
General Debt	256	1,329	5,000	0	1,760	8,345
Monroe County Traffic	16	0	0	0	0	16
New York State	305	0	0	0	0	305
Water Debt	0	107	0	0	0	107
	1,033	1,536	5,100	287	1,860	9,816
E-4 Land Acquisition						
General Cash Capital	1,000	3,000	3,000	3,000	3,000	13,000
General Debt	723	5,500	1,000	1,000	1,000	9,223
	1,723	8,500	4,000	4,000	4,000	22,223

Summary of Funding by Program: Economic Development

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
E-6 Environmental Compliance and Remediation						
General Cash Capital	0	677	543	627	550	2,397
General Debt	0	1,500	550	900	900	3,850
New York State	200	0	0	0	0	200
	200	2,177	1,093	1,527	1,450	6,447
E-7 Housing						
General Cash Capital	0	1,500	1,500	1,500	1,500	6,000
	0	1,500	1,500	1,500	1,500	6,000
E-8 Focused Investment						
CDBG	1,392	1,300	1,300	1,300	1,300	6,592
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
General Debt	0	0	2,255	0	0	2,255
	1,392	2,300	4,555	2,300	2,300	12,847

ECONOMIC DEVELOPMENT TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
CDBG	1,392	1,300	1,300	1,300	1,300	6,592
Federal	17,785	0	0	0	0	17,785
General Cash Capital	1,923	7,406	7,199	7,472	7,210	31,210
General Debt	979	9,879	8,805	1,900	3,660	25,223
Monroe County Traffic	16	0	0	0	0	16
New York State	7,869	0	0	0	0	7,869
Water Debt	0	107	0	0	0	107
	29,964	18,692	17,304	10,672	12,170	88,802

ARTS AND CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

New Projects

A-1 Public Art

- Arts Installation and Enhancements deferred one year.

A-1 Public Art

Arts Installation and Enhancements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	150	150	150	150	600
	0	150	150	150	150	600

A-2 Library Books & Materials

Library Materials Traditional Formats

Replacement of worn and obsolete materials and purchase of new materials and small equipment for branch libraries.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	520	533	547	577	560	2,737
	520	533	547	577	560	2,737

Summary of Funding by Program: Arts and Culture

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
A-1 Public Art						
General Cash Capital	0	150	150	150	150	600
	0	150	150	150	150	600
A-2 Library Books & Materials						
Library Cash Capital	520	533	547	577	560	2,737
	520	533	547	577	560	2,737

ARTS AND CULTURE TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
General Cash Capital	0	150	150	150	150	600
Library Cash Capital	520	533	547	577	560	2,737
	520	683	697	727	710	3,337

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 Dasher Board in 2014-15.
- Funds included for Recoating and Restoration Program to Roof in 2015-16.

F-4 Port of Rochester Terminal

- Funds included for Terminal Dock Wall in 2015-16.

Project Change

F-5 Riverside Convention Center

- Envelope repairs deferred one year.

F-1 Blue Cross Arena at Rochester War Memorial

Blue Cross Arena

Payments to the New York Power Authority for cooperative major improvements to selected HVAC and electrical systems.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
War Memorial Cash Capital	130	130	130	130	130	650
	130	130	130	130	130	650

Blue Cross Arena Hockey Rink Dasher Board Replacement

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
War Memorial Cash Capital	365	0	0	0	0	365
	365	0	0	0	0	365

Blue Cross Arena Recoating and Restoration Program

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
War Memorial Cash Capital	0	386	0	1,155	0	1,541
	0	386	0	1,155	0	1,541

Blue Cross Arena Tunnel Repairs

Various improvements.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
War Memorial Cash Capital	75	0	0	0	0	75
	75	0	0	0	0	75

Facility Improvements

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
War Memorial Cash Capital	50	50	50	70	70	290
	50	50	50	70	70	290

F-2 High Falls District

High Falls District ROW

Replacement of public furnishings.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	65	67	69	71	73	345
	65	67	69	71	73	345

F-3 Soccer Stadium

Soccer Stadium

Structural and building repairs.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

F-4 Port of Rochester Terminal

North Dock River Wall

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	150	0	0	150
	0	0	150	0	0	150

Port of Rochester

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	15	50	50	50	50	215
	15	50	50	50	50	215

Terminal Dock Wall

Dredging & navigation channel repairs

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	75	0	0	0	75
	0	75	0	0	0	75

Terminal North

Entrance enhancements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	150	0	0	0	150
	0	150	0	0	0	150

F-5 Riverside Convention Center

Facilities Improvements

Improvements, repairs, rehabilitation and renovation of the Convention Center and its building system components.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Riverside Convention Center - Envelope Repairs

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	780	0	0	0	780
	0	780	0	0	0	780

F-7 River Street Marina

Marina Facility

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	15	15	15	15	60
	0	15	15	15	15	60

Summary of Funding by Program: Public Facilities

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
F-1	**Blue Cross Arena at Rochester War Memorial**						
	War Memorial Cash Capital	620	566	180	1,355	200	2,921
		620	566	180	1,355	200	2,921
F-2	**High Falls District**						
	General Cash Capital	65	67	69	71	73	345
		65	67	69	71	73	345
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	15	125	200	50	50	440
	General Debt	0	150	0	0	0	150
		15	275	200	50	50	590
F-5	**Riverside Convention Center**						
	General Cash Capital	70	850	70	70	70	1,130
		70	850	70	70	70	1,130
F-7	**River Street Marina**						
	General Cash Capital	0	15	15	15	15	60
		0	15	15	15	15	60

Summary of Funding by Program: Public Facilities

	2014-15	2015-16	2016-17	2017-18	2018-19	Total

PUBLIC FACILITIES TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
General Cash Capital	200	1,107	404	256	258	2,225
General Debt	0	150	0	0	0	150
War Memorial Cash Capital	620	566	180	1,355	200	2,921
	820	1,823	584	1,611	458	5,296

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-2 Operations Center Complex

- Funds included for Building 100 Lower Roof Replacement in 2015-16.
- Funds included for Building 100 Natural Gas Detection System installation in 2014-15.
- Funds included for CNG Fuel Station Emergency Generator in 2014-15.

M-4 Recreation and Parks Facilities

- Funding is included for Adams Street Recreation Center Improvements in 2015-16.
- Clinton/Baden Recreation Center improvements to commence in 2014-15.

M-6 General Rehabilitation

- A number of building improvements are funded in 2014-15, including Public Safety Building and Wisconsin Firehouse.

M-7 Garages

- Funding is included for Garage Lighting Upgrades and Mortimer Garage Surface Lot repaving beginning in 2014-15.

M-8 Public Safety Facilities

- Funding is provided for facilities improvements at Fire stations and Emergency Communications Building.

Project Changes

M-3 Central Library Facilities

- Rundel Library Renovations funded with prior years funds.

M-1 City Hall

City Hall Annual Allocation

Repairs and replacements of building systems and components.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	91	93	95	97	100	476
	91	93	95	97	100	476

M-2 Operations Center Complex

CVMF Building 100

Lower roof replacement.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	140	0	0	0	140
Local Works Cash Capital	0	198	0	0	0	198
Refuse Cash Capital	0	198	0	0	0	198
	0	536	0	0	0	536

CVMF Building 100 Natural Gas Detection System

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	50	0	0	0	0	50
Refuse Cash Capital	200	0	0	0	0	200
	250	0	0	0	0	250

CVMF Building 101

Roof replacement.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	75	0	0	0	75
Local Works Cash Capital	0	105	0	0	0	105
Refuse Cash Capital	0	105	0	0	0	105
	0	285	0	0	0	285

CVMF Building 200 Data Center Upgrades

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	159	0	0	159
	0	0	159	0	0	159

CVMF Building 200 Metal Wall Panel

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	0	100	100
Local Works Cash Capital	0	0	0	0	100	100
	0	0	0	0	200	200

CVMF Building 300

Roof replacement.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	286	0	0	286
Local Works Cash Capital	0	0	287	0	0	287
	0	0	573	0	0	573

CVMF Building 300 Improvements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	48	0	0	48
Local Works Cash Capital	0	0	49	0	0	49
	0	0	97	0	0	97

CVMF CNG Fuel Station Emergency Generator

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	92	0	0	0	0	92
Local Works Cash Capital	94	0	0	0	0	94
Refuse Cash Capital	92	0	0	0	0	92
	278	0	0	0	0	278

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicles Maintenance Facility

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	20	20	20	20	80
Local Works Cash Capital	0	20	20	20	20	80
Refuse Cash Capital	0	20	20	20	20	80
Water Cash Capital	0	5	5	5	5	20
	0	65	65	65	65	260

CVMF Paving Improvements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	127	0	127
Local Works Cash Capital	0	0	0	179	0	179
Refuse Cash Capital	0	0	0	179	0	179
	0	0	0	485	0	485

CVMF Storm & Sanitary Sewers

System improvements.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	170	0	535	0	705
	0	170	0	535	0	705

DES Mt. Read Facilities

Provides an annual allocation for the upkeep of the Operations Center, Central Vehicle Maintenance Facility and the salt shed.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	93	95	97	99	384
Local Works Cash Capital	57	59	60	61	63	300
Refuse Cash Capital	57	59	60	61	63	300
	114	211	215	219	225	984

DES Mt. Read Facilities Electrical Site Improvements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	146	398	311	0	0	855
Local Works Cash Capital	219	596	465	0	0	1,280
Refuse Cash Capital	218	596	465	0	0	1,279
	583	1,590	1,241	0	0	3,414

M-3 Central Library Facilities

Bausch & Lomb HVAC Upgrades

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	0	200	200	200	200	800
	0	200	200	200	200	800

Central Library Annual Allocation

Standard allocation.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	80	82	84	86	88	420
	80	82	84	86	88	420

Central Library Master Space Renovations

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	0	0	500	0	0	500
New York State	0	0	0	500	0	500
Private	100	0	400	200	0	700
	100	0	900	700	0	1,700

Rundel Well Window Replacements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	0	0	0	0	180	180
	0	0	0	0	180	180

M-4 Recreation and Parks Facilities

Adams Street Recreation Center Improvements

Various improvements.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	1,276	0	0	0	1,276
	0	1,276	0	0	0	1,276

Clinton Baden Recreation Center Improvements

Facilities renovation and repair.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	74	734	0	1,448	0	2,256
	74	734	0	1,448	0	2,256

Edgerton Recreation Center

Various improvements.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	0	0	1,157	0	1,157
New York State	0	0	0	1,000	0	1,000
	0	0	0	2,157	0	2,157

M-5 Water Facilities

Water Operations Center Garage Floors

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	400	0	0	0	0	400
	400	0	0	0	0	400

M-6 General Rehabilitation

Andrews Street Improvements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	0	412	0	0	0	412
	0	412	0	0	0	412

Animal Services HVAC Improvements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Animal Control	0	0	328	0	0	328
	0	0	328	0	0	328

Asbestos Management

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	80	82	82	84	84	412
	80	82	82	84	84	412

Branch Facilities

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	42	44	46	45	50	227
	42	44	46	45	50	227

DRYS Kitchen Exhaust Hood

Fire Suppression Install

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	245	555	0	0	0	800
	245	555	0	0	0	800

General Rehabilitation

Renovation, rehabilitation, repair, and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

Genesee Valley Park Pool Deck

Replacement and accessibility

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	517	0	517
	0	0	0	517	0	517

New York State Power Authority

Payments to the New York Power Authority for cooperative major improvements to selected HVAC and electrical systems.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	160	160	160	0	0	480
	160	160	160	0	0	480

Public Safety Building UPS Replacement

Replacement of battery systems.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	126	0	0	0	0	126
	126	0	0	0	0	126

Roof Improvements

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

RPD Special Operations Maple Section Office

HVAC replacement and security improvements.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Debt	485	0	0	0	0	485
	485	0	0	0	0	485

West Side Garage Structural Floor Repairs

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Refuse Cash Capital	206	0	0	0	0	206
	206	0	0	0	0	206

M-7 Garages

Crossroad Garage Rehabilitation

Top Slab Replacement

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Cash Capital	150	0	0	0	0	150
Parking Debt	0	3,200	0	0	0	3,200
	150	3,200	0	0	0	3,350

East End Garage

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Debt	825	0	0	0	0	825
	825	0	0	0	0	825

Garage Elevator Program

Comprehensive elevator rehabilitation program.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Debt	1,575	1,700	1,575	1,300	0	6,150
	1,575	1,700	1,575	1,300	0	6,150

Garage Program

Maintenance and repair.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Cash Capital	500	500	500	500	500	2,500
Parking Debt	1,054	1,101	1,134	1,185	0	4,474
	1,554	1,601	1,634	1,685	500	6,974

Garage Revenue Control Equipment

Replacement

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Debt	450	450	450	450	0	1,800
	450	450	450	450	0	1,800

Mortimer Garage Surface Lot

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Cash Capital	250	0	0	0	0	250
Parking Debt	0	450	0	0	0	450
	250	450	0	0	0	700

M-8 Public Safety Facilities

911 Facility Expansion

Expansion of 911 call center.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	700	0	0	0	700
	0	700	0	0	0	700

Chestnut Street Firehouse

Renovation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	0	1,168	1,168
	0	0	0	0	1,168	1,168

Emergency Communications Facility

Facility improvements.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	196	1,227	1,227	1,227	377	4,254
	196	1,227	1,227	1,227	377	4,254

Fire Facilities

Building renovations

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	225	225	100	100	100	750
	225	225	100	100	100	750

Fire House Replacement and Major Renovation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	400	0	0	400
General Debt	0	0	0	3,000	0	3,000
	0	0	400	3,000	0	3,400

Police Facilities

Structural repairs.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	35	35	35	35	35	175
	35	35	35	35	35	175

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	86	146	150	155	100	637
	86	146	150	155	100	637

Summary of Funding by Program: Municipal Facilities

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
M-1	**City Hall**						
	General Cash Capital	91	93	95	97	100	476
		91	93	95	97	100	476
M-2	**Operations Center Complex**						
	General Cash Capital	288	896	919	779	219	3,101
	Local Works Cash Capital	370	978	881	260	183	2,672
	Refuse Cash Capital	567	978	545	260	83	2,433
	Water Cash Capital	0	5	5	5	5	20
		1,225	2,857	2,350	1,304	490	8,226
M-3	**Central Library Facilities**						
	Library Cash Capital	80	282	784	286	468	1,900
	New York State	0	0	0	500	0	500
	Private	100	0	400	200	0	700
		180	282	1,184	986	468	3,100
M-4	**Recreation and Parks Facilities**						
	General Cash Capital	74	734	0	1,448	0	2,256
	General Debt	0	1,276	0	1,157	0	2,433
	New York State	0	0	0	1,000	0	1,000
		74	2,010	0	3,605	0	5,689
M-5	**Water Facilities**						
	Water Cash Capital	400	0	0	0	0	400
		400	0	0	0	0	400

Summary of Funding by Program: Municipal Facilities

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
M-6	**General Rehabilitation**						
	Animal Control	0	0	328	0	0	328
	General Cash Capital	881	1,067	512	871	354	3,685
	General Debt	485	412	0	0	0	897
	Library Cash Capital	42	44	46	45	50	227
	Refuse Cash Capital	206	0	0	0	0	206
		1,614	1,523	886	916	404	5,343
M-7	**Garages**						
	Parking Cash Capital	900	500	500	500	500	2,900
	Parking Debt	3,904	6,901	3,159	2,935	0	16,899
		4,804	7,401	3,659	3,435	500	19,799
M-8	**Public Safety Facilities**						
	General Cash Capital	542	2,333	1,912	1,517	1,780	8,084
	General Debt	0	0	0	3,000	0	3,000
		542	2,333	1,912	4,517	1,780	11,084

Summary of Funding by Program: Municipal Facilities

	2014-15	2015-16	2016-17	2017-18	2018-19	Total

MUNICIPAL FACILITIES TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Animal Control	0	0	328	0	0	328
General Cash Capital	1,876	5,123	3,438	4,712	2,453	17,602
General Debt	485	1,688	0	4,157	0	6,330
Library Cash Capital	122	326	830	331	518	2,127
Local Works Cash Capital	370	978	881	260	183	2,672
New York State	0	0	0	1,500	0	1,500
Parking Cash Capital	900	500	500	500	500	2,900
Parking Debt	3,904	6,901	3,159	2,935	0	16,899
Private	100	0	400	200	0	700
Refuse Cash Capital	773	978	545	260	83	2,639
Water Cash Capital	400	5	5	5	5	420
	8,930	16,499	10,086	14,860	3,742	54,117

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 furnishings.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	10	20	20	20	20	90
	10	20	20	20	20	90

Emergency Communications

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	25	0	0	0	0	25
	25	0	0	0	0	25

Environmental Services

Routine replacement of office furnishings.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
	10	10	10	10	10	50

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	14	14	14	14	56
	0	14	14	14	14	56

Environmental Services/Water Bureau

Routine replacement of office furnishings.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	14	15	17	18	19	83
	14	15	17	18	19	83

Fire Department

Routine replacement of fire houses furnishing.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	50	100	100	100	100	450
	50	100	100	100	100	450

Neighborhood Business Development

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	50	25	25	25	25	150
	50	25	25	25	25	150

Recreation and Youth Services

Routine replacement of office furnishings.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	12	12	12	12	12	60
	12	12	12	12	12	60

B-2 Small Equipment

Blue Cross Arena - Standard Allocation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
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.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	10	35	35	40	40	160
	10	35	35	40	40	160

DRYS Small Equipment

Replacement and purchase of small equipment for recreation centers.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	10	0	0	0	0	10
	10	0	0	0	0	10

Emergency Communications

Appliance and fixtures.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	35	35	35	35	35	175
	35	35	35	35	35	175

Environmental Services

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	59	60	61	62	242
Local Works Cash Capital	18	19	19	20	20	96
Refuse Cash Capital	217	223	229	235	241	1,145
Water Cash Capital	50	52	54	56	58	270
	285	353	362	372	381	1,753

Environmental Services - Toter Replacement

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Refuse Cash Capital	300	0	0	0	0	300
	300	0	0	0	0	300

B-3 Technology

Computer Replacements - Library

Provision for cyclical replacement of computers.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Library Cash Capital	70	0	15	145	15	245
	70	0	15	145	15	245

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	13	15	16	17	17	78
	13	15	16	17	17	78

Future Technology Initiatives and Planning

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Street Pavement Management System

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	87	90	93	96	366
	0	87	90	93	96	366

Upland PC's

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	0	10	5	5	5	25
	0	10	5	5	5	25

B-4 PSI

Enterprise Document Management System

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	25	25	25	50	125
	0	25	25	25	50	125

Enterprise GIS Transformation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	353	42	42	50	487
	0	353	42	42	50	487

Parking Enforcement System

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Cash Capital	0	550	500	0	0	1,050
	0	550	500	0	0	1,050

Payroll System

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	500	200	200	0	900
	0	500	200	200	0	900

Police - Records Management System

Upgrade Centralized computer operation.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	100	450	150	0	0	700
	100	450	150	0	0	700

PSI - Legacy System

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	700	700	700	700	2,800
	0	700	700	700	700	2,800

B-5 Business Equipment

Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

B-8 Parking Meters & Garage Equipment

Parking Meters/Pay Stations

Repair and installation of curbside meters and miscellaneous equipment in ramp garages.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Cash Capital	250	0	0	0	0	250
	250	0	0	0	0	250

B-94 Client Technology Solution Support

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	300	250	250	250	250	1,300
	300	250	250	250	250	1,300

Client Services Licenses

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Exchange 2013 Upgrade

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	240	0	0	0	0	240
	240	0	0	0	0	240

MS Office 2013

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	190	190	190	0	570
	0	190	190	190	0	570

Printer Consolidation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	50	150	100	100	100	500
	50	150	100	100	100	500

B-96 Network Telecommunications & Security

Data Center Expansion

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Disaster Recovery Assessment

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	100	250	50	50	50	500
	100	250	50	50	50	500

Network Revitalization

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	150	150	0	0	0	300
	150	150	0	0	0	300

Network Security Remediation

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Telephony Expansion

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	75	190	270	25	25	585
	75	190	270	25	25	585

B-97 Security & Surveillance

Video Surveillance Camera Network

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	375	375	0	0	0	750
	375	375	0	0	0	750

Summary of Funding by Program: Business Equipment

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
B-1 Office Equipment						
General Cash Capital	137	151	151	151	151	741
Library Cash Capital	10	20	20	20	20	90
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
Water Cash Capital	14	15	17	18	19	83
	171	196	198	199	200	964
B-2 Small Equipment						
Cemetery Cash Capital	10	35	35	40	40	160
General Cash Capital	45	94	95	96	97	427
Local Works Cash Capital	18	19	19	20	20	96
Refuse Cash Capital	517	223	229	235	241	1,445
War Memorial Cash Capital	68	68	68	68	68	340
Water Cash Capital	50	52	54	56	58	270
	708	491	500	515	524	2,738
B-3 Technology						
General Cash Capital	0	137	140	143	146	566
Library Cash Capital	70	0	15	145	15	245
Water Cash Capital	13	25	21	22	22	103
	83	162	176	310	183	914
B-4 PSI						
General Cash Capital	100	2,028	1,117	967	800	5,012
Parking Cash Capital	0	550	500	0	0	1,050
	100	2,578	1,617	967	800	6,062

Summary of Funding by Program: Business Equipment

		2014-15	2015-16	2016-17	2017-18	2018-19	Total
B-5	**Business Equipment**						
	General Cash Capital	5	5	5	5	5	25
		5	5	5	5	5	25
B-8	**Parking Meters & Garage Equipment**						
	Parking Cash Capital	250	0	0	0	0	250
		250	0	0	0	0	250
B-94	**Client Technology Solution Support**						
	General Cash Capital	590	640	590	590	400	2,810
		590	640	590	590	400	2,810
B-96	**Network Telecommunications & Security**						
	General Cash Capital	375	690	420	175	175	1,835
		375	690	420	175	175	1,835
B-97	**Security & Surveillance**						
	General Cash Capital	375	375	0	0	0	750
		375	375	0	0	0	750

Summary of Funding by Program: Business Equipment

	2014-15	2015-16	2016-17	2017-18	2018-19	Total

BUSINESS EQUIPMENT TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Cemetery Cash Capital	10	35	35	40	40	160
General Cash Capital	1,627	4,120	2,518	2,127	1,774	12,166
Library Cash Capital	80	20	35	165	35	335
Local Works Cash Capital	23	24	24	25	25	121
Parking Cash Capital	250	550	500	0	0	1,300
Refuse Cash Capital	522	228	234	240	246	1,470
War Memorial Cash Capital	68	68	68	68	68	340
Water Cash Capital	77	92	92	96	99	456
	2,657	5,137	3,506	2,761	2,287	16,348

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 Human Resources and Information Technology Departments pool vehicles in 2014-15.

N-1 Motor Equipment

Bureau of Architecture and Engineering

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	21	43	22	0	0	86
	21	43	22	0	0	86

Department of Recreation and Youth Services

Standard allocation.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	59	101	32	87	37	316
	59	101	32	87	37	316

DES Commissioner

Standard allocation.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	34	0	0	34
	0	0	34	0	0	34

DES Operations

Standard allocation.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	2,701	901	3,116	667	554	7,939
Local Works Cash Capital	3,177	616	873	1,144	1,028	6,838
	5,878	1,517	3,989	1,811	1,582	14,777

Human Resources

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	21	0	0	0	0	21
	21	0	0	0	0	21

Information Technology

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	21	23	0	0	0	44
	21	23	0	0	0	44

Mayor's Office

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	0	0	39	39
	0	0	0	0	39	39

Motor Equipment - Cemetery

Standard allocation used for the replacement of motor equipment.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Cemetery Cash Capital	141	166	151	162	103	723
	141	166	151	162	103	723

Neighborhood and Business Development

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	50	0	62	56	0	168
	50	0	62	56	0	168

Parking

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Parking Cash Capital	53	84	64	0	58	259
	53	84	64	0	58	259

Public Market

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Public Market Cash Capit	0	7	0	0	0	7
	0	7	0	0	0	7

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Refuse Cash Capital	0	11,510	4,835	433	1,445	18,223
	0	11,510	4,835	433	1,445	18,223

Treasury

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
General Cash Capital	0	0	32	0	0	32
	0	0	32	0	0	32

Water Bureau

Standard allocation.

Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Water Cash Capital	253	609	733	928	606	3,129
	253	609	733	928	606	3,129

Summary of Funding by Program: Non Public Safety Fleet

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
N-1 Motor Equipment						
Cemetery Cash Capital	141	166	151	162	103	723
General Cash Capital	2,873	1,068	3,298	810	630	8,679
Local Works Cash Capital	3,177	616	873	1,144	1,028	6,838
Parking Cash Capital	53	84	64	0	58	259
Public Market Cash Capital	0	7	0	0	0	7
Refuse Cash Capital	0	11,510	4,835	433	1,445	18,223
Water Cash Capital	253	609	733	928	606	3,129
	6,497	14,060	9,954	3,477	3,870	37,858

NON PUBLIC SAFETY FLEET TOTALS

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Cemetery Cash Capital	141	166	151	162	103	723
General Cash Capital	2,873	1,068	3,298	810	630	8,679
Local Works Cash Capital	3,177	616	873	1,144	1,028	6,838
Parking Cash Capital	53	84	64	0	58	259
Public Market Cash Capital	0	7	0	0	0	7
Refuse Cash Capital	0	11,510	4,835	433	1,445	18,223
Water Cash Capital	253	609	733	928	606	3,129
	6,497	14,060	9,954	3,477	3,870	37,858

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for less than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the Summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These other than full time positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, the difference between the allocation actually required for personnel compensation and that which would be required if every position were filled at all times. Some number of positions are always unfilled at a given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced by various elements of the work force.

Personnel resources are approximated in "Employee Years". Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	1.7
Part Time, Temporary, and Seasonal	2.3
LESS: Vacancy Allowance	1.1
	23.9

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations & Parks. Here workload requirements change throughout the year (e.g., from Leaf Collection in the Fall to Snow and Ice Control in the Winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

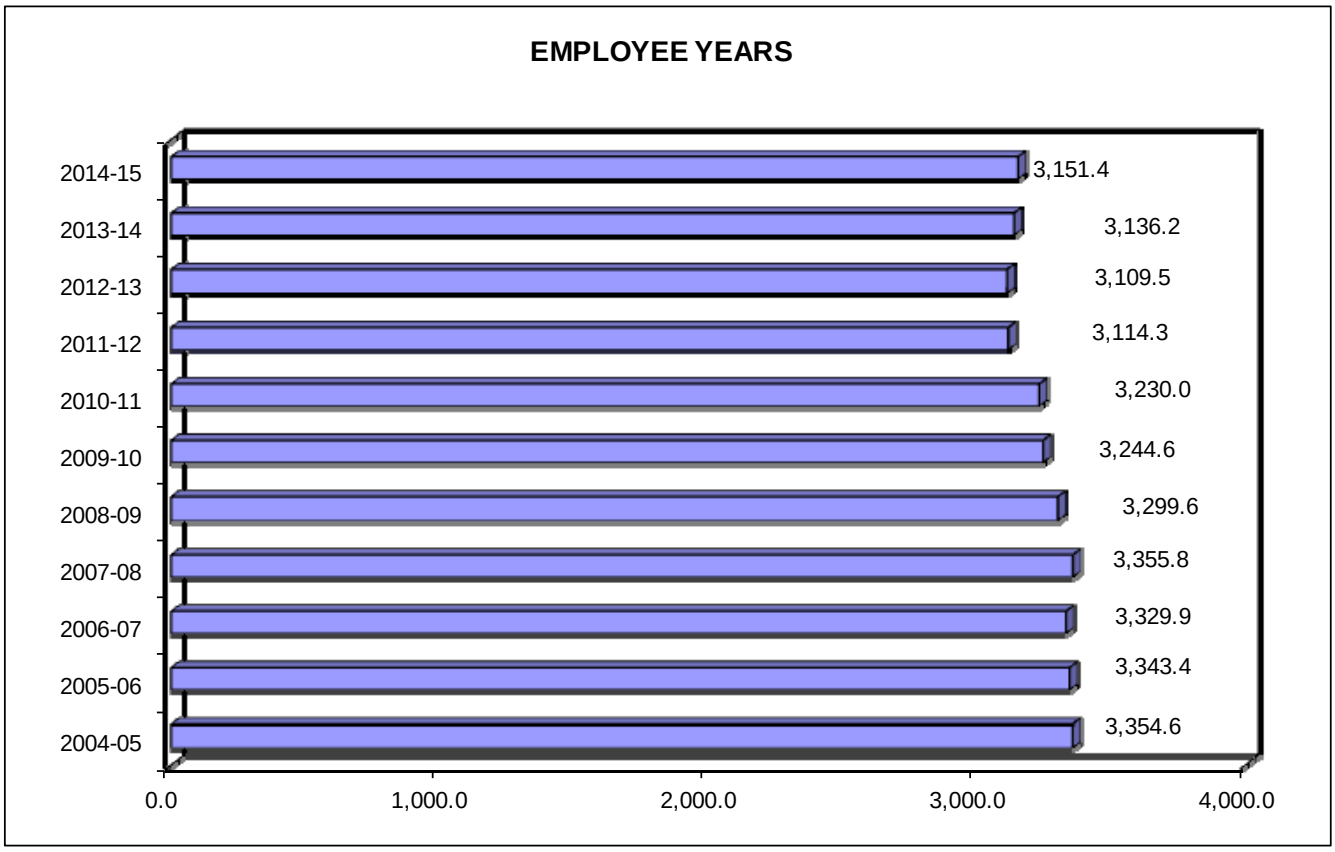
Title	Activities	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	0.9
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2011-12	Budget 2012-13	Budget 2013-14	Budget 2014-15
City Council and Clerk	25.7	23.1	23.1	23.1
Administration				
Mayor's Office	17.5	18.3	17.3	20.6
Office of Management & Budget	9.8	9.3	10.7	10.7
Human Resource Management	29.9	29.3	28.7	28.5
Communications	15.3	17.5	17.8	17.6
Law	20.0	19.0	19.0	20.0
	92.5	93.4	93.5	97.4
Information Technology	50.3	49.6	54.2	54.8
Finance				
Director's Office	2.9	2.9	3.0	3.0
Accounting	14.2	18.2	18.6	19.5
Treasury	17.1	17.1	17.9	20.9
Assessment	13.6	13.5	13.3	13.2
Parking Violations & Adjudication	36.4	38.9	42.2	42.1
Purchasing	11.9	12.0	11.9	12.2
	96.1	102.6	106.9	110.9
Neighborhood & Business Development				
Commissioner	10.7	11.0	11.5	10.0
Business & Development	39.2	38.2	39.2	40.2
Planning & Zoning	21.8	21.1	21.1	22.1
Neighborhood Preservation	21.9	19.1	19.1	19.1
Inspection & Compliance	46.4	48.2	47.3	47.3
	140.0	137.6	138.2	138.7
Environmental Services				
Commissioner	29.3	31.2	33.8	72.0
Architecture & Engineering	59.3	58.7	59.1	58.7
Operations & Parks	460.5	453.9	456.2	457.4
Water	135.6	135.4	133.0	133.0
	684.7	679.2	682.1	721.1
Emergency Communications	234.8	231.6	231.7	233.9
Police	930.7	940.0	939.0	905.4
Fire	513.4	518.2	527.2	523.5

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2011-12	Budget 2012-13	Budget 2013-14	Budget 2014-15
Central Library	110.4	103.8	100.7	98.3
Community Library	43.9	42.4	41.5	42.1
	154.3	146.2	142.2	140.4
Recreation & Youth Services				
Office of the Commissioner	5.0	5.0	5.2	22.2
Recreation	158.0	160.7	165.4	156.6
BEST & YS	0.0	0.0	0.0	23.4
Employment Opportunities	17.3	10.0	13.4	0.0
Youth Services	11.5	12.3	14.1	0.0
	191.8	188.0	198.1	202.2
Total	3,114.3	3,109.5	3,136.2	3,151.4

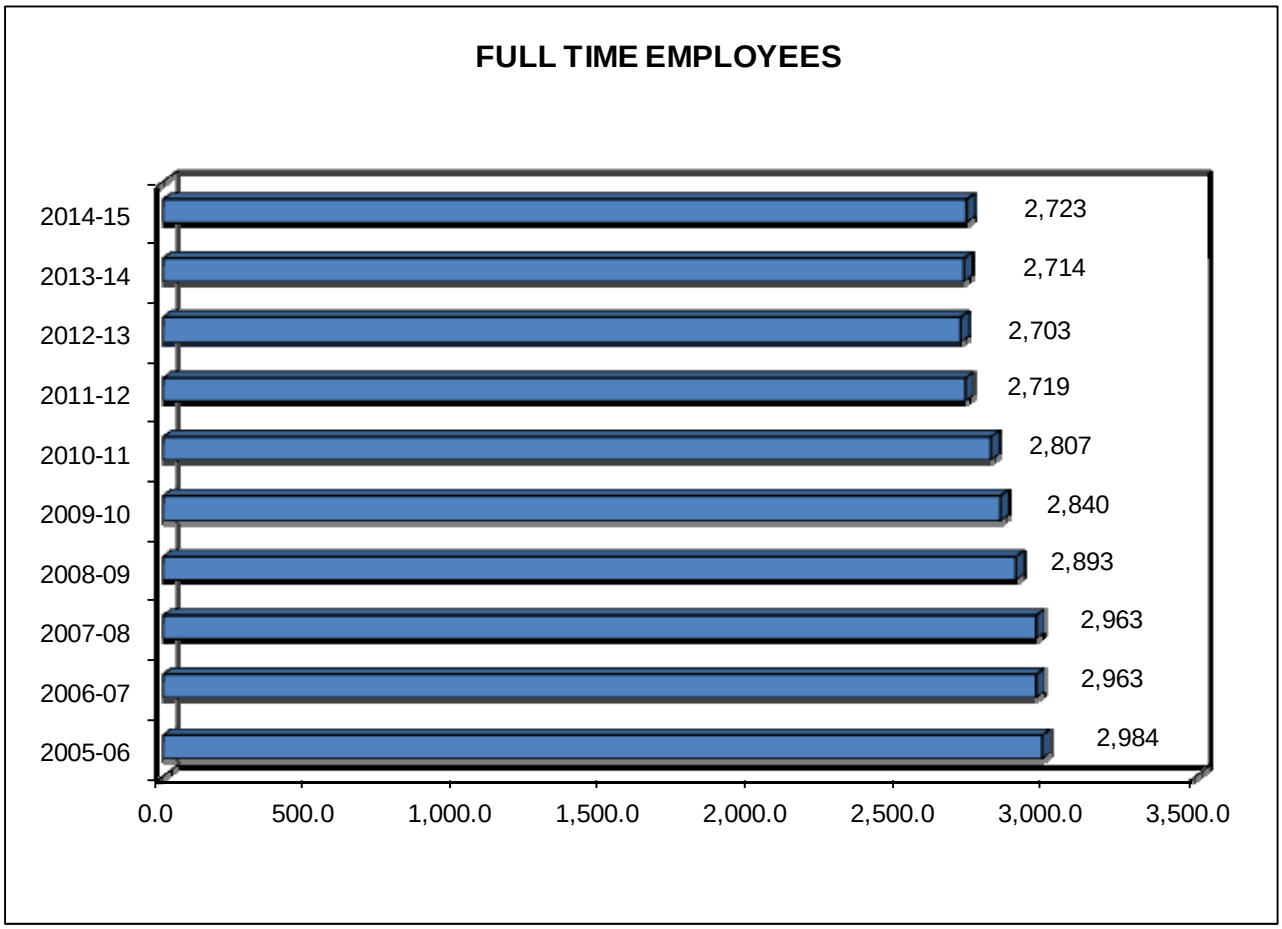


PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Full Time Positions	Budget 2011-12	Budget 2012-13	Budget 2013-14	Budget 2014-15
City Council and Clerk	12.0	12.0	12.0	12.0
Administration				
Mayor's Office	16.0	16.0	15.0	18.0
Office of Management & Budget	9.5	8.7	10.2	9.2
Human Resource Management	28.0	27.0	26.0	26.0
Communications	13.0	15.0	16.0	16.0
Law	20.0	19.0	19.0	19.0
	86.5	85.7	86.2	88.2
Information Technology	47.0	48.0	52.0	52.0
Finance				
Director's Office	3.0	3.0	3.0	3.0
Accounting	13.0	17.0	18.0	19.0
Treasury	17.0	17.0	17.0	20.0
Assessment	12.0	12.0	12.0	12.0
Parking Violations & Adjudication	31.0	33.0	36.0	36.0
Purchasing	11.0	11.0	11.0	11.0
	87.0	93.0	97.0	101.0
Neighborhood & Business Development				
Commissioner	10.0	9.8	9.8	8.8
Business & Development	39.0	36.0	38.0	39.0
Planning & Zoning	22.0	21.0	21.0	22.0
Neighborhood Preservation	12.0	13.0	13.0	13.0
Inspection & Compliance	44.0	45.0	44.0	44.0
	127.0	124.8	125.8	126.8
Environmental Services				
Commissioner	22.0	23.0	25.0	47.0
Architecture & Engineering	58.0	57.0	58.0	58.0
Operations & Parks	379.0	373.0	373.0	374.0
Water	123.0	123.0	121.0	121.0
	582.0	576.0	577.0	600.0
Emergency Communications	215.0	214.0	214.0	214.0
Police	869.5	867.5	868.0	849.0
Fire	499.0	499.0	503.0	502.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Full Time Positions	Budget 2011-12	Budget 2012-13	Budget 2013-14	Budget 2014-15
Central Library	90.0	85.5	81.3	78.6
Community Library	22.0	20.5	18.7	19.4
	112.0	106.0	100.0	98.0
Recreation & Youth Services				
Office of the Commissioner	5.0	5.0	5.0	15.3
Recreation	54.0	53.2	55.2	49.9
BEST & YS	0.0	0.0	0.0	14.8
Employment Opportunities	13.0	8.0	9.0	0.0
Youth Services	10.0	10.8	9.8	0.0
	82.0	77.0	79.0	80.0
Total	2,719.0	2,703.0	2,714.0	2,723.0



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

Department	Amount
City Council and Clerk	956,400
Administration	4,560,900
Information Technology	2,654,000
Finance	3,645,600
Neighborhood & Business Development	5,913,800
Environmental Services	25,921,600
Emergency Communications	7,739,600
Police	44,485,400
Fire	26,043,400
Library	3,925,300
Recreation & Youth Services	4,390,300
	130,236,300

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 2014-15
AFSCME Local 1635	
Department of Environmental Services	
● Environmental Services Operator	79,400
● Supervisor of Structures & Equipment	87,700
● Secretary	66,200
Department of Recreation & Youth Services	
● Receptionist-Typist	50,200
Rochester Police Locust Club, Inc.	
Police Department	
● Police Investigator	111,500
● Police Sergeant	105,700
International Association of Firefighters, Local 1071	
Fire Department	
● Captain	115,700
Total	616,400

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization	Agreement Dates
AFSCME Local 1635 Full Time	July 1, 2012 to June 30, 2017
AFSCME Local 1635 Part Time	July 1, 2011 to June 30, 2015
Rochester Police Locust Club, Inc.	July 1, 2008 to June 30, 2013
International Association of Firefighters, Local 1071, Uniformed	July 1, 2008 to June 30, 2013
International Association of Firefighters, Local 1071, Non-Uniformed	July 1, 2012 to June 30, 2017
International Union of Operating Engineers, Local 832-S	July 1, 2010 to June 30, 2014
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2013 to June 30, 2017

July 1, 2014

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, 2014, all positions set forth in this Budget to be in existence for the fiscal year 2014-15 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, 2014, which are not set forth in this Budget shall be abolished effective July 1, 2014 except for positions otherwise prescribed by law.

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

Management Salaried Personnel
Effective July 1, 2014

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N
22	51,487	52,594	53,725	54,880	56,059	57,265	58,497	59,754	61,038	62,352	63,691	65,060	66,460	67,889
23	53,724	54,879	56,060	57,264	58,497	59,754	61,038	62,352	63,690	65,060	66,460	67,888	69,347	70,838
24	56,058	57,263	58,495	59,753	61,037	62,349	63,689	65,059	66,458	67,887	69,346	70,837	72,360	73,916
25	58,497	59,754	61,039	62,352	63,691	65,062	66,460	67,889	69,348	70,840	72,362	73,917	75,508	77,130
26	61,040	62,354	63,692	65,063	66,462	67,890	69,349	70,841	72,363	73,919	75,509	77,132	78,792	80,485
27	63,690	65,060	66,459	67,888	69,347	70,838	72,361	73,916	75,504	77,129	78,789	80,482	82,211	83,979
28	66,307	67,733	69,188	70,676	72,196	73,748	75,333	76,953	78,607	80,298	82,024	83,788	85,588	87,429
29	69,009	70,491	72,007	73,554	75,136	76,752	78,402	80,088	81,810	83,569	85,366	87,201	89,075	90,989
30	71,990	73,537	75,118	76,734	78,384	80,069	81,790	83,548	85,345	87,180	89,054	90,969	92,925	94,923
31	74,937	76,549	78,195	79,875	81,592	83,347	85,140	86,970	88,840	90,749	92,700	94,693	96,730	98,809
32	78,014	79,690	81,403	83,152	84,941	86,767	88,634	90,537	92,484	94,473	96,504	98,579	100,698	102,863
33	81,221	82,967	84,752	86,574	88,434	90,336	92,278	94,262	96,289	98,360	100,474	102,634	104,841	107,096
34	84,571	86,390	88,246	90,145	92,083	94,062	96,084	98,152	100,260	102,416	104,618	106,867	109,166	111,513
35	88,061	89,955	91,888	93,863	95,881	97,943	100,049	102,200	104,398	106,642	108,935	111,277	113,669	116,113
36	100,284	102,440	104,644	106,894	109,192	111,539	113,937	116,387	118,889	121,447	124,058	126,725	129,449	
86	111,823	114,617	117,483	120,420	123,430	124,584	128,321							
87	114,617	117,483	120,420	123,430	125,676	129,446								
88	98,479	100,484	102,534	104,628	106,763	108,944	111,162	113,434	115,749	118,115	120,521	124,137	127,862	131,698
96	111,823	114,617	117,483	120,420	123,430	124,584	128,321							
97	114,617	117,483	120,420	123,430	125,676	129,446								
98	98,479	100,484	102,534	104,628	106,763	108,944	111,162	113,434	115,749	118,115	120,521	124,137	127,862	131,698
197	115,615	118,504	121,467	124,503	126,769	130,572								

Non-Management Salaried Personnel
Effective July 1, 2014

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	26,646	27,470	28,319	29,219	30,121	30,892	31,520	32,093	32,816
2	27,324	28,169	29,041	29,965	30,892	31,520	32,093	32,816	33,633
3	27,876	28,737	29,626	30,579	31,520	32,093	32,816	33,633	34,503
4	28,382	29,260	30,164	31,131	32,093	32,816	33,633	34,503	35,271
5	29,020	29,919	30,843	31,828	32,816	33,633	34,503	35,271	36,234
6	29,746	30,666	31,615	32,627	33,633	34,503	35,271	36,234	37,143
7	30,521	31,466	32,439	33,467	34,503	35,271	36,234	37,143	38,156
8	31,194	32,159	33,154	34,213	35,271	36,234	37,143	38,156	39,260
9	32,051	33,043	34,065	35,148	36,234	37,143	38,156	39,260	40,463
10	32,852	33,868	34,916	36,033	37,143	38,156	39,260	40,463	41,719
11	33,748	34,791	35,867	37,012	38,156	39,260	40,463	41,719	43,018
12	34,728	35,803	36,910	38,082	39,260	40,463	41,719	43,018	44,514
13	35,793	36,900	38,041	39,252	40,463	41,719	43,018	44,514	45,854
14	36,903	38,044	39,219	40,463	41,719	43,018	44,514	45,854	47,399
15	38,051	39,228	40,441	41,732	43,018	44,514	45,854	47,399	48,841
16	39,366	40,584	41,838	43,177	44,514	45,854	47,399	48,841	50,531
17	40,557	41,814	43,106	44,478	45,854	47,399	48,841	50,531	52,553
18	41,920	43,215	44,552	45,975	47,399	48,841	50,531	52,553	54,714
19	43,194	44,529	45,905	47,375	48,841	50,531	52,553	54,714	56,925
20	44,691	46,073	47,497	49,015	50,531	52,553	54,714	56,925	59,242
21	46,476	47,913	49,396	50,972	52,553	54,714	56,925	59,242	61,699
110	28,694	35,867	37,012	38,156	39,260	40,463	41,719	43,018	44,308
150	32,352	40,441	41,732	43,018	44,514	45,854	47,399	48,841	50,308
170	34,485	43,106	44,478	45,854	47,399	48,841	50,531	52,553	54,132
180	35,641	44,552	45,975	47,399	48,841	50,531	52,553	54,714	56,355
190	36,724	45,905	47,375	48,841	50,531	52,553	54,714	56,925	58,631
200	37,998	47,497	49,015	50,531	52,553	54,714	56,925	59,242	61,017
210	47,913	49,396	50,972	52,553	54,714	56,925	59,242	61,698	63,550

PERSONNEL SUMMARY
SALARY SCHEDULES

CITY OF ROCHESTER SALARY SCHEDULE

Weekly and Hourly Personnel
Effective July 1, 2014

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	15.44	15.91	16.41	16.98	17.48	17.86	18.27	18.77	19.26
41	15.95	16.45	16.95	17.48	18.01	18.42	19.11	19.31	20.01
42	16.54	17.06	17.58	18.16	18.78	19.26	19.70	20.38	20.89
51	13.48	13.90	14.32	14.71	15.14	15.45	15.73	15.96	16.25
52	13.67	14.10	14.53	15.00	15.45	15.73	15.96	16.25	16.63
53	13.86	14.29	14.72	15.23	15.73	15.96	16.25	16.63	17.00
54	14.13	14.57	15.02	15.48	15.96	16.25	16.63	17.00	17.38
55	14.37	14.80	15.27	15.79	16.25	16.63	17.00	17.38	17.78
56	14.69	15.14	15.61	16.20	16.63	17.00	17.38	17.78	18.09
57	15.04	15.50	15.98	16.53	17.00	17.38	17.78	18.09	18.77
58	15.35	15.82	16.30	16.85	17.38	17.78	18.09	18.77	19.11
59	15.72	16.21	16.71	17.21	17.78	18.09	18.77	19.11	19.67
60	16.00	16.50	17.00	17.55	18.09	18.77	19.11	19.67	20.10
61	16.53	17.04	17.57	18.15	18.77	19.11	19.67	20.10	20.80
62	16.91	17.43	17.97	18.49	19.11	19.67	20.10	20.80	21.36
63	17.37	17.92	18.47	19.11	19.67	20.10	20.80	21.36	21.97
64	17.81	18.37	18.93	19.55	20.10	20.80	21.36	21.97	22.62
65	18.42	18.98	19.57	20.17	20.80	21.36	21.97	22.62	23.31
66	14.84	15.30	15.78	16.24	16.74	17.78			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	129.25	133.24	137.36					
69	156.15	160.97	165.96	176.54	187.10	197.71	203.58	209.46
70	166.07	171.20	176.36	182.30	187.84	194.34		
71	180.82	186.91	192.99	199.07	205.14	211.22		

PERSONNEL SUMMARY
SALARY SCHEDULES

Uniformed Police Personnel
Effective JuLy 1, 2012

Bracket	Step 1	Step 2	Step 3	Step 4	Step 5	Step A	Step B
90	38,799	47,867	56,307	64,557	67,751	72,665	77,077
91			67,070	72,663			
191			73,165	77,577			
92			82,736	87,724			
94			93,357	98,987			
95							

Uniformed Fire Personnel
Effective July 1, 2012

Bracket	Step A	Step B	Step C	Step D	Step E	Step F
80	38,190	42,654	47,116	55,425	63,545	66,691
82			72,764	76,362		
84			82,279	86,349		
85			92,843	97,437		

Non-Uniformed Fire Personnel
Effective July 1, 2014

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	42,259	43,565	45,194	46,810	48,452	50,080	51,709	53,338	54,967	56,596
75	44,371	45,743	47,510	49,274	51,040	52,805	54,571	56,337	58,102	59,868
78	47,544	49,015	51,638	54,262	56,885	59,509	62,132	64,756	67,379	70,003

Operating Engineers
Effective July 1, 2013

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	16.07	16.55	17.06	18.25	18.80
150	Asst. HVAC Engineer	23.16	24.32	25.09	26.87	27.69
151	HVAC Engineer	24.57	25.32	26.10	27.96	28.82
152	Lead HVAC Engineer	26.45	27.27	28.10	30.07	31.06
153	Supervising HVAC Engineer	28.48	29.37	30.26	32.39	33.45

PERSONNEL SUMMARY
SALARY SCHEDULES

Fixed Salary Rates
Effective July 1, 2014 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	43,800
Council Member*	33,800
Mayor*	140,861
Deputy Mayor	136,605
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 2014. 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 2014. The Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries.
**These positions are not compensated if filled by a City or RG&E employee.

CSEA Library Part Time
Effective July 1, 2014

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	20.75	21.40	22.10	22.79	23.24	23.70
Class 5 Truck Driver	N085	16.49	16.99	17.53	18.08	18.45	18.82
Cleaner Library	N015	14.04	14.48	14.94	15.43	15.72	16.02
Clerk II Library	N095	16.90	17.42	17.98	18.55	18.92	19.30
Clerk III with Typing Library	N075	16.09	16.59	17.11	17.65	18.01	18.36
Clerk Typist Library	N035	14.71	15.16	15.62	16.13	16.46	16.78
Duplicating Operator	N065	15.68	16.16	16.67	17.24	17.55	17.91
Graphic Assistant	N145	19.46	20.06	20.73	21.36	21.79	22.24
Librarian I	N185	21.52	22.18	22.87	23.59	24.32	25.07
Librarian II	N195	22.78	23.49	24.23	25.00	25.51	26.01
Library Assistant	N145	19.46	20.06	20.73	21.36	21.79	22.24
Maintenance Worker	N575	15.73	16.22	16.72	17.25	17.78	18.14
Retrieval Room Aide	N304	8.67	8.94	9.23	9.54	9.72	9.92
Security Guard Library	N015	14.04	14.48	14.94	15.43	15.72	16.02
Shipping Aide	N402	8.52	8.77	9.02	9.22	9.40	9.59
Sr. Retrieval Room Aide	N305	14.03	14.47	14.90	15.39	15.69	15.99
Youth Services Assistant	N075	16.09	16.59	17.11	17.65	18.01	18.36
Youth Services Coordinator	N145	19.46	20.06	20.73	21.36	21.79	22.24

AFSCME PART TIME
Effective July 1, 2014

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	22.28	22.97	23.69	24.44	25.19
Administrative Analyst	N720	24.55	25.31	26.09	26.93	27.76
Animal Care Tech	P702	13.14	13.55	13.96	14.41	14.86
Animal Care Tech II	P706	14.30	14.74	15.20	15.69	16.17
Auto Aide	P758	15.35	15.82	16.30	16.84	17.38
Cemetery Service Rep	N711	18.55	19.12	19.71	20.33	20.96
Cemetery Worker	P757	15.04	15.50	15.98	16.54	17.00
Cleaner	P701	12.81	13.21	13.61	14.05	14.48
Clerk II	N709	17.61	18.16	18.72	19.31	19.91
Clerk III / Typing	N707	16.76	17.29	17.82	18.39	18.96
Clerk Typist	N703	15.32	15.78	16.28	16.79	17.31
Code Enforcement Inspector	P761	16.53	17.04	17.57	18.16	18.77
Code Enforcement Officer	P721	22.35	23.04	23.75	24.52	25.27
Code Enforcement Officer Trainee	P718	20.15	20.78	21.43	22.10	22.79
Communications Aide	N716	21.63	22.31	22.98	23.73	24.46
Communications Research Assistant	N812	16.70	17.21	17.75	18.31	18.87
Counseling Specialist	N718	23.03	23.74	24.48	25.25	26.05
Dispatcher I / OEC	N715	15.55	19.44	20.06	20.69	21.40
Dispatcher II / OEC	N817	16.58	20.72	21.38	22.05	22.79
Grants Support Associate	N713	19.67	20.27	20.90	21.56	22.23
Ground Equipment Operator	P756	13.99	14.41	14.84	15.44	15.95
Interdepartmental Messenger	N706	16.35	16.84	17.37	17.94	18.47
Maintenance Mechanic	P760	16.00	16.50	17.00	17.55	18.08
Microfilm Equipment Operator	N706	16.35	16.84	17.37	17.94	18.47
Office Automation Specialist	N717	22.28	22.97	23.69	24.44	25.19
Parking Enforcement Officer	P710	15.79	16.28	16.78	17.32	17.85
Parking Equipment Mechanic	P710	15.79	16.28	16.78	17.32	17.85
Police Evidence Tech	P716	21.63	22.31	22.98	23.73	24.46
Principal Engineering Technician	N718	23.03	23.74	24.48	25.25	26.05
Project Assistant	N712	19.08	19.67	20.28	20.92	21.57
Property Conservation Inspector	P188	20.15	20.78	21.43	22.10	22.79
Receptionist Typist	N706	16.35	16.84	17.37	17.94	18.47
Secretary	N711	18.55	19.12	19.71	20.33	20.96
Security Guard	P752	13.66	14.09	14.53	15.01	15.46
Service Representative	N812	16.70	17.21	17.75	18.31	18.87
Service Representative Bil	N812	16.70	17.21	17.75	18.31	18.87
Senior Maintainance Mechanic	P762	16.92	17.42	17.97	18.48	19.11
Senior Maintainance Mechanic Bldg	P765	18.34	18.99	19.56	20.17	20.80
Telecommunicator	N810	13.80	17.24	17.79	18.34	18.87
Veterinary Technician	P710	15.79	16.28	16.78	17.32	17.85
Vicitim Assistance Counselor	N714	20.28	20.91	21.54	22.25	22.93
Wage & Hour Investigator	N716	21.63	22.31	22.98	23.73	24.46
Water Quality Lab Tech	P720	21.63	22.31	22.98	23.73	24.46

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2014

Title	Bracket	Step A	Step B	Step C	Step D	Step E
Accountant	N170	22.28	22.97	23.69	24.44	25.19
Accountant Intern Seasonal	N308	13.25	14.82			
Administrative Analyst	N200	24.55	25.31	26.09	26.93	27.76
Administrative Assistant	N160	21.63	22.30	22.99	23.72	24.46
Administrative Secretary	N130	19.66	20.27	20.90	21.56	22.23
Architectural Intern Seasonal	N308	13.25	14.82			
Assistant Beach Manager	P840	14.13	14.58	14.97		
Assistant Exam Supervisor	P462	12.43				
Assistant GIS Technician	N030	15.16	15.63	16.11	16.63	17.14
Assistant Pool Manager	P840	14.13	14.58	14.97		
Assistant Summer Program Coordinator	P459	11.14				
Assistant Supervisor of Markets	P417	15.84	16.37	16.84		
Auto Aide	P758	15.35	15.82	16.30	16.84	17.38
Beach Lifeguard	P826	10.31	10.69			
Beach Lifeguard Captain	P836	13.26	13.64			
Beach Lifeguard Lieutenant	P831	11.79	12.17			
Beach Manger	P850	17.44	17.98			
Bingo Inspector	N316	15.83				
Building Maintenance Helper	P528	13.66	14.09	14.53	15.01	15.46
Car Pool Coordinator	P365	16.53	17.04	17.60		
Cemetery Crew Leader	P455	11.71				
Cemetery Service Representative	N110	18.55	19.12	19.71	20.33	20.96
Cemetery Worker	P578	15.04	15.50	15.98	16.54	17.00
Cleaner	P018	12.81	13.21	13.61	14.05	14.48
Clerical Aide	P350	12.53				
Clerk II	N090	17.61	18.16	18.72	19.31	19.91
Clerk III	N070	16.76	17.29	17.82	18.39	18.96
Clerk IV	N030	15.32	15.78	16.28	16.79	17.31
Clerk Typist	N030	15.32	15.78	16.28	16.79	17.31
College Junior Intern	P452	13.25				
Coordinator Duplicating and Supply	N140	20.28	20.91	21.55	22.23	22.93
Crew Chief Seasonal	P360	15.91				
Day Camp Supervisor	P461	12.92				
Dispatcher	P648	17.82	18.37	18.93	19.55	20.10
Engineering Intern Seasonal	N308	13.25	14.82			
Exam Proctor	P358	9.32	9.95	10.57		

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2014

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Exam Supervisor	P460	14.91					
Field Auditor	N140	20.28	20.91	21.55	22.23	22.93	
Fire Protection Gear Repairer	P298	33.29					
Firefighter Trainee	P354	8.15	8.74	18.36			
Forestry Worker	P618	16.52	17.04	17.56	18.16	18.77	
Ground Equipment Operator	P362	13.99					
Grounds Worker	P451	9.57					
Human Resource Consultant II	N210	25.53	26.32	27.14	28.01	28.88	
Interdepartmental Messenger	N060	16.35	16.84	17.37	17.94	18.47	
IT Intern	N308	13.25	14.82				
Laborer	P456	8.76					
Laborer Library	N456	8.77					
Lead Laborer	P455	11.71					
Legal Asst/CFB	N200	24.55	25.31	26.09	26.93	27.76	
Legislative Aide	N160	21.63	22.30	22.99	23.72	24.46	
Legislative Clerk	N070	16.77	17.29	17.83	18.39	18.96	
Library Page	N401	8.00	8.25	8.50			
Lifeguard	P825	9.98	10.35	10.80			
Lifeguard Captain	P835	12.92	13.31	13.76			
Lifeguard Lieutenant	P830	11.45	11.83	12.29			
Literacy Aide*	N403	8.97	9.81	10.64			
Maintenance Mechanic	P608	16.00	16.50	17.00	17.55	18.08	
Operations Worker	P418	15.95	16.44	16.95	17.48	18.01	
Parks Operations Supervisor	P198	23.74	24.46	25.22	26.03	26.84	27.76
Parks Operations Worker	P418	15.95	16.44	16.95	17.48	18.01	
Photo Grade I	N210	25.28	26.07	26.88	27.73	28.59	33.56
Playground Supervisor	P449	10.35					
Pool Attendant	P457	10.99					
Pool Supervisor	P850	17.44	17.98	18.53			
Principal Engineering Technician	N180	23.03	23.74	24.48	25.25	26.05	
Project Assistant	P128	19.08	19.67	20.28	20.92	21.57	
Public Safety Aide	P445	18.87	19.42	19.98			
Public Safety Intern	P447	9.80					
Purchaser	N190	23.74	24.46	25.22	26.03	26.84	

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2014

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
Recreation Assistant	P815	9.22	9.54	9.83						
Recreation Clerical Aide	P820	8.99	9.23	9.53						
Recreation Leader	N300	17.61	18.16	18.72	19.31	19.91				
Rink Aide	P448	8.87								
Rink Manager	P446	13.04								
School Traffic Officer	P459	11.14								
School Traffic Officer II	P458	12.95								
Secretary to Commissioner	N180	23.03	23.75	24.48	25.26	26.05				
Secretary Budget & Efficiency	N999	23.03								
Secretary	N110	18.55	19.12	19.71	20.33	20.96				
Secretary to Police Chief	N160	21.63	22.30	22.99	23.72	24.46				
Security Guard	P528	13.66	14.09	14.53	15.01	15.46				
Senior Cashier	N130	19.66	20.27	20.90	21.56	22.23				
Senior Field Auditor	N180	23.03	23.75	24.48	25.26	26.05				
Service Representative	N128	16.70	17.21	17.75	18.31	18.87				
Service Representative Bilingual	N128	16.70	17.21	17.75	18.31	18.87				
Sr. Maintenance Mechanic/Mason	D065	18.42	18.98	19.56	20.17	20.80	21.36	21.98	22.62	23.30
Sr. Operations Worker	D062	16.91	17.42	17.98	18.49	19.10	19.66	20.10	20.80	21.36
Sr. Recreation Assistant	P810	13.32	13.72	14.12						
Stock Clerk	P068	14.17	14.59	15.04	15.53	16.01	17.68			
Summer Program Clerk	N303	10.50								
Summer Program Clerk	P454	10.50								
Summer Program Coordinator	N325	18.69								
Summer Program Coordinator	P338	18.69								
Vending Inspector	P359	14.85								
Veterinary Technician Trainee	P088	14.85	15.31	15.79						
Water Maintenance Worker	P598	16.91	17.42	17.98						
Youth Intervention Specialist	N180	23.03	23.75	24.48	25.26	26.05				
Youth Worker	N400	8.17								
Youth Worker	P353	8.17								

Rochester City School District
Board of Education

Van Henri White, President
Cynthia Elliott, Vice President
Mary Adams
Melisza Campos
José Cruz
Malik Evans
Willa Powell

Shanai Lee
Board Clerk
(585) 262-8308
Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting May 8, 2014

Resolution No. 2013-14: 635

By Member of the Board Commissioner Evans

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2014-15 fiscal year as follows:

General Fund Revenues:

$ 512,858,749	New York State
$ 119,100,000	City of Rochester
$ 2,100,000	Federal Medicaid
$ 16,563,947	Local
$ 9,864,234	Appropriated Fund Balance
$ 660,486,930	**Total**

General Fund Expenses:

$ 599,313,671	Operating Expense
$ 13,387,490	Capital Expenses
$ 47,785,769	Debt Service
$ 660,486,930	**Total**

Special Aid Revenues:
$ 107,530,532

Special Aid Expenses:
$ 107,530,532

School Food Service Fund Revenues:
$ 20,242,000

School Food Service Fund Expenses:
$ 20,242,000

$ 788,259,462 **Grand Total Budget**

Seconded by Member of the Board Commissioner Powell

Roll Call Vote

Commissioner Adams	**Yes**
Commissioner Campos	**Yes**
Commissioner Cruz	**Yes**
Commissioner Evans	**Yes**
Commissioner Powell	**Yes**
Vice President Elliott	**Absent**
President White	**Yes**

Adopted 6-0 with Vice President Elliott absent

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 8th May, 2014, 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 six of such members were present at such meeting and that six 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 9 day of May, 2014.

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 Budget
- Multi-Year Projection

Districtwide Budget Summary

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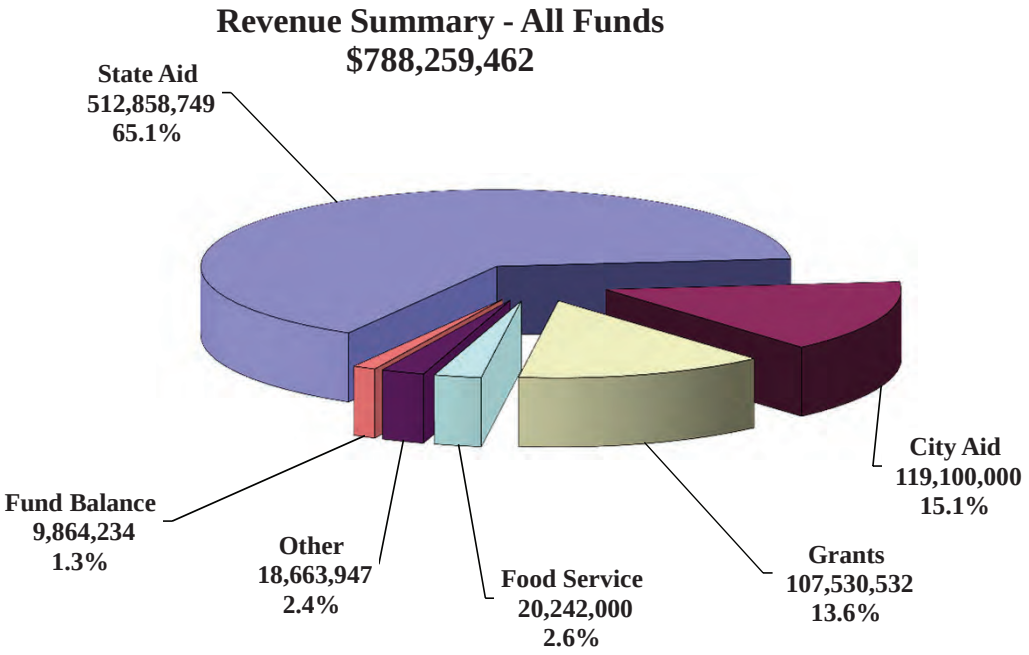
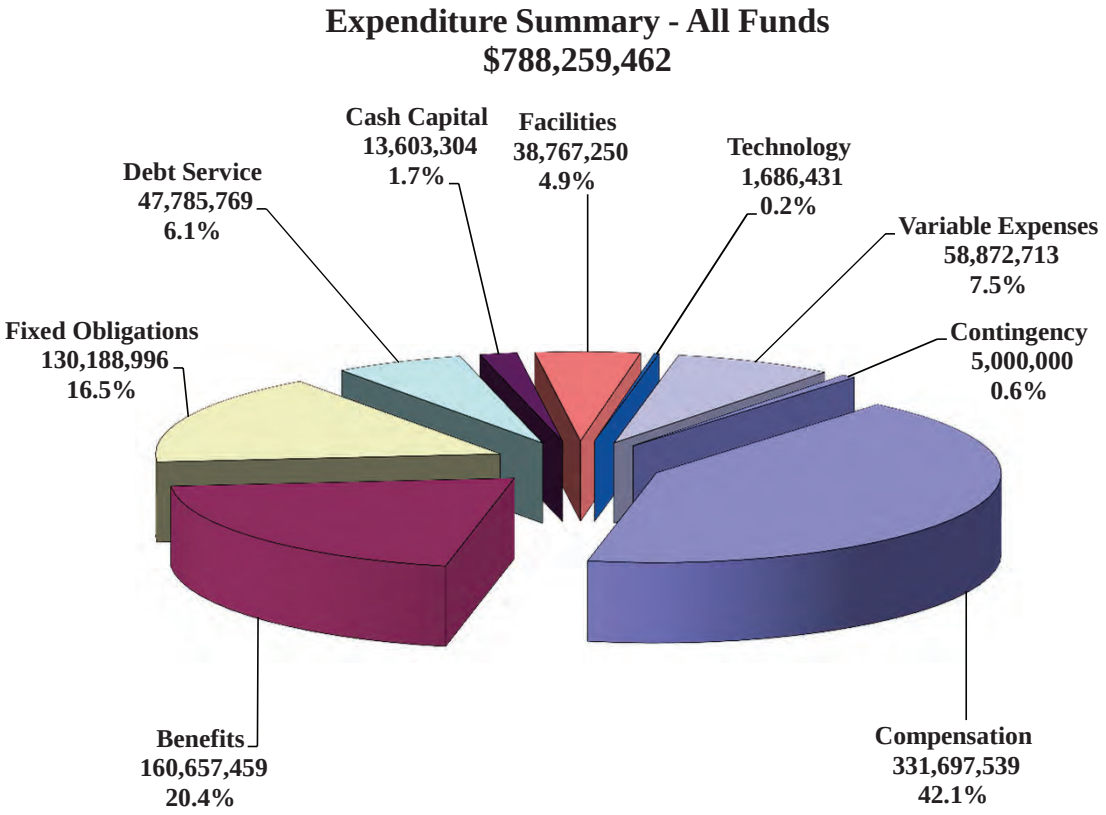
Revenue and Expenditure Charts





REVENUE SUMMARY

	2012-13 Actual Revenue	2013-14 Amended Budget	2014-15 Proposed Budget	$ Variance Fav/(Unfav)
GENERAL FUND				
State Aid				
Foundation Aid	336,189,652	348,121,441	363,011,519	14,890,078
Special Services Aid	11,962,599	13,142,101	13,023,564	(118,537)
Special Education - Public High Cost Aid	6,903,643	7,223,527	6,269,009	(954,518)
Special Education - Private Excess Cost Aid	10,102,756	10,033,944	10,898,567	864,623
Transportation Aid	49,050,607	53,649,789	55,660,983	2,011,194
Computer Hardware Aid	749,120	715,375	727,027	11,652
Textbook Aid	2,005,544	2,020,693	2,037,641	16,948
Software Aid	530,562	511,343	516,360	5,017
Library Aid	221,362	213,343	215,437	2,094
Charter School Transitional Aid	9,043,273	10,187,034	10,919,688	732,654
Total - Recurring State Aid	**426,759,118**	**445,818,590**	**463,279,795**	**17,461,205**
Building Aid				
Building Aid	23,603,107	32,855,195	47,587,813	14,732,618
Total - Building Aid	**23,603,107**	**32,855,195**	**47,587,813**	**14,732,618**
State Aid Adjustments				
Prior Year Aid Advance - Bond Bank	1,728,164	-	-	-
Prior Year Aid - $20M Spin Up Loan Payment	-	(667,000)	(667,000)	-
Local Share Deduction for Certain Students	(768,711)	(716,859)	(716,859)	-
Total - State Aid Adjustments	**959,453**	**(1,383,859)**	**(1,383,859)**	**-**
Other State Revenues				
Chapter 47, 66, 721 Tuition-Alternative Residential	820,464	375,000	375,000	-
Chapter 348 Tuition - Nonresident Homeless	339,303	-	500,000	500,000
NYS Legislative Appropriation	1,644,000	200,000	-	(200,000)
Incarcerated Youth Aid	2,660,931	2,795,000	2,500,000	(295,000)
Total - Other State Revenues	**5,464,698**	**3,370,000**	**3,375,000**	**5,000**
Total - New York State Revenue	**456,786,376**	**480,659,926**	**512,858,749**	**32,198,823**
City of Rochester Aid				
City of Rochester Aid	119,100,000	119,100,000	119,100,000	-
Total - City Revenue	**119,100,000**	**119,100,000**	**119,100,000**	**-**
Federal Revenue				
Federal - Medicaid	1,979,390	2,100,000	2,100,000	-
Total - Federal Revenue	**1,979,390**	**2,100,000**	**2,100,000**	**-**
Other Local Revenue				
Indirect Costs	2,750,591	2,752,714	2,317,500	(435,214)
Nonresident Tuition	640,746	600,000	650,000	50,000
Health Services Revenue	647,909	725,000	700,000	(25,000)
Rental and Use of Buildings	95,837	75,000	278,125	203,125
Sale of Obsolete Equipment	80,998	25,000	75,000	50,000
Stop Loss Reimbursement for Self-insurance	-	450,000	450,000	-
Prior Years Refunds	2,130,702	950,000	3,300,000	2,350,000
Student and Other Fees	65,936	60,000	60,000	-
E-Rate Revenue	731,494	1,170,000	970,000	(200,000)
Earnings - Capital Fund Investments	146,984	-	-	-
Earnings - General Fund Investments	4,811,255	175,000	175,000	-
RJSCB QSCB Subsidies & Capitalized Interest	4,948,201	9,103,787	7,303,322	(1,800,465)
Miscellaneous Revenue	489,330	250,000	250,000	-
Curriculum Based Programs	54,187	50,000	35,000	(15,000)
Total - Other Local Revenue	**17,594,170**	**16,386,501**	**16,563,947**	**177,446**
Appropriated Fund Balance for General Fund	-	9,514,941	9,864,234	349,293
Total General Fund Revenue	**595,459,936**	**627,761,368**	**660,486,930**	**32,725,562**

REVENUE SUMMARY – continued

	2012-13 Actual Revenue	2013-14 Amended Budget	2014-15 Proposed Budget	$ Variance Fav/(Unfav)
GRANT & SPECIAL AID FUNDS				
State Sources				
Universal Pre-Kindergarten	10,911,281	10,817,469	10,817,469	-
Other State Source Grants	18,907,135	24,587,264	33,943,888	9,356,624
Total - State Grant Sources	**29,818,416**	**35,404,733**	**44,761,357**	**9,356,624**
Federal Sources				
Formula (Recurring)	43,952,370	39,280,052	38,085,254	(1,194,798)
Federal ARRA	18,960,520	28,701,795	15,436,800	(13,264,995)
One-Time Grants (Competitive)	7,438,619	8,914,554	5,491,228	(3,423,326)
Roll-Over Grants	-	7,294,392	250,000	(7,044,392)
Total - Federal Sources	**70,351,509**	**84,190,793**	**59,263,282**	**(24,927,511)**
Local Sources	**2,855,867**	**3,940,140**	**3,505,893**	(434,247)
Total Grant & Special Aid Fund Revenue	**103,025,791**	**123,535,666**	**107,530,532**	**(16,005,134)**
SCHOOL FOOD SERVICE FUND				
NYS Free & Reduced Price Reimbursement	533,633	561,865	575,000	13,135
Federal Free & Reduced Price Reimbursement	17,077,194	17,733,152	17,867,000	133,848
Federal Surplus Food Revenue	942,062	1,000,000	1,000,000	-
Summer Food Service Revenue	617,791	644,732	650,000	5,268
Other Cafeteria Sales	153,333	150,000	150,000	-
Appropriation from Food Service Fund Balance	-	280,000	-	(280,000)
SCHOOL FOOD SERVICE FUND Revenue	**19,324,013**	**20,369,749**	**20,242,000**	**(127,749)**
Grand Total Revenue - All Funds	**$ 717,809,740**	**$ 771,666,783**	**$ 788,259,462**	**$ 16,592,679**

REVENUE SUMMARY ANALYSIS

STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the adopted 2014-15 New York State Budget.

FOUNDATION AID **$363,011,519**

Foundation Aid is unrestricted aid to support the district's general operations such as salaries, benefits, utilities and other operating costs. Beginning in 2007-08, NYS combined a number of separate aid categories into Foundation Aid. These aid categories included: Public Excess Cost, Sound Basic Education, Extraordinary Needs, Limited English Proficiency and several categorical grants.

SPECIAL SERVICES AID **$13,023,564**

This aid supports certain occupational, marketing and business programs, in grades 10-12 and for approved data processing expenses pursuant to Regulations of the Commissioner.

SPECIAL EDUCATION – PUBLIC HIGH COST AID **$6,269,009**

Public High Cost Aid is provided for students with disabilities placed in public settings in the Rochester City School District and at BOCES. This aid is based upon approved costs, attendance and level of service.

SPECIAL EDUCATION – PRIVATE EXCESS COST AID **$10,898,567**

Excess Cost Aid is provided for students with disabilities placed in private special education settings such as St. Joseph's Villa and Crestwood Children's Center. This aid is based upon approved costs, attendance and level of service.

TRANSPORTATION AID **$55,660,983**

This aid provides up to 90% of the district's approved transportation expenses. Non-allowable expenses include: the transportation of non-handicapped pupils who live 1 1/2 miles or less from the school attended, and transportation for extra activities such as field trips, athletic trips, etc.

HARDWARE AND TECHNOLOGY AID **$727,027**

Computer Hardware and Technology Equipment Aid provides funding for the purchase and lease of micro and/or mini computer equipment; technology equipment; repair of equipment for instructional purposes; and training and staff development for instructional purposes.

SOFTWARE, TEXTBOOK AID AND LIBRARY MATERIALS **$2,769,438**

This aid provides funding for the purchase of computer software, textbooks and library material. The amount of aid is based on a per-pupil dollar amount.

CHARTER SCHOOL TRANSITIONAL AID **$10,919,688**

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

REVENUE SUMMARY ANALYSIS – continued

BUILDING AID **$47,583,813**

This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

OTHER STATE REVENUES **$3,375,000**

This category represents state funding that the local delegation in Albany has secured for the district. This category also contains aid for certain resident student placements including incarcerated youth detention centers.

STATE AID ADJUSTMENTS **($1,383,859)**

This category represents adjustments for prior year aid monies owed to the district, contingency for prior year aid claims owed to the State, and revenue to offset the district's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

GRAND TOTAL STATE **$512,858,749**

REVENUES FROM CITY **$119,100,000**

The City of Rochester funding includes the State funded STAR program.

MEDICAID REVENUE **$2,100,000**

The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.

OTHER LOCAL REVENUES

INDIRECT COSTS **$2,317,500**

Many grant-funded programs provide revenue to offset overhead costs, which the district incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc.

NON-RESIDENT TUITION FROM OTHER DISTRICTS **$650,000**

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.

REVENUE SUMMARY ANALYSIS – continued

RENTAL AND USE OF BUILDINGS **$278,125**

This represents the fees charged to various groups for the use of buildings in accordance with district policy.

SALES OF OBSOLETE EQUIPMENT **$75,000**

This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.

PRIOR YEARS REFUNDS **$3,750,000**

This revenue is derived from several sources including federal E-Rate monies, BOCES refunds, refunds of prior year expense from vendors, and Stop Loss Reimbursement from Health Insurance.

E-RATE REVENUE **$970,000**

Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.

STUDENT AND OTHER FEES **$60,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

EARNINGS - GENERAL FUND INVESTMENTS **$175,000**

This revenue from investments is earned by the district's cash management program.

EARNINGS - CAPITAL FUND INVESTMENTS **$7,302,322**

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.

PREMIUM – RAN **$0**

This represents the premium associated with the issuance of a Revenue Anticipation Note (RAN).

MISCELLANEOUS REVENUE **$250,000**

This represents revenues that do not fit in any other categories and are non-recurring.

CURRICULUM BASED PROGRAMS **$35,000**

Revenue generated by student curriculum programs such as the Work Experience Program.

TOTAL LOCAL REVENUES **$16,536,947**

APPROPRIATIONS FROM FUND BALANCE **$9,864,234**

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

GRAND TOTAL GENERAL FUND REVENUE **$660,486,930**

GRANT REVENUE

Grant Title	2013-14 Amended	2014-2015 Proposed	Variance Fav/(Unfav)
>>>>>STATE SOURCES<<<<<			
BLIND/DEAF STATE TUITION	2,060,000	2,060,000	-
DISTRICT MANAGEMENT EFFICIENCY GRANT	1,500,000	1,500,000	-
EMPLOYMENT PREPARATION EDUCATION	3,361,864	3,361,864	-
ENCOMPASS: RESOURCES FOR LEARN	39,307	-	(39,307)
EXPANDED LEARNING	-	1,345,500	1,345,500
EXTENDED DAY VIOLENCE PREVENTION	342,291	342,291	-
FULL DAY PRE-K	2,932,201	9,977,445	7,045,244
LEARNING TECHNOLOGY	199,792	199,792	-
LIBRARY AUTOMATION ROLLOVER	1,406	-	(1,406)
LIBRARY SYSTEMS ROLLOVER	11,073	-	(11,073)
MATH SCIENCE HIGH OPTICS AT EAST	460,666	460,666	-
MENTOR INTERN PROGRAM	65,000	65,000	-
PATHWAYS IN TECH	312,692	330,694	18,002
ROCHESTER TEACHER CENTER ADDT'L	956	206,224	205,268
SCHOOL HEALTH SERVICES	6,292,705	7,492,705	1,200,000
SCHOOL LIBRARY SYSTEM - AUTOMATION	8,287	7,900	(387)
SCHOOL LIBRARY SYSTEM - OPERATING	82,875	79,000	(3,875)
SCHOOL LIBRARY SUPPLEMENTAL AID	48,077	39,807	(8,270)
SMART SCHOLARS COHORT 1	75,000	-	(75,000)
SMART SCHOLARS EARLY COLLEGE	111,848	-	(111,848)
SUMMER PROGRAM SPECIAL ED.	5,415,000	5,415,000	-
TEACHER CENTER	206,224	-	(206,224)
TEACHERS OF TOMORROW	1,060,000	1,060,000	-
UNIVERSAL PRE-K	10,817,469	10,817,469	-
SUBTOTAL - STATE	$ 35,404,733	$ 44,761,357	$ 9,356,624

GRANT REVENUE

Grant Title	2013-14 Amended	2014-2015 Adopted	Variance Fav/(Unfav)
>>>>>FEDERAL SOURCES<<<<<			
21ST CENTURY COMMUNITY LEARNING	1,199,362	1,200,000	638
ARRA RTTT REPLICATION	398,043	-	(398,043)
CHILD NUTRITION	968,726	-	(968,726)
DOL UNEMPLOYED WORKER	65,975	-	(65,975)
ESSC ELEMENTARY	202,806	-	(202,806)
IDEA PRESCHOOL SERVICES & SECT	781,847	510,824	(271,023)
IDEA SUPPORT SERVICES & SECTIO	10,121,183	9,452,336	(668,847)
IMPACT AID	9,823	9,823	-
NYSOTDA FOOD STAMP EMPLOYMENT	300,000	300,000	-
PERKINS ADULT BASIC	60,865	-	(60,865)
PERKINS CORRECTIONAL	33,958	33,958	-
PERKINS SECONDARY	534,241	458,153	(76,088)
PREGNANCY ASSISTANCE FUND	125,000	125,000	-
RACE TO THE TOP	3,828,349	-	(3,828,349)
RAISE	266,495	-	(266,495)
REFUGEE SCHOOL IMPACT GRANT	228,735	228,735	-
RESPONSE TO INTERVENTION	100,000	-	(100,000)
SCHOOL INNOVATION FUND #34	1,291,383	1,186,437	(104,946)
SED HOMELESS CHILDREN AND YOUT	91,423	91,423	-
SETRC	513,808	454,672	(59,136)
SIF ELS SCHOOL #8	1,218,823	-	(1,218,823)
SIF SCHOOL #9	1,102,993	801,366	(301,627)
SIG DISTRICT	14,748,833	9,000,000	(5,748,833)
STRENGTH TEACHER LEADER EFFECT	4,230,832	2,427,919	(1,802,913)
SYSTEMATIC SUPPORT - TURNAROUNDS	699,763	-	(699,763)
TAH GROWING UP AMERICA	105,733	-	(105,733)
TEACHER INCENTIVE FUND	5,983,211	4,008,881	(1,974,330)
TITLE I	27,692,986	23,500,000	(4,192,986)
TITLE I BASIC	760,000	-	(760,000)
TITLE I LEADERSHIP/STEM	530,000	-	(530,000)
TITLE IIA - TEACHER/PRINCIPAL TRAINING	3,800,000	3,800,000	-
TITLE III BILINGUAL	522,084	550,000	27,916
TITLE III IMMIGRATION	235,775	-	(235,775)
TITLE VII-NATIVE AMERICAN RESO	44,885	54,118	9,233
VIRTUAL AP GRANT	323,216	-	(323,216)
WIA LITERACY ZONE	100,000	100,000	-
WIA-ADULT LITERACY EDUCATION	469,878	469,878	-
WIA-ELL POST SECONDARY	249,759	249,759	-
WORKFORCE INVESTMENT ACT-TITLE	250,000	250,000	-
SUBTOTAL - FEDERAL	$ 84,190,793	$ 59,263,282	$ (24,927,511)

GRANT REVENUE

Grant Title	2013-14 Amended	2014-2015 Adopted	Variance Fav/(Unfav)
>>>>>**LOCAL SOURCES**<<<<<			
COMMUNITY PRE-SCHOOL RELATED S	500,000	500,000	-
EXPEDITIONARY LEARNING	572	-	(572)
GREATER ROCHESTER HEALTH FOUNDATION	817,881	532,417	(285,464)
LAURA BUSH NATIONAL CAMPAIGN	10,000	-	(10,000)
MARCH OF DIMES YOUNG MOTHERS	2,748	-	(2,748)
MONROE COUNTY CTE	520,000	520,000	-
NCFL TOYOTA FAMILY LITERACY	179,750	110,000	(69,750)
PRE-SCHOOL ADMINISTRATION/COUNTY	560,000	560,000	-
PRE-SCHOOL INTEGRATED/HANDICAPPED	985,000	940,000	(45,000)
SOOP YOUTH AT ROBERT BROWN	23,975	-	(23,975)
SPECIAL EDUCATION/ITINERANT TE	190,000	200,000	10,000
THE PRIMARY PROJECT	150,214	143,476	(6,738)
SUBTOTAL - LOCAL	$ 3,940,140	$ 3,505,893	$ (434,247)
TOTAL - GRANT REVENUE	$ 123,535,666	$ 107,530,532	$ (16,005,134)

UNIVERSAL PRE-KINDERGARTEN $10,817,469

This grant supports the District's efforts to provide environments and experiences in socialization, early literacy and motor skill development to all eligible four-year old children, including those with disabilities and children whose home language is other than English at 31 Rochester City School District sites. It also provides the support for four-year old Rochester city residents who attend half day Pre-Kindergarten programs at 19 Community Based Organizations that are contracted and supervised by the District.

PRIORITY UPK FULL-DAY $9,977,445

Priority Full Day Pre-Kindergarten works in conjunction with the District's Universal Pre-Kindergarten grant to convert half day seats to full day. The grant provides 1,382 full day Pre-Kindergarten placements in designated high needs schools. The total full day programs will increase to 1,922 seats, including Community Based Organizations. Priority Full Day is being used to expand on the Parent Group Leader (PGL) model currently at the RPPP (Rochester Preschool Parent Program) by adding PGL support to all Pre-Kindergarten classrooms. Priority full day funding increases the District's total students being funded from 1,905 to 2,059 (154 student increase) which allows for some existing sites to receive reimbursement that were previously over the District's capped student allocation, and it adds 54 new seats to Community Based Organizations.

SCHOOL HEALTH SERVICES $7,492,705

The purpose of the School Health Services grant is to provide the following:

- Mandated first aid
- Emergency services
- Screening
- Contagious disease management
- Services to children with special health concerns
- Documentation and State reporting

SPECIAL EDUCATION – EXTENDED SCHOOL YEAR (ESY) $5,415,000

Extended School Year (ESY) services are designed to support a student with a disability as documented under the Individuals with Disabilities Education Act (IDEA) to maintain the academic, social/behavioral, communication, or other skills that they have learned as part of their Individualized Education Program (IEP). In order for a student to receive ESY services, the student must have evidenced substantial regression and recoupment issues during the previous IEP year. The focus of the services provided to the student as part of an ESY program are not upon learning new skills or "catching up" to grade level, but rather to provide practice to maintain previously acquired or learned skills. The cost of the ESY program is reimbursed by the State at 80% with the remaining 20% funded locally.

DISTRICT MANAGEMENT EFFICIENCY GRANT $1,500,000

The School District Management Efficiency grant will be used to support a new Pre-Kindergarten program for three-year-old children at Audubon School No. 33; expanded-day learning for more students in 2014-15; a new textbook management system and other measures to continue improving the efficiency of District operations.

TEACHERS OF TOMORROW **$1,060,000**

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 **$8,498,738**

GRAND TOTAL STATE GRANTS **$44,761,357**

TITLE I FEDERAL ESEA – NCLB GRANT **$23,500,000**

Improving the Academic Achievement of the Disadvantaged

The purpose of Title 1, Part A is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging State academic achievement standards and State academic assessments". RCSD is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need.

- Funds are generated based on poverty criteria of free and reduced lunch eligibility. Use of funds is determined by need.
- All Title I expenditures must be supplemental and not supplant required services and materials.
- The District is required to set aside 15% of their Title I funds for School Improvement activities as defined by NYSED. In 2013/2014, Supplemental Academic Services and ELA/Math Instructional Coaches were used to meet this requirement.

2014/2015 Title I Proposed Budget

Mandated Set-Asides and Pass-Throughs	
Parent Involvement (1%)	$235,000
Parent Engagement (1%)	$235,000
City Residents Attending Non Public Schools	$685,828
Neglected & Delinquent Students	$619,859
Homeless Students	$111,192
Indirect Costs at 3.6%	$781,803
Subtotal Mandated Set-Asides and Pass-Throughs	**$2,668,682**
District Initiatives	
Half-Day Kindergarten Teachers (to create full-day Kindergarten)	$5,290,605
Elementary Librarians	$3,393,815
ELA/Math Coaches	$4,365,352
Supplemental Academic Services	$4,405,583
English Language Learners Initiatives	$126,337
Office of Parent Engagement	$54,518
ELA/Math Professional Development Leadership	$119,092
Elementary Summer School	$413,897
Title I Administration	$577,474
Technology/Instructional Support	$2,084,645
Subtotal District Initiatives	**$20,831,318**
Grand Total	**$23,500,000**

TITLE I SCHOOL IMPROVEMENT GRANT **$9,000,000**

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.

TITLE IIA FEDERAL ESEA – NCLB Grant **$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

2014/2015 Title IIA Proposed Budget will fund:

- Careers In Teaching
- Human Capital Recruitment
- Professional Development
- Tuition

The 2014/2015 Proposed Title IIA Budget

Mandated Set-Asides	
City Residents Attending Non Public Schools	$305,063
Indirect Costs at 3.6%	$134,455
Direct Initiatives	
Careers In Teaching	$2,436,750
Human Capital Initiatives	$12,100
Professional Development	$789,485
Tuition	$122,147
Grand Total	**$3,800,000**

TITLE III FEDERAL ESEA – NCLB GRANT $550,000

Language Instructions for Limited English Proficient and Immigrant Students

The purpose of Title III is to support and enhance the education of students who are English Language Learners (ELL) in all aspects of the English language and literacy development in order to promote academic achievement in all areas and lead to graduation and post-high school success.

More than 11% of the student population of the Rochester City School District is English Language Learners (ELL), and the predominant non-English language group is Spanish. Other languages spoken by RCSD students include Somali, Burmese, Arabic, Korean, and Chinese. RCSD programs receiving funds from Title III include Bilingual programs, Learning English through Academics Program (LEAP), Dual Language, and Free Standing ESOL.

2014/2015 Title III Proposed Budget will fund:

- Salaries, Substitutes, In-service and Teacher Hourly Pay
- Non-Salary Operating Funds
- Related Benefits
- Indirect Cost

IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT $9,963,160

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.

2014/2015 IDEA Sections 611 and 619 Proposed Budget will fund:

- Mandated Set-Asides and Pass-Through
  - Pass-Through to ASEPs, Charter Schools and BOCES
  - Parentally-placed Tuition
  - Indirect Costs @ 3.6%
- Staff
  - Special Education Teachers
- Early Intervening Services
  - Funds used to develop and implement coordinated, early intervening services for students in kindergarten through grade 12 who are not currently identified as needing special education or related services, but do need additional academic and behavioral support to succeed in general education environment.
- CPSE
  - Funds used to hold second committees needed at peak times when there is an increase to the number of students that are referred to the committee

SCHOOL INNOVATION FUND #9 **$801,366**

The purpose of this grant is to implement a Community School design with a wrap-around services model to complement the District's priority to support Expanded Learning Time (ELT). This will allow Dr. Martin Luther King Jr. School 9 to accelerate efforts to increase graduation rates, college persistence, and college graduation rates in the long-term. Key strategies include creating a school, family, community, and partner collective to provide quality ELT opportunities, adopting a shared governance model, extending the school day for a total of 300 additional hours, delivering additional instruction focused on literacy and writing, enhancing students' experiential base through STEM enrichment experiences, and, increasing student access to preventive and therapeutic physical and mental health support systems.

SCHOOL INNOVATION FUND #34 **$1,186,437**

The purpose of this grant is to implement a Community School design, which will allow Dr. Louis A. Cerulli School 34 to accelerate efforts to increase graduation rates, college persistence, and college graduation rates. The key strategies of the School 34 redesign include adopting a shared governance model, extending the school day by six hours a week, adding five days per year, delivering mathematics additional instruction and mathematics enrichment, enhancing students' experiential base through arts enrichment, increasing student access to community enrichment experiences and, increasing student access to preventive and therapeutic mental health support systems.

STRENGTH TEACHER LEADER EFFECT **$2,427,919**

The Strengthening Teacher and Leader Effectiveness grant will improve the quality of RCSD teachers and school leaders. Grant activities will fill gaps in the District's continuum of services that build educator effectiveness, including preparation, recruitment, mentoring, professional development, evaluation, and performance management.

TEACHER INCENTIVE FUND (TIF) **$4,008,881**

TIF awards additional compensation to teachers and administrators who earn: Differentiated Assignments, Group Awards, Career Ladder Movement and Professional Development Incentives.

OTHERS FEDERAL GRANTS **$4,025,519**

GRAND TOTAL FEDERAL GRANT REVENUE **$59,263,282**

LOCAL REVENUE **$2,200,000**

Pre-School Special Education - Section 4410

Section 4410 provides a portion of the resources for mandated Pre-School Special Education programs and services.

- Pre-School Integrated/Handicapped classrooms
- Pre-School Related Services
- Special Education/Itinerant Teachers (S.E.I.T.) services
- CPSE Administration

OTHER LOCAL GRANTS **$1,305,893**

GRAND TOTAL LOCAL GRANTS **$3,505,893**

GRAND TOTAL – ALL GRANTS **$107,530,532**

Expenditure Summary (All Funds)

	2012-2013 Actual	2013-2014 Amended	2014-2015 Proposed	$ Variance Fav/(Unfav)
EXPENDITURES BY ACCOUNT				
Salary Compensation				
Teacher	$ 191,858,585	$ 194,898,457	$ 192,432,713	$ 2,465,744
Civil Service	57,316,278	61,925,955	60,655,877	1,270,078
Administrator	28,975,857	30,238,485	29,385,497	852,988
Teaching Assistants	4,496,706	6,062,618	5,515,284	547,334
Paraprofessional	8,114,601	8,350,466	7,002,475	1,347,991
Sub Total Salary Compensation	**290,762,027**	**301,475,981**	**294,991,846**	**6,484,135**
Other Compensation				
Substitute Teacher	12,454,667	10,256,599	9,557,979	698,620
Hourly Teachers	12,554,134	19,306,586	20,115,876	(809,290)
Teachers In-Service	2,185,917	2,925,436	1,469,272	1,456,164
Overtime Civil Service	3,415,920	4,109,077	3,350,637	758,440
Civil Service Substitutes	2,422,009	1,994,054	2,211,930	(217,876)
Sub Total Other Compensation	**33,032,647**	**38,591,752**	**36,705,694**	**1,886,058**
Total Salary and Other Compensation	**323,794,674**	**340,067,733**	**331,697,539**	**8,370,193**
Employee Benefits	**149,099,037**	**158,558,604**	**160,657,459**	**(2,098,855)**
Total Sal., Other Comp., and Empl. Benefits	**472,893,711**	**498,626,337**	**492,354,999**	**6,271,338**
Fixed Obligations With Variability				
Special Education Tuition	20,048,763	20,623,281	20,863,610	(240,329)
Contract Transportation	53,728,587	56,018,607	55,980,746	37,861
Charter School Tuition	33,448,369	41,147,113	51,807,658	(10,660,545)
Health Service Other Districts	716,982	652,080	716,982	(64,902)
Insurance Non-Employee	805,120	835,000	820,000	15,000
Sub Total Fixed Obligations	**108,747,820**	**119,276,081**	**130,188,996**	**(10,912,915)**
Debt Service	**31,253,335**	**39,864,214**	**47,785,769**	**(7,921,555)**
Cash Capital Outlays				
Cash Capital Expense	6,738,241	6,600,000	9,312,000	(2,712,000)
Textbooks	1,824,836	2,266,150	2,235,000	31,150
Equipment Other than Buses	419,964	1,005,375	678,450	326,925
Equipment Buses	223,846	1,383,500	488,000	895,500
Computer Hardware - Instructional	1,289,749	576,613	559,434	17,179
Computer Hardware - Non-Instructional	176,725	87,735	76,420	11,315
Library Books	173,534	242,704	254,000	(11,296)
Sub Total Cash Capital Outlays	**10,846,895**	**12,162,077**	**13,603,304**	**(1,441,227)**

Expenditure Summary (All Funds)

	2012-2013 Actual	2013-2014 Amended	2014-2015 Proposed	$ Variance Fav/(Unfav)
Facilities and Related				
Utilities	10,275,345	10,085,712	10,729,360	(643,648)
Instructional Supplies	4,661,312	5,971,925	5,402,881	569,044
Equip Service Contr & Repair	2,831,629	3,033,460	2,958,802	74,658
Facilities Service Contracts	1,119,251	1,368,000	1,440,000	(72,000)
Rentals	3,815,783	3,980,928	3,995,661	(14,733)
Maintenance Repair Supplies	1,100,778	1,078,236	1,161,576	(83,340)
Postage and Print/Advertising	1,535,741	1,938,658	1,344,917	593,741
Auto Supplies	1,122,156	1,112,030	1,127,450	(15,420)
Supplies and Materials	11,928,105	10,637,438	9,659,698	977,740
Custodial Supplies	531,741	595,554	573,924	21,630
Office Supplies	343,629	430,591	372,981	57,610
Sub Total Facilities and Related	**39,265,471**	**40,232,532**	**38,767,250**	**1,465,282**
Technology				
Computer Software - Instructional	985,188	709,929	663,458	46,471
Computer Software - Non-Instructional	1,413,293	1,198,696	1,022,973	175,723
Subtotal Technology	**2,398,481**	**1,908,625**	**1,686,431**	**222,194**
All Other Variable Expenses				
Miscellaneous Services	1,474,301	2,055,454	1,765,924	289,530
Professional Technical Service	17,054,275	21,920,072	23,590,651	(1,670,579)
Agency Temporary Staff	3,623,729	2,560,371	2,320,983	239,388
Judgments and Claims	4,036,092	2,628,941	500,000	2,128,941
Grant Disallowances	(1,281,048)	130,000	79,987	50,013
Interfund Exp Pre-K Spec Ed	919,205	750,000	900,000	(150,000)
Departmental Credits	(2,588,096)	(1,560,455)	(1,807,972)	247,517
Indirect Costs Grants	2,750,591	3,225,905	2,525,033	700,872
Professional Development	1,562,409	1,613,569	1,401,120	212,449
BOCES Services	21,408,658	25,313,152	27,596,987	(2,283,835)
Subtotal of All Other Variable Expenses	**48,960,116**	**58,637,009**	**58,872,713**	**(235,704)**
Total Non Compensation	**241,472,118**	**272,080,537**	**290,904,463**	**(18,823,926)**
Contingency Fund	**-**	**959,909**	**5,000,000**	**(4,040,091)**
Grand Total	**$ 714,365,829**	**$ 771,666,783**	**$ 788,259,462**	**$ (16,592,679)**

Position Summary

	2012 - 2013 Actual	2013 - 2014 Amended	2014 - 2015 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT				
Compensation				
Teacher	3,280.60	3,198.40	3,107.50	90.90
Civil Service	1,402.73	1,432.90	1,419.84	13.06
Administrator	284.00	289.10	286.60	2.50
Teaching Assistants	173.50	228.20	209.00	19.20
Paraprofessional	401.85	389.35	321.25	68.10
Building Substitute Teachers	25.00	25.00	25.00	0.00
Employee Benefits	13.00	11.00	8.00	3.00
Grand Total	**5,580.68**	**5,573.95**	**5,377.19**	**196.76**

Explanation of Changes to the Budget

The proposed 2014-15 Rochester City School District Budget increases to $788.3M from the 2013-14 February Amended Budget of $771.7M. This represents an increase of $16.6M or 2.2%. The overall budget increase was funded by increases of $32.2M New York State Aid, $0.2M in Local Revenue and $0.3M in Appropriate Fund Balance, offset by reductions of -$16.0M in grant funding and -$0.1M in School Food Service revenue.

The District projects Salary and Other Compensation costs to decrease to $331.7M from $340.1M. This represents a decrease of -$8.4M or -2.5%. Contractual salary increases were offset by a reduction of 197 FTEs and savings from Substitute Teacher, Teacher In-Service, and Civil Service Overtime cost reductions.

Employee Benefits costs will experience a moderate rise in 2014-15. Overall, benefit costs will increase to $160.7M from $158.6M, which is an increase of $2.1M or 1.3%. Health and Dental Insurance is projected to increase by $3.6M due to rising insurance rates. Retirement System costs are expected to increase by $0.7M as projected rate increases in both the New York State Retirement System and the Teachers Retirement System will be offset by the pension smoothing plans adopted by New York State. These cost increases are mitigated by a -$1.1M reduction in Social Security due to projected staffing decreases, and -$1.0M in Vacation payouts in 2014-15. The remaining items in this category show a net decrease of -$0.1M.

Fixed Obligations with Variability will increase by $10.9M to $130.2M in 2014-15. Charter School Tuition costs will increase by $10.7M to $51.8M. This increase is attributable to projected enrollment growth of 865 students. The enrollment growth is due to the opening of three new charter schools, as well as grade level additions in six of the existing schools. The remaining budgets in this category show a net increase of $0.2M.

The Debt Service budget will increase by $7.9M to $47.8M to reflect changes in the District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization project.

The District anticipates that Cash Capital Outlays will increase by $1.4M to $13.6M in 2014-15. The increase is the net result of a $2.7M rise in Cash Capital Expense which is largely funded by a $2.2M class action settlement with the Microsoft Corporation, and a -$0.9M reduction in the purchase of Buses. The remaining budgets in this category show a net decrease of -$0.4M.

Facilities and Related expenses will decrease by -$1.5M to $38.8M. Instructional Supplies, Postage, Printing & Advertising, and Supplies & Materials are decreasing by a total of -$2.1M due largely to grant funding reductions. Utility costs are increasing by $0.6M to reflect rising fuel costs. The remaining categories are relatively flat from year-to-year.

Technology expenses will decrease by -$0.2M to $1.7M. The District will be purchasing less Computer Software due to grant funding and other budget reductions.

All Other Variable Expenses will decrease by -$0.2M to $58.9M. This is due largely to reductions of -$2.1M in Judgments & Claims and -$0.7M in Indirect Costs for Grant. The Judgment & Claims reduction is due to the end of a multi-year repayment of an Employment Preparation Education (EPE) audit claim; the last payment was made in 2013-14. The Indirect Cost reduction correlates to a decrease in grant funding. These reductions are offset by increases of $2.3M in BOCES related to increased Special Education and Health Services, and $1.7M in Professional & Technical Services. The remaining items in this budget category show a net decrease of -$1.0M.

The 2014-15 Budget includes a $5.0M Contingency Fund. This budget is reserved to support emergency needs that may arise in the coming budget year.

OVERVIEW

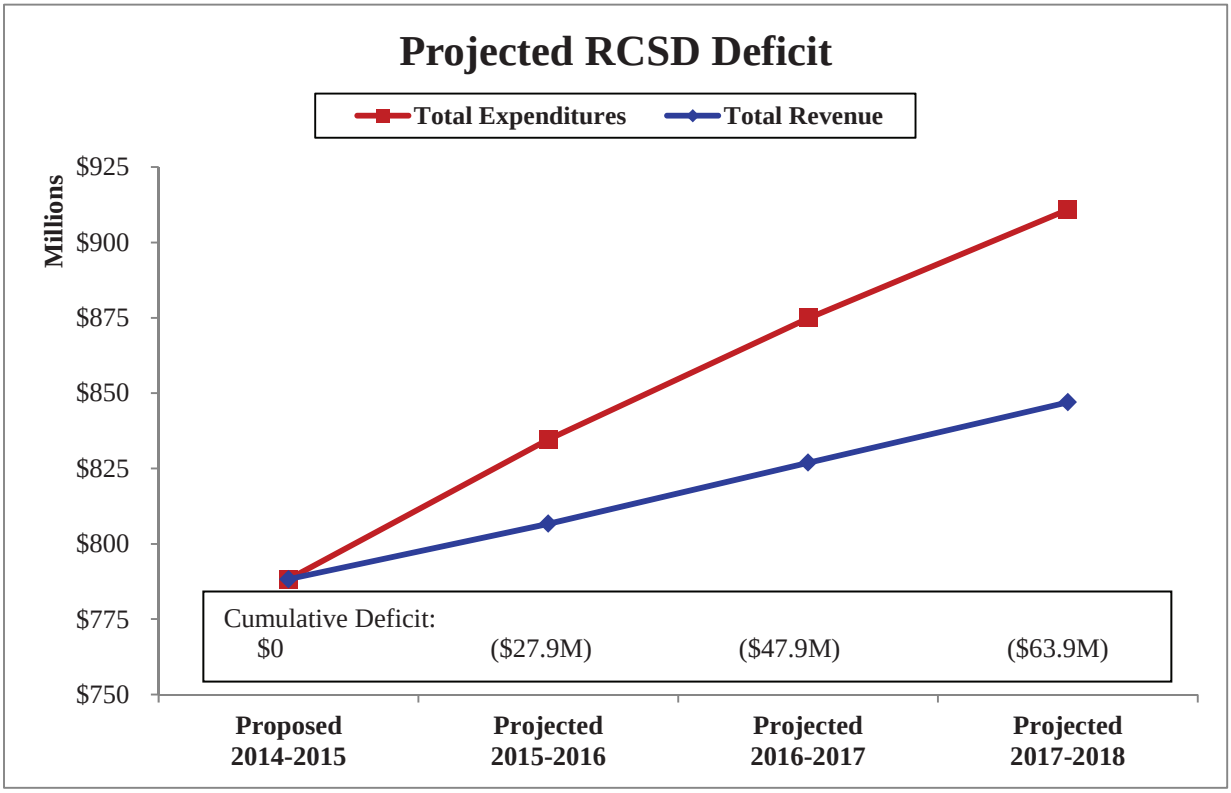
The multi-year projection represents a forecast of the District's revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

New York State educational funding, which accounts for 65.1% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. Another important factor is grant funding. This analysis includes only known grant funding at the current time, and anticipates the known loss of competitive grants in future years. However, the District will continue to pursue new grant opportunities, which could potentially offset the anticipated loss of current grant funding.

ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase to develop the projections:

Assumptions	**Projected 2015-2016**	**Projected 2016-2017**	**Projected 2017-2018**
Revenues:			
State Aid Revenue - Foundation Aid Increase	3.00%	3.00%	3.00%
State Aid Revenue - Formula Aid Increase	3.00%	3.00%	3.00%
City of Rochester Revenue Increase	0.00%	0.00%	0.00%
All Other General Fund Revenue Increase	0.00%	0.00%	0.00%
Appropriated Fund Balance	$6,200,000	$6,200,000	$6,200,000
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	2.00%	2.00%	2.00%
Expenditures:			
Teacher Salary Increase	3.00%	3.00%	3.00%
Civil Service Salary Increase	3.00%	3.00%	3.00%
Administrative Salary Increase	3.00%	3.00%	3.00%
Teaching Assistants Salary Increase	3.00%	3.00%	3.00%
Paraprofessionals Salary Increase	3.00%	3.00%	3.00%
Other Compensation Annual Rate Increase	2.00%	2.00%	2.00%
Health Insurance Increase	7.00%	7.00%	7.00%
Employee Retirement System % of Payroll	15.90%	15.90%	15.60%
Teachers Retirement System % of Payroll	16.13%	16.13%	16.13%
Charter Schools Tuition Rate Increase	2.00%	2.00%	2.00%
Transportation Contracts incl. impact of Charters	3.00%	3.00%	3.00%
Utilities	5.50%	5.60%	5.70%
BOCES Services (Special Ed and Nursing Services)	4.00%	4.00%	4.00%
CPI	1.50%	1.50%	1.50%



Closing the Deficit

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year are incremental rather than cumulative. For example, when the District balances the 2015-16 Budget as required, the resulting projected deficit for 2016-17 would drop to $20.0 million ($47.9M less $27.9M).

Revenue

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The District can impact revenue in the following ways:

- Lobbying state government officials to fully fund proposed Foundation Aid increases
- Lobbying state officials to increase other supports for education
- Lobbying local government officials to continue their support of the District's needs
- Searching for and securing additional grant funding

Expenses

The District continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives such as:

- Working with our union partners to develop innovative cost-savings labor agreements
- Leveraging the Facilities Modernization Program to develop cost-efficient school structures
- Negotiating agreements to minimize health insurance and other contractual services costs

DISTRICT - WIDE SUMMARY BUDGET 2014 - 15 PROPOSED BUDGET

	Proposed 2014-2015	Projected 2015-2016	Projected 2016-2017	Projected 2017-2018
Revenue:				
New York State Foundation Aid	$363,011,519	$373,901,865	$385,118,921	$396,672,488
New York State Aid - Formula	$100,268,276	$103,389,824	$106,615,938	$109,950,302
New York State Building Aid	$47,587,813	$71,770,647	$84,638,374	$89,524,941
New York State Aid - Other	$3,375,000	$3,075,000	$3,075,000	$3,075,000
New York State Aid - Adjustments	($1,383,859)	($1,383,859)	($1,383,859)	($1,383,859)
City of Rochester	$119,100,000	$119,100,000	$119,100,000	$119,100,000
Federal - Medicaid	$2,100,000	$2,100,000	$2,100,000	$2,100,000
Other Local	$16,563,947	$16,563,947	$16,563,947	$16,563,947
Appropriated Fund Balance	$9,864,234	$6,200,000	$6,200,000	$6,200,000
Grants and Special Aid Fund	$107,530,532	$91,364,324	$83,915,279	$83,806,252
Food Service	$20,242,000	$20,610,840	$20,987,057	$21,370,798
Total Revenue	$788,259,462	$806,692,588	$826,930,657	$846,979,869
Expenditures:				
Compensation	$331,697,539	$335,494,337	$343,419,869	$352,973,498
Employee Benefits	$160,657,459	$170,743,020	$178,262,712	$186,389,334
Total Compensation and Benefits	$492,354,999	$506,237,357	$521,682,580	$539,362,832
Fixed Obligations with Variability	$130,188,996	$141,813,679	$152,657,069	$164,067,179
Debt Service	$47,785,769	$73,237,735	$86,120,556	$91,022,443
Cash Capital Outlays	$13,603,304	$11,388,896	$11,398,631	$11,408,513
Facilities and Related	$38,767,250	$39,149,938	$39,993,935	$40,905,364
Technology	$1,686,431	$1,660,229	$1,681,296	$1,702,679
Other Variable Expenses	$58,872,713	$56,116,686	$56,342,584	$57,429,978
Total Non Compensation	$290,904,463	$323,367,163	$348,194,071	$366,536,157
Budget Contingency	$5,000,000	$5,000,000	$5,000,000	$5,000,000
Total Expenditures	$788,259,462	$834,604,519	$874,876,651	$910,898,988
Total Surplus/(Deficit)	$0	($27,911,932)	($47,945,994)	($63,919,120)

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

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