

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

# **BUDGET AT A GLANCE**

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

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

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

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## INTRODUCTION

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#### **Budget Process**

This budget is for the City's 2015-16 fiscal year, which begins on July 1, 2015 and closes on June 30, 2016. The process and content requirements of the annual budget are stipulated in Section 3–9 of the City Charter. Consistent with these requirements, the Mayor prepares a proposed budget. Detailed budget requests are made by each department, reviewed and analyzed by the Office of Management & Budget, modified as necessary, and approved by the Mayor.

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

#### Scope of the Budget

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

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

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

Plan Appropriations from these programs are made during the year.

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

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

#### **Budget Format – Organization**

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

#### **Budget Format - Departmental Sections**

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

- 1. Mission Statement of the organization is provided. Vital Customers defines who are the primary recipients of this unit's work. Critical Processes present the critical processes this unit uses to carry out its mission. Department Highlights describe changes planned for the department in the new year. Key Performance Indicators measure how well objectives are being met.
- 2. Expenditures and Employee Years, which contains current and historical expenditure and personnel data. The expenditure data are presented in two ways by major object (or type) of expense and by activity.
- 3. Personnel, which includes a calculation of employee years and a detailed listing of all full time position titles and pay brackets. The employee year calculations on this page produce the totals listed on the Expenditure and Employee Year pages.

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

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

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

- 1. Salary and Wage Adjustment, which accounts for all routine changes in personnel compensation. This includes contract settlements, step and merit advancements, upgrades and downgrades of positions, and turnover that replaces higher compensated employees with lower compensated ones within the same pay brackets.
- 2. General Inflation, which accounts for increases in the cost of goods and services attributed to inflation.

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

#### **Basis of Accounting**

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

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

#### Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

*Cash Capital* The direct outlay for capital items, most typically equipment purchases, street improvements, and building renovations. The Cash Capital appropriation is a direct outlay because the City does not borrow for these expenditures. The Cash Capital appropriation is contained in the Capital Expense Summary. *Chargeback* A charge from one department to another for services rendered, e.g., telephone service.

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

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

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

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

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

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

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

*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 selfbalancing set of accounts recording cash and other financial resources, with related expenses and other obligations. The budget contains ten funds that are explained and accounted for in the Summary (Tab 1).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

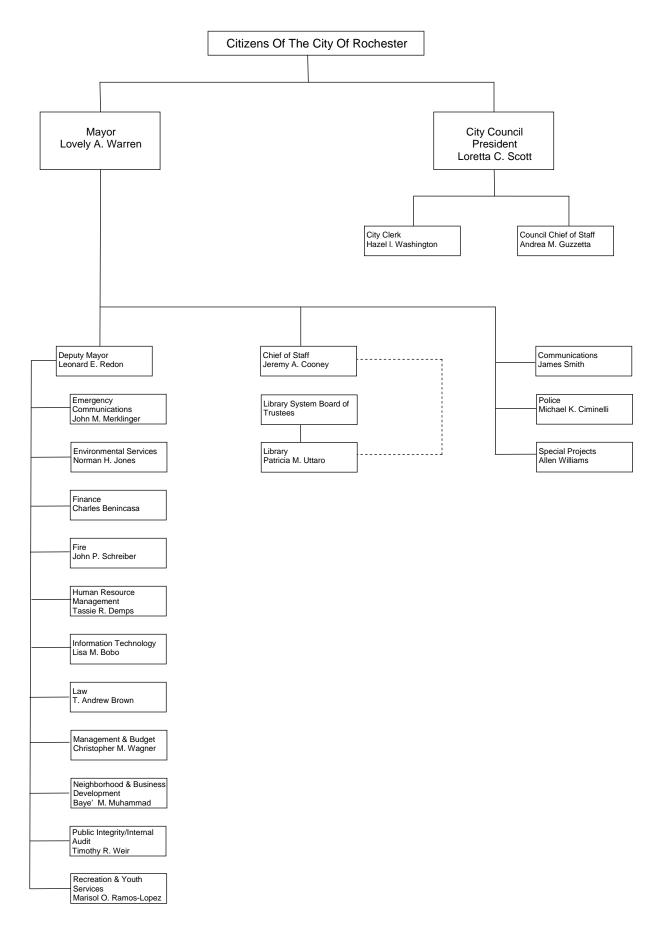
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

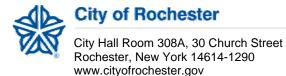
Serial Bonds A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

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

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

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





May 15, 2015

TO THE COUNCIL:

## RE: The 2015-16 Budget

Ladies and Gentlemen:

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

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

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

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

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

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

Almost 200 people actively participated in our discussion at City Hall; over 2,700 participated in the telephone town hall; and 373 people responded to our online survey. Themes that emerged from these input sessions include: support for police body cameras and the return to community policing; support for City funding of housing repair and rehabilitation programs; support for City investment in neighborhood infrastructure, including streets, sidewalks, housing rehab and repair programs, vacant house demolitions and the roof replacement program; demand for homework help and mentoring programs at recreation centers; support for investment in festivals and events; a desire for the City to continue to operate Durand Eastman Beach for swimming. A full report on citizen input is included for the first time in this Budget. My Proposed Budget provides for a net increase of 11 full-time positions, including 5 positions associated with the newly created Office of Innovation and Strategic Initiatives, additional full-time positions in the Department of Recreation and Youth Services and a full-time paralegal in the Law Department focused on collection efforts. We are also adding part-time and seasonal staff and are shifting resources from certain satellite sites to main sites in the Department of Recreation and Youth Services.

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

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

#### Investments in More Jobs and Neighborhood Development include:

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

#### Investments in Safer and More Vibrant Neighborhoods include:

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

#### Investments in Better Schools and Educational Opportunities include:

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

#### Investments in Innovation and Efficiency include:

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

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

#### **Closing the Budget Gap**

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

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

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

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

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

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

Respectfully submitted,

A Daven

Mayor Lovely A. Warren

#### 2015-16 CHILDREN AND FAMILIES FUNDING

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

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

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







# FINAL REPORT • May 2015





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

## YourOPINION Matters

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## **EXECUTIVE SUMMARY**

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

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

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

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

Poll results from the telephone town hall included the following:

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

Some highlights from the online survey results included:

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

#### Your OPINION Matters

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

#### Safer and More Vibrant Neighborhoods

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

#### More Jobs and Neighborhood Development

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

#### **Better Schools and Educational Opportunities**

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



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

Sincerely,

Lody & Farren

Lovely A. Warren Mayor

## INTRODUCTION

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

#### **Telephone Town Hall**

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

#### Citizen Input Forum at City Hall

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

Discussion was dedicated to three priority topics:

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

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

#### **Online Citizen Survey**

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



## **CITIZEN RESPONSES**

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



## POLL QUESTION RESULTS FROM TELEPHONE TOWN HALL

- 1. Are in favor of the purchase and implementation of body cameras for our police force? Yes: 90% No: 10%
- 2. Do you support a neighborhood based police model?

Yes: 92% No: 3% Need more information: 5%

- Do you support neighborhood investments such as transportation infrastructure/streets and sidewalks, vacant house demolitions, or roof replacement program, brownfield cleanups?
   Yes: 95%
   No: 5%
- 4. Should the City invest in summer festivals and events? Yes: 82% No: 18%
- 5. Do you think the City should continue to operate Durand Eastman Beach for swimming during the summer? Yes: 84% No: 16%
- 6. Do you support City investment in programs that will prepare our youth and adults with job skills? Yes: 94% No: 6%

## **CITIZEN INPUT FORUM AT CITY HALL**

## Priority Area: Safer and More Vibrant Neighborhoods

#### Issue: Rochester Police Department re-organization

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

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

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

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

#### Issue: Body Cameras for Rochester Police Officers

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

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

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

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

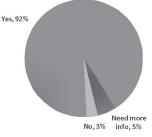
The P	olice R	eorganizatior	n will
make	my ne	ighborhood s	afer

	<u>Number</u>	Percentage
Strongly agree	61	17%
Agree	121	34%
Don't know	119	34%
Disagree	36	10%
Strongly disagree	18	5%
Total	355	100%

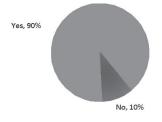
The Police Reorganization will	
improve police-community relations	

	Number	Percentage
Strongly agree	65	19%
Agree	138	40%
Don't know	94	28%
Disagree	27	8%
Strongly disagree Total	17 341	5% 100%





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



#### **JourOPINION** Matters

#### **Issue: Fire Department Services**

The Rochester Fire Department teaches Community Emergency Response Team (CERT) programs. CERT educates people about disaster preparedness including skills such as fire safety, search and rescue, team organization and disaster medical operations. The survey asked whether individuals would be interested in participating in such a program and the response was split, as shown in the accompanying pie chart.

The Fire Department also provides a number of Community Risk Reduction programs and the survey asked whether the respondent's neighborhood association, block club or civic group would be interested. Two-thirds of those responding to the question indicated they would like to team up with RFD on one or more training program. Among those, the most popular choice was smoke and carbon monoxide installations (71%) followed by home safety inspections (63%).

Issue: 911 Emergency Communications and 311 Call Center services

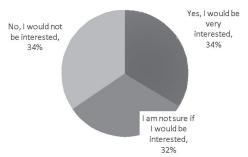
The 911 Emergency Communications Center offers services that the public may not be aware of, including text messaging and the ability to register a cell phone number for reverse calling in an emergency. Based on survey responses, less than one-third of the public appears to be aware of these services.

In addition, the 311 Call Center is considering enhancements to its current services, including a mobile app, a "live chat" interface and a reporting function on the City website. Respondents were supportive of all three possible enhancements, with 80% indicating the website reporting function would be helpful or very helpful. Three-quarters of respondents indicated the mobile app would be helpful or very helpful, compared to 65% who felt this way about live chat.

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

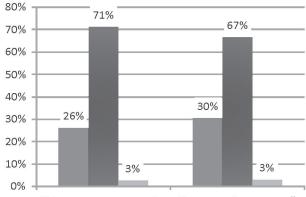
Percent of respondents who would find each 311 enhancement helpful, or very helpful		
Website Reporting Function	80%	
Mobile App	75%	
Live Chat	65%	











911 accepts text messaging for emergency calls calling during emergencies



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

Issue: Neighborhood Businesses

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

Issue: Downtown Transit Center

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

## Priority Area: More Jobs and Neighborhood Development

#### **Issue: Housing Needs**

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

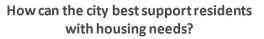
Similar comments and suggestions were shared at the forum:

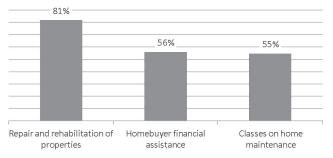
- Need for more affordable housing subsidized housing, emergency housing
- Assistance for renters, including single people
- Funding and support for renovations preference to local city buyers for foreclosed homes, vacant homes transformed for low-income families
- Can't we re-purpose existing vacant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

#### Issue: Small Businesses

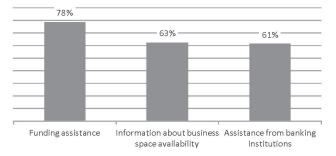
The survey asked what types of services would be best to support neighborhood businesses. Funding assistance was chosen most often among those who answered the question (78%), followed by information about business space availability and assistance from banking institutions. Other suggestions from survey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

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





## What services would best support neighborhood businesses?



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

#### Issue: Jobs

Your OPINION

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

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

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

#### **Issue: Special Events**

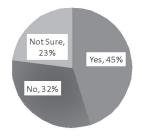
Nearly half of survey respondents thought the City should sponsor more events and festivals, while 32% were opposed.

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

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

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

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



#### Issue: Neighborhood Development

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

#### **Issue: Recycling**

The City recently piloted a "single stream recycling" program in some neighborhoods. This program allows

How can the City support neighborhood organizations' empowerment activities?



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

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

#### Issue: Bar and Restaurant Hours

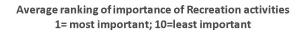
The City of Rochester has a policy that requires bars and restaurants in neighborhood commercial areas to close at 11 pm. Recently, a court ruled that the City cannot compel bars and restaurants with liquor licenses to close earlier than 2 am. The survey asked whether residents see this as an important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

# Priority Area: Better Schools and Educational Opportunities

#### Issue: Mentorship and Tutoring

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

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





#### Your OPINION Matters



• More parent engagement at City Recreation Centers, libraries, schools

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

No, 16%

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

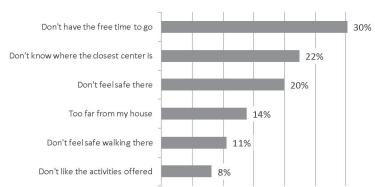
While Durand Beach operations ranked somewhat low as a priority for Recreation services in the survey chart above, in the telephone town hall poll 84% said they think the City should continue to operate Durand Eastman Beach for swimming during the summer.

Issue: Communication opportunities and barriers to use of recreation programs

More than a quarter of survey respondents (27%) said they or someone in their family had participated in a Rec program in the last year. Two percent were not sure, but 71% had not used any Recreation services. Among those who have not used a Rec program or

service, the most common reason was because the person doesn't have the time to go (30%), or they don't know where the closest recreation center is (22%).

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



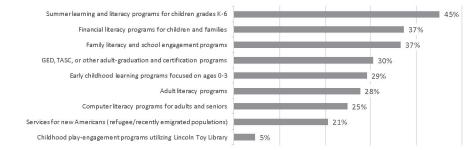
#### If you have not used a Rec program in the last year, why not?

Yes, 84%

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

- Use social media to notify participants about activities
- Youth committees can spread information via word of mouth
- Have youth create commercials/ PSAs for television and radio

#### % of Respondents selecting item as one of the top 3 most important



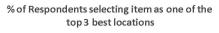
- · Program staff often don't know much about programs
- Use simpler language to describe programs, consider non-native English speakers
- People don't know what programs are offered
- Bring "Rec on the Move" program to schools
- Need bus/transportation from school to City Recreation Centers
- Need transportation to City Recreation Centers with pools

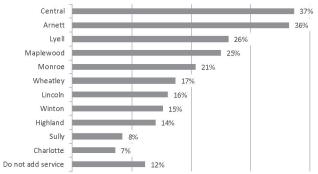
Issue: Education, skill and career development

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

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

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





#### Your OPINION Matters

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

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

## **Other Issues**

#### Issue: City Hall business processes

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

#### Issue: Mobile app for service requests

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

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

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

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

## DEMOGRAPHICS FROM ONLINE SURVEY

If you live in the city, which Quadrant do you call home?	Total	
Center City (Downtown, Corn Hill, Cascade District, High Falls, Grove Place)	6	<b>2</b> %
Northeast (14621, Upper Falls, Marketview Heights)	42	14%
Northwest (Charlotte, Maplewood, Lyell, JOSANA, Dutchtown)	44	14%
Southeast (Strong/Mt. Hope, South Wedge, Monroe/Park/East, Browncroft, Culver/Winton, Beechwood)	157	<b>52</b> %
Southwest (19th Ward, Genesee/Jefferson, Plymouth/Exchange, SWAN)	30	10%
I live in the Monroe County suburbs	23	8%
I live outside Monroe County	2	1%
Total	304	100%
Which of the following represents your age group?		
Under 18	5	1.6%
18 to 34	71	23.1%
35 to 54 55 or older	123 108	40.1% 35.2%
Total	307	100%
How are you connected to the city of Rochester? Do you		
live in the city?	280	<b>88.9</b> %
work in the city?	192 284	61.0% 90.2%
attend events, church, or other activities in the city?	∠04	7U.Z/0







Thank you to the following city employees who volunteered their time to assist in the Telephone Town Hall, Community Input Forum or the the Online Survey:
 Megan Bosco • Sarah Boyce • Ted Capuano • Anne Dasilva Tella • Sharla Davenport Tremain Harris • John Hawk • Tymothi Howard • Arleen Hyland • Phil LaPorta Ray Mayoliz • Matt McCarthy • Tom Miller • Rianne Mitchell • Dave Mohney
 Mia Roan • Johanna Santiago • Sandra Simon • Josephus Tisdale • Suzanne Warren

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

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

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Produced by the City of Rochester Communications Bureau.

## HIGHLIGHTS

#### <u>Increases</u>

#### Revenue:

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

#### Expense:

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

#### <u>Decreases</u>

#### Revenue:

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

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

### REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

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

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

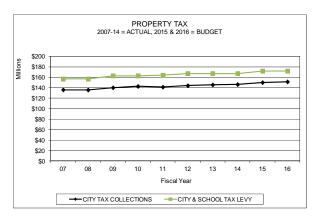
Enterprise Fund 2015-16 revenue estimates are \$109,213,800 or 1.3% more than the 2014-15 Budget. Rate increases are budgeted for the Water, Local Works, and Refuse Funds. The appropriation of Refuse Fund balance increases \$2,301,200 as planned capital expenditures increase. The appropriation of Water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

# REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

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

### **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 \$57,447,170 or 0.97% from the 2014-15 level. A description of assessment changes is included in the Property Tax Computation and Analysis section.

2. The Revenue Requirement – The amount of property tax revenue required to finance City services is determined by the cost of the services provided and the availability of revenue sources other than the property tax. The following summarizes changes in expenses and revenues from the 2014-15 budget:

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

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

3. The Collection Rate – It is anticipated that 93.5 percent of the tax levy will be collected during 2015-16. In addition, anticipated collections for the first sixty days following the current year are accrued as 2014-15 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.0 percent. A Tax Reserve of 5.0 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2015-16 and an amount for the settlement of assessment review proceedings. In accordance with Generally Accepted Accounting Principles, the tax reserve is not reflected in the budget.

4. STAR Program – In 1998-99 New York State enacted the School Tax Relief (STAR) Program, which provides two types of exemption for owner-occupied primary residences. The "Enhanced" program is for property owners 65 years of age or older, with incomes of \$83,300 or less. Approximately 4,700 property owners will benefit from this program in 2015-16. All owner-occupied property owners with incomes less than \$500,000 are eligible for the "Basic" STAR program. Approximately 21,700 property owners will take

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

#### **Major Change**

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

#### Year-to-Year Comparison

#### All Funds

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

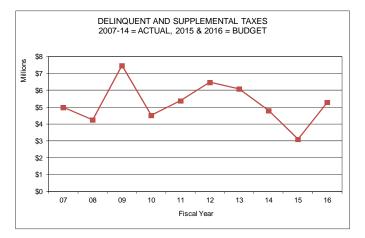
#### General Fund

2014-15	2015-16	Change
140,077,900	141,290,800	1,212,900

#### **Delinquent & Supplemental Taxes**

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

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



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

#### **Major Change**

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

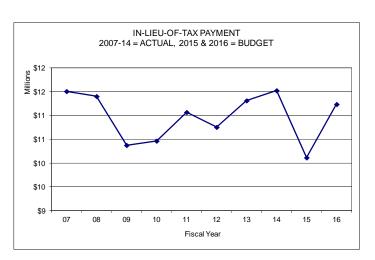
#### Year-to-Year Comparison

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

#### In Lieu Of Tax Payments

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

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



provide housing for low and moderate income families. Payments for such projects are generally calculated at a rate of 10% of sheltered rents. Sheltered rents are determined by subtracting that portion of rent needed for utility service from total rent payments.

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

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

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

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

#### **Major Change**

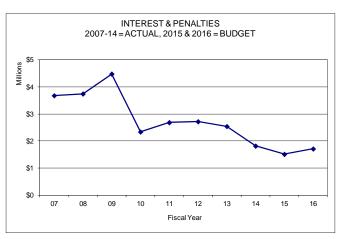
Revenue increases due to eight new COMIDA projects in addition to declining exemption values. One new housing project begins making payments in 2015-16.

### Year-to-Year Comparison

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

### **Interest & Penalties**

The interest rate on delinquent taxes and other charges listed on the tax bill was reduced in 2012-13 from 1.5% to 1% per month (18% to 12% per annum) for taxes levied effective July 1, 2012 and after. The interest rate on balances levied on or before July 1, 2011 will remain at 1.5% (18% per annum). Penalty fees for unpaid taxes are added to subsequent tax bills and are collected in the same manner as property taxes.



### **Major Change**

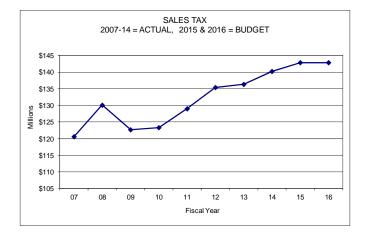
Larger beginning delinquent tax balances and planned foreclosure sale result in additional revenue.

#### Year-to-Year Comparison

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

### Sales Tax

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



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

#### **Major Change**

Taxable sales are expected to remain flat on a lower base resulting from prior period adjustments.

#### Year-to-Year Comparison

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

#### **Utilities Gross Receipts Tax**

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

#### **Major Change**

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

#### Year-to-Year Comparison

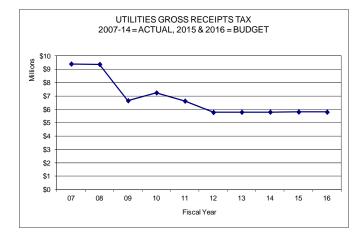
<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
5,810,600	5,800,000	-10,600

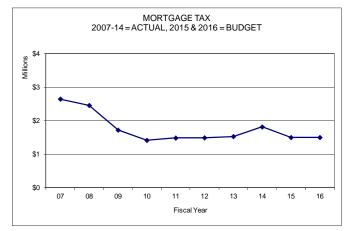
#### Mortgage Tax

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

#### Year-to-Year Comparison

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



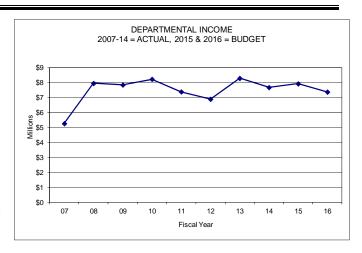


#### **Departmental Income**

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

#### **Major Change**

One-time reimbursement from RG&E for capital expenditures does not recur \$361,900. Case management fees eliminated due to court ruling \$200,000. Reimbursement from RCSD for School Resource Officers increases \$100,000 based on full contract value. Towing and storage fees decrease to reflect actual collections \$65,000. Recreation fees decrease net of \$63,900 due primarily to: Genesee Valley Park Ice Rink decreases \$75,000; reduction in After School in Parks Program (ASIPP) \$25,000; South Avenue Recreation Center increases \$17,500 as construction is complete; and \$18,600 in



miscellaneous recreation center revenues. Support from RCSD increases \$63,200 for literacy programming in DRYS. Workers' compensation refunds increase \$50,000. Fewer Fire recruits to be trained by MCC reduces reimbursement \$40,000. Special event reimbursement for RPD drops by \$34,400 due to fewer details. Revenue from West Brighton for primary fire protection and emergency medical first responder services increases \$28,000. Fire prevention permits and fire alarm permits decrease \$13,300 and \$10,100 respectively to reflect actual collections. Net of other changes is a decrease of \$1,000.

#### Year-to-Year Comparison

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

### **Use Of Money & Property**

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

### **Major Change**

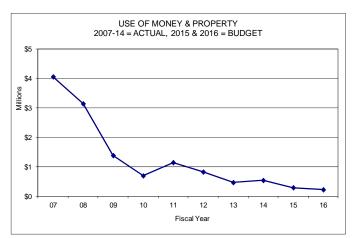
Revenue from use of soccer stadium is eliminated as operator fails to remit payment \$60,000. Port revenue decreases due to construction \$8,600.

#### Year-to-Year Comparison

2014-15	2015-16	Change
295,000	226,400	-68,600



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

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

#### Year-to-Year Comparison

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

#### Licenses & Permits

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

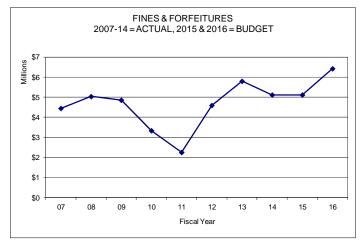
#### **Major Change**

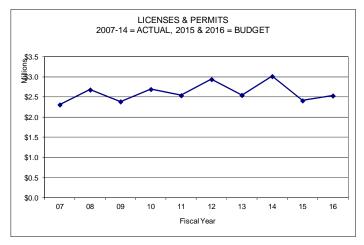
Professional licenses increase \$192,000 due to the biannual schedule for renewal. Certificates of Occupancy decrease to reflect actual collection \$70,000. Net reduction in business and

occupational licenses \$10,300. Street opening permits increase \$8,000. Net of other changes is an increase of \$1,700.

#### Year-to-Year Comparison

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





#### Sale Of Property & Compensation For Loss

Revenue in this category comes from sale of real property, sale of excess materials, insurance recoveries, and the sale

of unclaimed property. The sale of real property is the largest revenue source in this group.

#### **Major Change**

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

#### Year-to-Year Comparison

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

#### Miscellaneous

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

#### **Major Change**

Use of fund balance committed for retirement or tax relief will no longer be classified as an inter-fund transfer. Use of fund balance committed for retirement costs decreases by \$1,500,000. Use of fund balance committed for property tax relief increases by \$1,400,000. Appropriation of general fund surplus

increases \$282,000. Cable TV Franchise revenue increases \$123,800 based on projected sales activity. First responder franchise fee increases with inflation \$8,100.

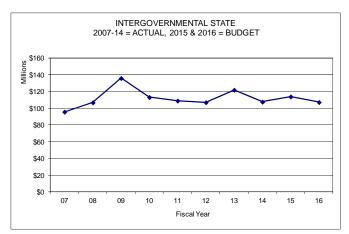
#### Year-to-Year Comparison

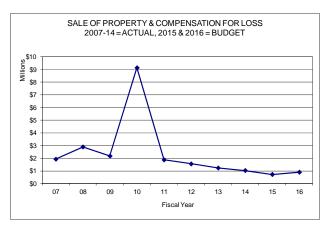
<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
16,064,000	16,377,900	313,900

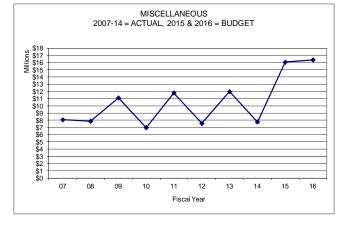
Intergovernmental – New York State Revenues received from New York State constitute this category. There are four types of aid: general purpose, categorical, miscellaneous, and New York State Tax Relief (STAR).

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

2. Categorical aid is directed to support specific objectives and, as a result, is restricted to certain







purposes. Support is received for such functions as street improvements, crime prevention, and youth recreation.

3. Miscellaneous aid includes reimbursements for various services.

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

#### **Major Change**

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

#### Year-to-Year Comparison

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

#### Intergovernmental – Federal

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

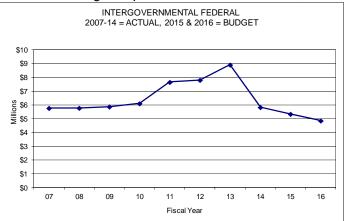
#### Major Change

Net reduction of \$230,800 occurs in Assistance to Firefighters grant as 2013 program transitions to 2014. Justice Assistance grant increase \$143,000. Net reduction in Federal Pregnancy Prevention grant funds \$123,600 as program expires in March 2016. Net reduction of \$112,000 in substance abuse grant funding as program expires in October 2015. Smart Policing grant expires \$91,100. Lead program funding expires \$89,000. Reimbursement for participation in joint anti-crime task forces increases \$83,300. Revenue from Community Development Block Grant (CDBG) to reimburse on-budget expenditures decreases \$71,400.

Net reduction occurs in State Homeland Security Program (SHSP) federal pass-through grant \$53,700. Domestic Abuse Response Team funds decrease \$35,100. Increase in Environmental Protection Agency funds for Brownfield management \$20,400. Net of other changes is a decrease of \$4,800.

#### Year-to-Year Comparison

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



### Intergovernmental – Other

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

#### **Major Change**

STOP-DWI grant funding decreases \$159,000 pending new

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

#### Year-to-Year Comparison

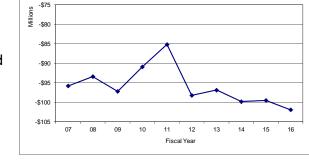
<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
20,135,500	19,932,800	-202,700

#### **Interfund Revenues & Transfers**

Interfund transfers consist of three categories:

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

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

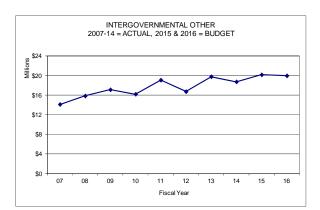


INTERFUND REVENUE 2007-14 = ACTUAL, 2015 & 2016 = BUDGET

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

### **Major Change**

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

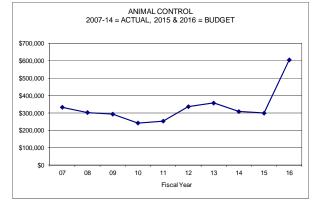


#### Year-to-Year Comparison

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

#### **Animal Control Fund**

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



#### **Major Change**

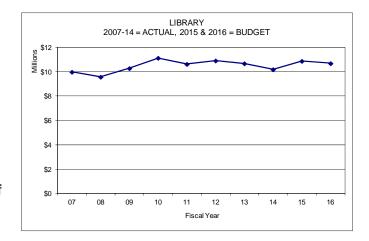
One-time appropriation of fund balance occurs for planned capital expenditures \$350,000. American Society for the Prevention of Cruelty to Animals (ASPCA) grant funding expires \$22,700. Miscellaneous fees including rabies shots decrease \$21,000. Revenue from spay/neuter services increases due to veterinarian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

#### Year-to-Year Comparison

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

#### Library Fund

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



#### **Major Change**

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

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

#### Year-to-Year Comparison

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

#### Water Fund

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

#### **Major Change**

Appropriation of fund balance increases \$1,876,100 to fund capital expenditures. Proposed rate increases on consumption and base rates result in

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

#### Year-to-Year Comparison

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

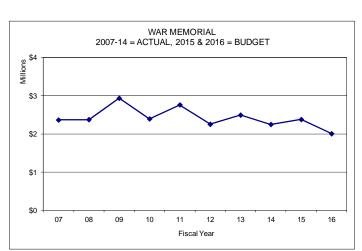
#### War Memorial Fund

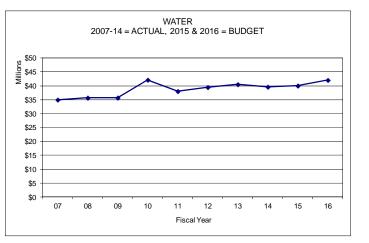
This fund records the expenses and revenues from the Blue Cross Arena at the War Memorial. The Arena is operated by a private contractor from whom the City receives a ticket surcharge, suite revenues, and reimbursement for utility expenses. The City also receives funds from naming rights of the facility.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

#### **Major Change**

Amendment to operating agreement during 2014-15 eliminates the City's share of revenue from the sale of food and beverage \$329,000. Suite revenues

decrease \$43,000 as the planned number of events decline. Property tax support needed to balance the budget decreases \$212,600.





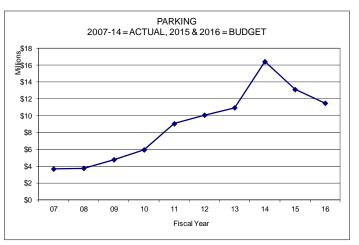
Year-to-Year Comparison				
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	
Operating Revenue	2,376,000	2,004,000	-372,000	
Property Tax	850,500	637,900	-212,600	
Total	3,226,500	2,641,900	-584,600	

### **Parking Fund**

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

#### **Major Change**

Vehicle & Traffic Law Section 1809-a requires parking fine surcharges to be remitted to the General Fund of the city to be used for local criminal justice programs and purposes \$950,400 which is partially offset by an increase in parking tickets written of \$25,400. Revenue decreases in



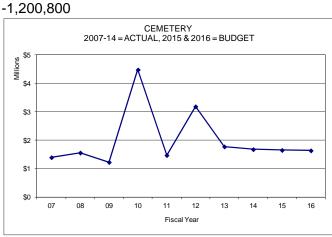
the following garages to reflect actual experience: Midtown \$321,700, East End \$156,400, Court Street \$53,500, High Falls \$34,200 and South Avenue \$29,100. Decrease in garage revenue due to loss of large group of parkers \$290,600. Sagamore loan interest increases revenue \$52,000; an appropriation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

#### Year-to-Year Comparison

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

### **Cemetery Fund**

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



#### Major Change

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

#### Year-to-Year Comparison

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

#### **Public Market Fund**

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

#### **Major Change**

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

#### Year-to-Year Comparison

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

#### **Refuse Fund**

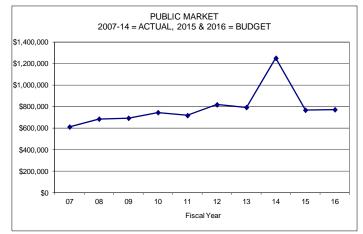
Rochester's refuse collection and disposal costs are financed principally from the proceeds of user fees. Separate rates are charged for residential and commercial services. Residential fees are included with the property tax bills and commercial accounts receive separate quarterly bills.

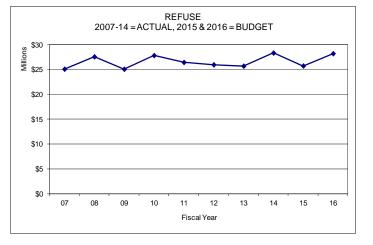
#### **Major Change**

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

#### Year-to-Year Comparison

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



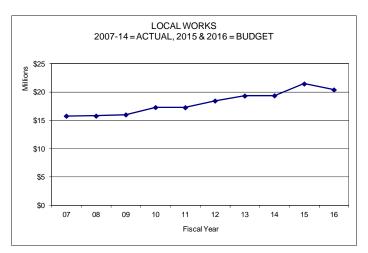


### Local Works Fund

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

#### **Major Change**

Appropriation of fund balance decreases \$1,197,700 as planned capital expenditures decrease. Proposed rate increase results in \$156,400 additional revenue. Service level



agreement for plowing of fire facilities results in new revenue of \$50,000. Delinquent collections decrease \$50,000 to reflect actual collections. Transfer from Premium & Interest decreases \$5,100. Net of other changes is a decrease of \$1,000.

#### Year-to-Year Comparison

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

1–18

	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
General				
Taxes				
Property Tax (City & School)	137,129,282	141,926,000	140,077,900	141,290,800
Delinquent & Supplemental Taxes	4,808,765	5,378,000	3,100,000	5,295,000
In-Lieu-of-Tax Payments	11,525,061	10,833,000	10,115,200	11,236,000
Interest & Penalties	1,816,506	1,772,000	1,512,000	1,710,000
Sales Tax	140,226,688	140,013,000	142,871,400	142,871,400
Utilities Gross Receipts Tax	5,799,794	5,915,000	5,810,600	5,800,000
Mortgage Tax	1,815,804	1,500,000	1,500,000	1,500,000
Taxes Total	303,121,900	307,337,000	304,987,100	309,703,200
Departmental Income				
Police Fees	1,112,840	1,046,500	1,213,700	1,111,200
Fire Fees	661,896	675,500	679,400	664,400
Finance Fees	199,110	263,000	263,000	272,000
Repairs & Clean-up Fees	361,758	490,900	455,000	245,000
Recreation Fees	896,814	786,900	870,800	806,900
Zoning Fees	88,390	80,000	80,000	80,000
Charges for Service	2,315,146	2,779,600	2,584,900	2,715,400
Other Dept. Income	2,029,926	1,956,700	1,763,600	1,467,100
Departmental Income Total	7,665,880	8,079,100	7,910,400	7,362,000
Use of Money & Property	000 404	4 4 0 0 0 0	4 4 0 0 0 0	4 40 000
Interest Earnings	220,431	140,000	140,000	140,000
Rental of Real Property	320,670	156,100	155,000	86,400
Use of Money & Property Total	541,101	296,100	295,000	226,400
Fines & Forfeitures				
City Court Fines	57,467	28,000	39,000	41,000
Moving Violations	589,235	250,000	835,000	294,500
Parking Violations	0	0	0	950,400
Municipal Code Fines	1,142,912	1,808,700	505,000	800,000
Miscellaneous	393,289	368,600	235,000	235,000
Red Light Camera Violations	2,932,198	3,709,600	3,500,000	4,100,000
Fines & Forfeitures Total	5,115,101	6,164,900	5,114,000	6,420,900
Licenses & Permits				
Business & Occupational Licenses	327,322	324,900	338,600	328,300
Bingo Licenses	11,079	10,500	10,500	10,500
Professional Licenses	334,414	35,000	35,000	227,000
Other Licenses	66,610	63,900	67,200	64,300
Building Permits	1,929,988	1,651,400	1,653,400	1,588,000
Street Opening Permits	344,437	275,000	307,000	315,000
Licenses & Permits Total	3,013,850	2,360,700	2,411,700	2,533,100
Sale of Property & Compensation for Loss				
Sale of Scrap	183,184	204,400	204,000	250,000
Sale of Real Property	387,660	3,265,000	250,000	250,000
Sale of Unclaimed Property	226,243	254,500	187,000	256,000
Other Compensation for Loss	232,980	161,300	81,000	141,000
Sale of Property & Compensation for Loss Total	1,030,067	3,885,200	722,000	897,000
	.,,	0,000,200	,000	301,000

	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Viscellaneous				
General Fund Surplus	4,860,000	4,870,000	4,870,000	5,152,000
Appr. Of Fund Balance Retirement Costs	0	6,000,000	6,000,000	4,500,000
Appr. Of Fund Balance Tax Relief	0	2,619,100	2,619,100	4,019,100
Cable TV Franchise Revenue	1,776,355	3,001,800	1,701,800	1,825,600
Miscellaneous	814,900	425,000	550,000	550,000
First Responder Franchise Fee	315,188	323,100	323,100	331,200
Miscellaneous Total	7,766,443	17,239,000	16,064,000	16,377,900
ntergovernmental – New York State				
Aid & Incentives to Municipalities	88,234,464	88,234,400	88,234,400	88,234,400
STAR	13,195,683	12,130,700	13,363,000	12,025,000
Youth Aid	72,618	63,100	91,600	63,100
Consolidated Highway Improvements	3,686,500	4,244,400	4,244,400	4,066,700
Miscellaneous	2,528,415	2,877,400	1,942,200	914,200
Municipal Relief	0	6,000,000	6,000,000	0
Unrestricted Aid	0	0	0	2,000,000
Intergovernmental – New York State Total ntergovernmental – Federal	107,717,680	113,550,000	113,875,600	107,303,400
Community Development Block Grant	3,723,103	3,432,700	3,472,700	3,401,300
Crime Bill	681	0	0	0
Transportation Grants	12,711	60,000	90,000	110,000
Federal Nutrition	242,589	301,100	337,300	337,700
Lead Programs	149,402	89,000	89,000	0
Metro. Medical Response	70,989	6,400	0	0
Substance Abuse Grant	119,061	125,300	138,100	26,100
Miscellaneous	1,515,258	1,256,500	1,298,100	985,300
Intergovernmental – Federal Total ntergovernmental – Other	5,833,794	5,271,000	5,425,200	4,860,400
Off Track Betting	60,306	220,000	200,000	200,000
Emergency Communications	16,459,499	17,644,800	18,122,000	17,998,400
Police Services-Firearms Instruction	71,198	55,700	55,700	55,700
Election Inspectors	205,887	222,200	211,100	246,900
Traffic Shares	660,439	149,000	149,000	178,000
STOP-DWI	137,254	287,700	287,700	128,700
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Miscellaneous	313,000	320,000	315,000	330,100
INISCENTICOUS	010,000		010,000	000,100

	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Interfund Revenue & Transfers				
City School District	-119,100,000	-119,100,000	-119,100,000	-119,100,000
Water Fund	5,373,600	5,373,600	5,373,600	5,373,600
Special & Enterprise Funds	6,688,797	6,639,100	6,639,100	6,639,100
Street Lighting Districts	34,438	25,000	45,000	35,000
Premium & Interest Fund	3,890,000	4,270,800	4,270,800	3,230,600
Foreign Insurance Fund	363,994	193,100	180,000	190,000
Downtown Enhancement District	794,188	554,000	554,000	724,100
Downtown Special Services District	528,594	529,200	529,200	0
Seized Property Fund	304,698	661,100	706,800	100,000
Capital Funds	360,000	372,000	372,000	394,600
Trans. Refunds & Overpayment	924,200	812,600	812,600	0
Bloomberg Innovation Fund	0	85,000	85,000	492,000
Interfund Revenue & Transfers Total	-99,837,491	-99,584,500	-99,531,900	-101,921,000
General Total	360,670,908	384,292,900	377,408,600	373,696,100
Animal				
Animal Control Center Fees	194,357	171,000	221,000	198,100
Dog Licenses	42,363	35,800	38,800	36,500
Animal Fines	20,486	17,400	16,000	20,000
Miscellaneous	50,675	0	22,700	0
Appropriation of Fund Balance	0	0	0	350,000
Property Tax	1,301,700	1,491,400	1,491,400	1,568,000
Animal Total	1,609,581	1,715,600	1,789,900	2,172,600
Library				
Library Charges	2,539,011	2,743,300	2,733,100	2,831,900
County Reimbursement	6,720,000	6,870,000	6,870,000	6,770,000
State Aid	872,937	878,000	978,400	835,700
Miscellaneous	48,126	190,700	191,800	100,700
Intergovernmental – Federal	17,224	13,100	13,100	4,500
Trans. Premium & Interest	0	98,400	98,400	0
Trans. Trust Funds	0	0	0	150,000
Property Tax	5,667,200	5,783,600	5,783,600	5,827,000
Library Total	15,864,498	16,577,100	16,668,400	16,519,800

	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	2014-15	<u>2015-16</u>
Water				
Metered Water Sales	32,365,084	33,026,400	33,360,000	33,756,000
Upland Sales/MCWA	2,288,818	2,185,000	2,185,000	2,299,500
Other Municipalities	349,516	320,000	316,000	316,000
Delinquent Collections	833,649	750,000	925,000	675,000
Service Charges	134,297	139,000	139,000	139,000
Interest & Penalties	1,061,912	1,050,000	1,000,000	1,050,000
Miscellaneous	314,741	391,800	386,500	221,800
Interest Earnings	7,802	11,200	11,200	11,200
Intergovernmental – Federal	3,375	3,400	3,400	3,400
Trans. Premium & Interest	1,000,000	1,000,000	1,000,000	1,000,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Refund Prior Years Expense	49,406	0	0	0
Appropriation of Fund Balance	938,400	448,000	448,000	2,324,100
Water Total	39,590,000	39,567,800	40,017,100	42,039,000
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	1,341,860	1,142,000	1,471,000	1,099,000
Interest Earnings	54	0	0	0
Property Tax	880,600	850,500	850,500	637,900
War Memorial Total	3,127,514	2,897,500	3,226,500	2,641,900
Parking				
Parking Ramps	6,297,453	6,868,000	7,696,700	6,921,000
Parking Lots	134,437	209,000	242,000	209,000
Meters	1,087,148	1,000,000	1,200,000	1,178,900
Parking Fines	4,105,143	3,852,800	3,874,600	2,949,600
Cultural District	4,304,749	0	0	0
Miscellaneous	450,321	95,700	78,000	110,400
Interest Earnings	19,286	95,500	5,600	57,600
Intergovernmental – Federal	6,022	5,000	5,000	5,000
Trans. Premium & Interest	12,200	13,800	13,800	11,700
Appropriation of Fund Balance	0	0	0	50,000
Property Tax	0	0	0	421,700
Parking Total	16,416,759	12,139,800	13,115,700	11,914,900
-				

	Actual	Estimated	Budget	Budget
	2013-14	2014-15	2014-15	2015-16
Cemetery	2010 11	201110	2011 10	2010 10
Sales	509,701	510,000	540,000	540,000
Service Charges	579,560	571,000	573,500	573,500
Miscellaneous	148,208	158,500	169,500	157,000
Interest Earnings	7,964	7,300	5,100	5,100
Intergovernmental – Federal	98,000	0	0,100	0,100
Trans. Premium & Interest	20,400	21,100	21,100	19,400
Cremation Service fees	320,029	332,700	346,000	346,000
Property Tax	1,269,300	1,606,300	1,606,300	1,490,200
Cemetery Total	2,953,162	3,206,900	3,261,500	3,131,200
Public Market	_,000,10_	0,200,000	0,201,000	0,101,200
Market Fees	779,121	750,000	700,000	725,000
Embellishment Fees	44,535	45,000	45,600	45,000
Miscellaneous	0	20,000	20,000	0
Interest Earnings	1,439	1,000	1,000	1,000
Intergovernmental – New York State	424,153	0	0	0
Property Tax	74,300	179,200	179,200	91,300
Public Market Total	1,323,548	995,200	945,800	862,300
Refuse				
Current Collections	20,512,621	20,450,200	20,612,500	21,022,500
Commercial Charges	3,287,081	3,322,500	3,366,000	3,356,000
Delinquent Collections	1,596,122	1,753,000	1,575,000	1,350,000
Miscellaneous	236,004	85,000	95,000	95,000
Interest Earnings	10,286	10,000	25,000	25,000
Sale of Scrap	43,290	35,000	35,000	35,000
Appropriation of Fund Balance	2,639,600	10,500	10,500	2,311,700
Refuse Total	28,325,004	25,666,200	25,719,000	28,195,200
Local Works				
Current Collections	17,335,307	17,666,500	17,682,800	17,839,200
Delinquent Collections	1,017,727	1,040,000	925,000	875,000
Miscellaneous	102,741	178,000	35,000	84,000
Interest Earnings	19,545	20,000	20,000	20,000
State Reimbursement-Snow & Ice Control	59,170	60,000	60,000	60,000
Trans. Premium & Interest	61,100	63,300	63,300	58,200
Appropriation of Fund Balance	801,800	2,690,600	2,690,600	1,492,900
Local Works Total	19,397,390	21,718,400	21,476,700	20,429,300
Total All Funds	489,278,364	508,777,400	503,629,200	501,602,300

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

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

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

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

### Property Tax Rates & Burdens

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

	2014-15	2015-16	Change	Percent Change
		2013-10	Change	Change
TAX RATE (per	,			
Homestead Clas	-			
- City	6.22	6.21	-0.01	-0.16%
- School	<u>13.83</u>	<u>13.94</u>	<u>0.11</u>	0.80%
Total	20.05	20.15	0.10	0.50%
Non-Homestead	Class			
- City	13.17	12.88	-0.29	-2.20%
- School	29.69	29.04	-0.65	-2.19%
Total	42.86	41.92	-0.94	-2.19%
rotar	12.00	11.02	0.01	2.1070
TAX BURDEN				
Single Family Re	esidence			
- City	\$435.40	\$434.70	-\$0.70	-0.16%
- School	\$968.10	\$975.80	\$7.70	0.80%
Total	\$1,403.50	\$1,410.50	\$7.00	0.50%
rotar	ψ1,100.00	ψ1,110.00	<b>\$1.00</b>	0.0070
Commercial Prop	perty			
- City	\$3,451.86	\$3,375.85	-\$76.01	-2.20%
- School	<u>\$7,781.75</u>	<u>\$7,611.38</u>	<u>-\$170.37</u>	-2.19%
Total	\$11,233.61	\$10,987.23	-\$246.38	-2.19%

Computation of City 2015-16 P	roperty Tax Levy			
	Current	Cash	Debt	
	<b>Operations</b>	<u>Capital</u>	<u>Service</u>	Total
EXPENSE				
Operating	443,744,800			443,744,800
Cash Capital		21,226,000		21,226,000
Debt Service			36,631,500	36,631,500
Tax Reserve	<u>1,345,512</u>	<u>257,279</u>	1,039,679	2,642,470
Total	445,090,312	21,483,279	37,671,179	504,244,770
REVENUE				
Operating	418,180,070			418,180,070
Cash Capital	,,	16,337,700		16,337,700
Debt Service			16,877,600	16,877,600
Total	418,180,070	16,337,700	16,877,600	451,395,370
TOTAL TAX LEVY	26,910,242	5,145,579	20,793,579	52,849,400
Homestead (42.56026%)**				22,492,842
Non-Homestead (57.43974%)**				30,356,558
ASSESSED VALUE				5,980,031,427
Homestead				3,624,234,732
Non-Homestead				2,355,796,695
TAX RATE				
Homestead	3.16	0.61	2.44	6.21
Non-Homestead	6.56	1.25	5.07	12.88

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

### Computation of School 2015-16 Property Tax Levy

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

	Current Operations	Cash <u>Capital</u>	Debt <u>Service</u>	<u>Total</u>
EXPENSE Operating	83,168,716			83,168,716
Cash Capital	,, -	11,308,100		11,308,100
Debt Service			52,536,196	52,536,196
Tax Reserve	4,377,301	<u>262,121</u>	<u>1,315,578</u>	<u>5,955,000</u>
Total	87,546,017	11,570,221	53,851,774	152,968,012
REVENUE				
Operating	0	0	0	0
Cash Capital		6,327,800		6,327,800
Debt Service*	<u>0</u> 0	<u>0</u>	<u>27,540,212</u>	<u>27,540,212</u>
Total	0	6,327,800	27,540,212	33,868,012
TOTAL TAX LEVY	87,546,017	5,242,421	26,311,562	119,100,000
Homestead (42.56026%)**				50,689,270
Non-Homestead (57.43974%	)**			68,410,730
ASSESSED VALUE				5,992,209,069
Homestead				3,636,287,184
Non-Homestead				2,355,921,885
TAX RATE				
Homestead	10.25	0.61	3.08	13.94
Non-Homestead	21.34	1.28	6.42	29.04

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

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

#### Computation of Property Tax Revenue For The General Fund

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

#### **Property Tax Cap**

On June 24, 2011 New York State enacted a property tax cap that imposes a limit on the annual growth of property taxes levied by local governments to 2% or the rate of inflation, whichever is less. The calculation of the basic cap of up to 2% is subject to several exclusions or modifications. The calculation is adjusted by a tax base growth factor reflecting the "quantity change" in taxable property values in the base year which is reflective of actual physical changes including new construction. The cap calculation is also adjusted by pension contribution increases that exceed two percentage points of covered payroll. The final adjustment in the calculation is the ability of a local government to use a carryover of up to 1.5% of any unused tax levy growth from the prior year calculation. For 2015-16, the allowable levy growth factor is 1.62% as published by the NYS Office of the Comptroller. There is no increase proposed to the tax levy for 2015-16.

#### STAR

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

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

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

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

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

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

	Assessed Value <u>Exemption</u>	Tax <u>Rates</u>	STAR <u>Revenue</u>	Capped STAR <u>Revenue</u>
City:				
Homestead	588,998,197	6.21	3,657,679	3,618,521
Non-Homestead	<u>5,572,547</u>	12.88	<u>71,774</u>	<u>71,774</u>
	594,570,744		3,729,453	3,690,295
School:				
Homestead	592,528,685	13.94	8,259,850	8,171,891
Non-Homestead	5,615,637	29.04	<u>163,078</u>	163,078
	598,144,322		8,422,927	8,334,968
Total	N/A	N/A	12,152,380	12,025,263

### Assessed Value – Changes

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

	2015-16 Assessed Value 2014-15 Assessed Value Change Percent Change	-,,,
The change in taxable assessment is substar	ntially attributable to the follo	wing:
Non-Homestead Assessment: Roll Section 5 (Special Franchise) Bausch & Lomb - Goodman Street Railroad (Roll Section 7) 1850 Mt. Read Blvd. (from COMIDA) 422 E. Henrietta Rd. (from COMIDA) Gleason Works 58 McKee Rd Company Chase 50 Holleder Parkway (to COMIDA) Roll Section 6 (Utility) Kodak Non-Homestead net of other changes		$\begin{array}{c} 60,167,578\\ 1,802,800\\ 1,395,917\\ 1,360,000\\ 1,250,000\\ 625,000\\ 593,300\\ -12,500,000\\ -12,500,000\\ -1,752,700\\ -1,108,688\\ -1,089,760\\ \underline{1,459,240}\\ 52,202,687 \end{array}$
Homestead Assessment : Decrease in Veterans Exemption Homestead net of other changes Subtotal		-1,896,916 <u>7,141,399</u> 5,244,483
Total Assessment Change		57,447,170

#### Assessed Valuation – Historic

	General Municipal	Veterans	Total School	Change from
Fiscal Year	Purposes Purposes	Exemption*	Purposes**	Prior Year
2015-16	5,980,031,427	12,177,642	5,992,209,069	23,087,542
2014-15	5,922,584,257	46,537,270	5,969,121,527	37,771,486
2013-14	5,882,907,153	48,442,888	5,931,350,041	20,358,462
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2009-10	5,716,799,275	55,887,191	5,772,686,466	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	558,144,061
2007-08	5,135,078,243	54,377,249	5,189,455,492	37,975,473
2006-07	5,094,593,315	56,886,704	5,151,480,019	33,815,713

\*Subject to General Municipal Purposes but not School Purposes.

\*\*Local Law No. 1 of 2015 adopted section 458-a (2)(d)(ii) of the Real Property Tax Law to apply the alternate veterans tax exemption for School Purposes as well as General Municipal Purposes.

#### **Tax Collection Experience**

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

#### A. Current Taxes

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

			Percent of		
	Delinquent Tax	Delinquent Tax	Delinquent	Delinquent Tax	Total Tax Balances
Fiscal Year	Balances July 1	<b>Collections</b>	Tax Balances	Balances June 30*	June 30**
2014-15	21,196,943	9,727,543	45.89	11,469,400	25,646,951
2013-14	17,595,933	8,683,531	49.35	6,773,716	21,196,943
2012-13	17,491,685	9,953,813	56.91	2,570,879	17,595,933
2011-12	17,188,963	9,163,776	53.31	2,481,801	17,491,685
2010-11	21,084,138	9,355,618	44.37	2,309,177	17,188,963
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138
2008-09	28,448,291	12,409,403	43.62	7,393,287	20,889,811
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291
2006-07	24,102,157	10,328,437	42.85	11,633,085	25,881,808
2005-06	23,003,806	9,682,226	42.09	10,064,739	24,102,157

B. Delinquent Taxes

\*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 <u>Ratio</u>	Full Assessed Valuation
2015-16 2014-15 2013-14	5,992,209,069 5,969,121,527 5,931,350,041	96.55 97.91 99.55	6,206,327,363 6,096,539,196 5,958,161,769
2012-13 2011-12	5,910,991,579 5,779,908,468	99.52 95.89	5,939,501,185 6,027,644,664
F	Five Year Total		30,228,174,177
(	Five Year Average Constitutional Percenta Constitutional Limit	age	6,045,634,835 2% 120,912,697

### Constitutional Tax Limit & Margin – Historic

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

Constitutional Operating Tax Limit 2006-07 to 2015-16	
---	--

Fiscal Year	<u>Limit</u>	Amount Used	<u>Tax Margin</u>
2015-16	120,912,697	97,038,416	23,874,281
2014-15	120,630,471	87,869,202	32,761,269
2013-14	118,271,244	83,788,131	34,483,113
2012-13	117,713,012	81,464,027	36,248,985
2011-12	117,971,445	88,313,937	29,657,508
2010-11	117,705,892	83,918,841	33,787,051
2009-10	116,174,350	84,494,562	31,679,788
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043
2006-07	102,594,091	78,369,414	24,224,677

Computation of Constitutional Tax Levy Margin for Fiscal Year 2015-16					
Five Year Average Full Valuation	\$6,045,634,835				
Two Per Centum of Five Year Average Full Valuation	\$120,912,697				
Exclusion Added Thereto:					
School bonds and notes, principal and interest \$24,995,984					
Water bonds and notes, principal and interest 8,412,300					
Appropriation for bonded indebtedness 22,582,800					
Appropriation for objects or purpose pursuant					
to Section 11 of the Local Finance Law* 21,612,600	77,603,684				
	198,516,381				
Less: Revenue Applied to Debt	2,692,700				
Maximum Taxing Power	195,823,681				
Total Tax Levy	171,949,400				
Constitutional Tax Levy Margin	\$23,874,281				
*Includes City School District Cash Capital					

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



#### NEW YORK STATE DEPARTMENT OF TAXATION & FINANCE

RP-495 (9/08)

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: April 29, 2015

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2014

Total equalized value in taxing jurisdiction: \$ 8,407,065,747

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)	45	179,867,650	2.14%
13350	City Owner (Generally)	RPTL 406(1)	3,495	463,687,800	5.52%
18020	Municipal Ind. Dev. Agency	RPTL 412-a	157	279,797,400	3.33%
25110	Nonprofit Orgnztn-Religious	RPTL 412-a	575	141,555,200	1.68%
25120	Nonprofit Orgnztn-Educational	RPTL 412-a	135	347,956,000	4.14%
25130	Nonprofit Orgnztn-Charitable	RPTL 412-a	182	97,743,750	1.16%
25210	Nonprofit Orgnztn-Hospital	RPTL 412-a	11	209,713,625	2.49%
41836	Enhanced STAR	RPTL425	4,883	158,768,265	1.89%
41856	Basic STAR	RPTL 425	21,500	431,282,502	5.13%
All Other	All Other	Various	7,097	765,164,249	9.10%
		Totals	38,080	\$3,075,536,441	36.58%

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)

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

ta C.a.	1			RP-495 PILOT (9/08)
(for lo	LOCAL GOVERNMENT cal use only not to be filed with NYS Departmer	EXEMPTION IMPA t of Taxation & Finance	CT REPORT ce - Office of Real Pro	perty Tax Services)
(.00				
Date: April	29, 2015			
Tavina luris	diction: City of Rochester			
Fiscal Year B	Begining: 2014			
Total equaliz	ed value in taxing jurisdiction: \$	8,407,065,747		
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. AGENCY	RPTL 412-a	157	\$6,195,572.6
		+		
		Totals	157	\$6,195,572.6

### Expense Changes – Highlights

The 2015-16 Proposed Budget of \$501,602,300 decreases expenditures by \$2,026,900 or 0.4% less than the 2014-15 Amended Budget. Highlights of the changes that produce this variance are noted in the following display. Details of these and other expense changes are found in Tabs #4 through #17 of this document.

#### MAJOR INCREASES

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

#### **MAJOR DECREASES**

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

#### **Change Detail**

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

# EXPENDITURE SUMMARY SUMMARY BY DEPARTMENT

Year-to-Year Comparison				
· · · · · · · · · · · · · · · · · · ·	Budget	Budget		
	2014-15	2015-16	Variance	Percent
City Council and Clerk	1,799,600	1,881,300	81,700	4.5
Administration:				
Mayor's Office	2,208,400	2,623,800	415,400	18.8
Management & Budget	823,600	824,600	1,000	0.1
Human Resource Management	2,245,000	2,401,100	156,100	7.0
Communications	2,675,700	2,911,700	236,000	8.8
Law	1,872,100	1,937,100	65,000	3.5
Information Technology	6,558,900	7,798,800	1,239,900	18.9
Finance (Excluding Parking)	4,818,000	5,078,700	260,700	5.4
Finance (Parking)	7,249,500	7,494,900	245,400	3.4
Neighborhood & Business Development	13,903,600	13,855,000	-48,600	-0.3
Environmental Services	82,944,200	83,704,200	760,000	0.9
Emergency Communications	13,775,500	13,709,600	-65,900	-0.5
Police	89,789,100	90,921,100	1,132,000	1.3
Fire	47,538,500	48,706,500	1,168,000	2.5
Library	11,350,100	11,316,600	-33,500	-0.3
Recreation & Youth Services	11,408,100	11,273,800	-134,300	-1.2
Undistributed Expense	132,882,700	135,556,000	2,673,300	2.0
Contingency	3,670,700	1,750,000	-1,920,700	-52.3
Cash Capital	30,034,900	21,226,000	-8,808,900	-29.3
Debt Service	36,081,000	36,631,500	550,500	1.5
TOTAL	503,629,200	501,602,300	-2,026,900	-0.4

# EXPENDITURE SUMMARY SUMMARY BY DEPARTMENT

	Actual <u>2013-14</u>	Estimated 2014-15	Budget 2014-15	Budget 2015-16
City Council and Clerk	1,719,368	1,774,200	1,799,600	1,881,300
Administration				
Mayor's Office	1,495,659	2,167,700	2,208,400	2,623,800
Management & Budget	858,785	772,500	823,600	824,600
Human Resource Management	1,933,946	2,162,700	2,245,000	2,401,100
Communications	2,448,604	2,649,200	2,675,700	2,911,700
Law Department	1,844,335	1,807,000	1,872,100	1,937,100
	8,581,329	9,559,100	9,824,800	10,698,300
Information Technology	6,624,384	7,230,600	7,587,500	8,896,600
Interfund Credit	-775,301	-929,500	-929,500	-976,300
Intrafund Credit	-89,323	-99,100	-99,100	-121,500
	5,759,760	6,202,000	6,558,900	7,798,800
Finance				
Director's Office	312,652	455,500	506,800	566,600
Accounting	1,155,534	1,127,400	1,258,800	1,197,800
Treasury	1,606,751	1,777,400	1,789,900	1,812,600
Assessment	841,318	933,000	949,400	1,169,400
Parking & Municipal Violations	6,355,956	7,185,000	7,249,500	7,494,900
Purchasing	945,321	1,000,300	1,036,400	1,057,400
	11,217,532	12,478,600	12,790,800	13,298,700
Interfund Credit	-203,815	-137,800	-137,800	-191,900
Intrafund Credit	-439,218	-585,500	-585,500	-533,200
	10,574,499	11,755,300	12,067,500	12,573,600
Neighborhood & Business Development				
Commissioner	714,329	775,000	868,500	843,900
Business & Housing Development	5,773,886	6,138,000	6,413,200	6,416,100
Planning & Zoning	1,526,641	1,500,000	1,668,900	1,707,900
Neighborhood Preservation	1,361,133	1,450,000	1,526,000	1,444,600
Inspection & Compliance	3,135,198	3,267,000	3,427,000	3,442,500
Total	12,511,187	13,130,000	13,903,600	13,855,000
Environmental Services				
Office of the Commissioner	1,179,709	3,196,900	3,303,800	2,788,900
Architecture & Engineering	7,284,254	7,398,500	7,827,400	7,856,000
Operations	32,461,031	34,113,200	35,136,900	35,916,300
Buildings and Parks	12,829,580	13,064,600	13,443,000	13,753,100
Equipment Services	13,198,752	12,792,600	14,071,600	14,216,600
Water	21,230,102	21,809,000	23,161,700	23,271,500
Interfund Cradit	88,183,428	92,374,800	96,944,400	97,802,400
Interfund Credit Intrafund Credit	-6,688,874 -5,988,602	-6,315,600 -6,340,200	-6,977,200	-7,117,000
			-7,023,000	-6,981,200
	75,505,952	79,719,000	82,944,200	83,704,200

# EXPENDITURE SUMMARY SUMMARY BY DEPARTMENT

	Λ at I		Du al cual (	Decal
	Actual	Estimated	Budget <u>2014-15</u>	Budget 2015-16
Emergency Communications	<u>2013-14</u> 12,999,784	<u>2014-15</u> 13,217,200	13,775,500	13,709,600
Emergency communications	12,999,704	13,217,200	13,775,500	13,709,000
Police	87,214,670	87,759,200	89,789,100	90,921,100
Fire	46,018,391	46,100,200	47,538,500	48,706,500
Library				
Central Library	7,431,283	7,404,100	7,489,600	7,456,700
Community Library	3,623,500	3,801,300	3,860,500	3,859,900
	11,054,783	11,205,400	11,350,100	11,316,600
Recreation & Youth Services				
Office of the Commissioner	439,068	1,931,700	2,105,500	2,106,300
Recreation	8,262,149	7,250,000	7,359,700	7,356,700
BEST & YS	0	1,709,900	1,942,900	1,810,800
Employment Opportunities	1,259,428	0	0	0
Youth Services	1,068,577	0	0	0
	11,029,222	10,891,600	11,408,100	11,273,800
Undistributed	119,075,651	130,418,300	133,254,600	135,966,900
Interfund Credit	-370,584	-214,100	-244,000	-249,000
Intrafund Credit	-220,598	-154,400	-127,900	-161,900
	118,484,469	130,049,800	132,882,700	135,556,000
Contingency	0	3,670,700	3,670,700	1,750,000
Capital				
Cash Capital	32,187,500	30,034,900	30,034,900	21,226,000
Debt Service	34,660,141	36,081,000	36,081,000	36,631,500
	66,847,641	66,115,900	66,115,900	57,857,500
TOTAL	468,301,055	491,149,600	503,629,200	501,602,300

## EXPENDITURE SUMMARY SUMMARY BY MAJOR OBJECT

	Actual	Estimated	Budget	Budget
PERSONNEL EXPENSES	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
City Council and Clerk	1,516,765	1,536,600	1,523,500	1,618,000
Administration	6,610,592	7,114,600	7,326,000	7,950,000
Information Technology	3,841,427	4,020,800	4,227,700	4,431,600
Finance	5,791,507	5,953,400	6,157,800	6,305,40
Neighborhood & Business Development	8,700,208	8,842,100	9,413,900	9,503,60
Environmental Services	35,216,990	37,465,200	37,686,300	38,801,30
Emergency Communications	11,769,987	12,073,200	12,328,700	12,621,80
Police	74,013,037	74,935,300	75,266,400	77,134,10
Fire	42,834,701	42,972,300	43,798,300	45,117,90
Library	8,456,050	8,433,900	8,515,300	8,657,00
Recreation & Youth Services	7,009,554	7,051,700	7,141,700	7,288,90
Undistributed	90,467,016	103,941,600	105,692,100	106,915,80
	296,227,834	314,340,700	319,077,700	326,345,40
MATERIALS AND SUPPLIES				
City Council and Clerk	6,715	7,800	9,300	7,50
Administration	68,357	86,000	95,000	90,90
Information Technology	28,630	41,500	41,500	41,80
Finance	196,744	213,000	316,700	509,30
Neighborhood & Business Development	37,614	67,900	80,600	69,80
Environmental Services	10,797,389	10,825,900	13,031,600	12,367,30
Emergency Communications	125,858	116,400	145,900	142,60
Police	1,299,403	1,396,100	1,662,300	1,442,00
Fire	625,589	552,900	698,500	682,40
Library	755,186	767,800	767,800	740,00
Recreation & Youth Services	360,369	279,000	300,700	336,70
-	14,301,854	14,354,300	17,149,900	16,430,30

## EXPENDITURE SUMMARY SUMMARY BY MAJOR OBJECT

	Actual 2013-14	Estimated 2014-15	Budget 2014-15	Budget 2015-16
SERVICES	2013-14	2014-13	2014-15	2013-10
City Council and Clerk	195,888	229,800	266,800	255,800
Administration	1,902,380	2,358,500	2,403,800	2,657,400
Information Technology	2,754,327	3,168,300	3,318,300	4,423,200
Finance	5,229,281	6,312,200	6,316,300	6,484,000
Neighborhood & Business Development	3,578,598	4,020,400	4,199,000	4,067,900
Environmental Services	33,703,400	35,654,500	37,197,300	37,410,200
Emergency Communications	1,094,927	1,027,600	1,200,900	945,200
Police	11,902,230	11,387,800	12,775,600	12,285,600
Fire	2,552,594	2,555,500	3,019,300	2,904,000
Library	1,837,601	1,986,400	1,972,000	1,824,600
Recreation & Youth Services	3,659,299	3,560,900	3,861,300	3,623,400
Capital & Debt	39,400	39,400	39,400	39,400
-	68,449,925	72,301,300	76,570,000	76,920,700
OTHER				
Neighborhood & Business Development	194,767	199,600	210,100	213,700
Environmental Services	8,465,649	8,429,200	9,029,200	9,223,600
Emergency Communications	9,012	0	100,000	0
Police	0	40,000	84,800	59,400
Fire	5,507	19,500	22,400	2,200
Library	5,946	17,300	95,000	95,000
Recreation & Youth Services	0	0	104,400	24,800
Undistributed	28,608,635	26,476,700	27,562,500	29,051,100
Contingency	0	3,670,700	3,670,700	1,750,000
Capital & Debt	66,808,241	66,076,500	66,076,500	57,818,100
	104,097,757	104,929,500	106,955,600	98,237,900
INTERFUND & INTRAFUND CREDITS	-14,776,315	-14,776,200	-16,124,000	-16,332,000
Total	468,301,055	491,149,600	503,629,200	501,602,300

#### EXPENDITURE SUMMARY SUMMARY OF 2014-15 BUDGET AMENDMENTS

The adopted budget may, under certain circumstances, be amended by City Council. Upon written recommendation of the Mayor, City Council may transfer unencumbered balances from one department to another. The transfer is done by passage of an ordinance, which can amend multiple budgets. Examples of amendments are the transfer from Contingency to the departments for purposes of a wage settlement and the transfer of funds from a department with a surplus to one with a deficit. In addition, revenues from any source other than the property tax can be appropriated by City Council upon recommendation of the Mayor. Usually this occurs upon receipt of a grant and entails increasing both expense and the offsetting revenue. 2014-15 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

<u>Department</u>	Approved Budget	Amended Budget	Variance	<u>Ordinances</u>
City Council and Clerk	1,799,600	1,799,600	0	
Administration: -Mayor's Office	0 2,148,400	0 2,208,400	0 60,000	2015-32
•			00,000	2013-32
-Management & Budget	823,600	823,600	-	
-Human Resource Management	2,245,000	2,245,000	0	2244 222 2244 422 2245 22
-Communications	2,615,700	2,675,700	60,000	2014-360; 2014-402; 2015-26
-Law	1,872,100	1,872,100	0	
Information Technology	6,461,100	6,558,900	97,800	2014-271
Finance (excl. Parking)	4,818,000	4,818,000	0	
Finance - Parking	7,249,500	7,249,500	0	
Neighborhood & Business Development	13,828,600	13,903,600	75,000	2014-208
Environmental Services	82,944,200	82,944,200	0	
Emergency Communications	13,775,500	13,775,500	0	
Police	85,074,600	89,789,100	4,714,500	2014-233; 2014-235; 2014-257; 2014- 269; 2014-300; 2014-326; 2014-353; 2014-354; 2014-355; 2014-356; 2014- 366; 2015-53; 2015-77; 2015-78; 2015- 82
Fire	45,193,000	47,538,500	2,345,500	2014-323; 2015-82
Library	11,290,100	11,350,100	60,000	2014-200
Recreation & Youth Services	11,264,400	11,408,100	143,700	2014-259; 2014-264; 2014-358; 2014- 398
Undistributed Expenses	132,281,700	132,882,700	601,000	2014-323; 2015-32; 2015-82
Contingency	10,182,100	3,670,700	-6,511,400	2014-208; 2014-265; 2014-366; 2015-82
Cash Capital	28,002,000	30,034,900	2,032,900	2014-265; 2014-269; 2014-288; 2014- 300;2014-325; 2014-399; 2015-5; 2015- 11; 2015-22; 2015-40; 2015-85; 2015- 110
Debt Service	36,081,000	36,081,000	0	
TOTAL EXPENSE	499,950,200	503,629,200	3,679,000	

1–40

## EXPENDITURE SUMMARY SUMMARY OF 2014-15 BUDGET AMENDMENTS

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

## EXPENDITURE SUMMARY SUMMARY OF 2014-15 BUDGET AMENDMENTS

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

\*Appropriation of additional revenue

### EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

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

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

	Current						Balance Required
	Expense	Employ ee	Cash	Debt	Total	Less Directly	From Taxes and
	<u>Budget</u>	<u>Benefits</u>	<u>Capital</u>	<u>Service</u>	Expenditures	Applicable Revenue	General Revenue
City Council and Clerk	1,881,300	982,800	0	0	2,864,100	699,100	2,165,000
Administration	10,698,300	4,817,500	5,000	3,705,800	19,226,600	2,194,000	17,032,600
Information Technology	7,798,800	2,691,700	670,000	0	11,160,500	0	11,160,500
Finance	12,573,600	3,625,700	0	0	16,199,300	14,348,200	1,851,100
Neighborhood & Business Development	13,855,000	5,783,800	2,328,000	2,892,300	24,859,100	9,668,100	15,191,000
Environmental Services	83,704,200	25,778,300	16,145,000	24,236,700	149,864,200	99,210,100	50,654,100
Emergency Communication	13,709,600	7,666,300	0	78,600	21,454,500	18,158,400	3,296,100
Police	90,921,100	46,729,000	337,000	0	137,987,100	10,183,400	127,803,700
Fire	48,706,500	27,404,000	744,000	1,472,400	78,326,900	2,418,500	75,908,400
Library	11,316,600	3,982,400	617,000	588,000	16,504,000	16,519,800	-15,800
Recreation & Youth Services	11,273,800	4,351,100	380,000	997,400	17,002,300	3,218,600	13,783,700
Undistributed*	1,743,400	0	0	0	1,743,400	0	1,743,400
Contingency	1,750,000	0	0	0	1,750,000	0	1,750,000
Cash Capital	N/A	0	0	0	0	0	0
Debt Service**	N/A	0	0	2,660,300	2,660,300	0	2,660,300
Total		133,812,600	21,226,000	36,631,500	501,602,300	176,618,200	324,984,100

\*\*Includes only expenditures not distributed to departmental budgets. \*Other General Fund expenses not distributed.

N/A - Not applicable; all expenditures distributed Net of all interfund and intrafund chargebacks

# EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

#### FUND ACCOUNTING

In accordance with generally accepted accounting principles, the City records financial transactions of its operations in various funds, each of which is a separate entity. Funds that do not generate sufficient revenues from operations are supported by property tax revenue. Following is a description of the funds and a table summarizing transactions in these funds during 2015-16.

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

Refuse Fund includes refuse collection and disposal operations.

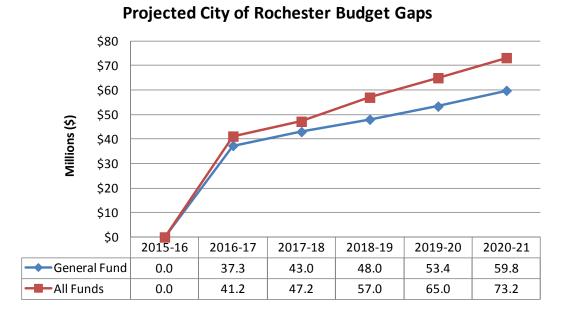
Expense City Council and Clerk Administration:	<u>General</u> 1,881,300	Animal	Library	Local Works	Water	<u>War Memorial</u>	Parking	Cemetery	Public Market	Refuse	<u>Total</u> 1,881,300
Aurimine varuon. Mayor's Office Management & Budget Human Resource Management Communications Law Information Technology	2,623,800 824,600 2,401,100 2,911,700 1,937,100 7 798 800										2,623,800 824,600 2,401,100 2,911,700 1,937,100
Finance Neighborhood & Business Developmer Environmental Services Emergency Communications	5,553,900 5,553,900 12,851,500 25,915,200 13,709,600			12,987,200	23,414,200	1,003,500	7,019,700	1,831,900		19,555,700	12,573,600 13,855,000 83,704,200 13,709,600
Police Fire Library Recreation & Youth Services.	89,604,300 48,706,500 10,507,100	1,316,800	11,316,600						766,700		90,921,100 48,706,500 11,316,600 11,273,800
Undistributed Expense Contingency Cash Capital	115,201,800 1,750,000 7,668,000	505,800 350,000	3,989,400 617,000	3,758,000 3,309,000	5,124,500 5,088,000	11,400 155,000	1,062,400 59,000	482,600 665,000	68,600 27,000	5,351,500 3,288,000	135,556,000 1,750,000 21,226,000
Debt Service	<u>21,849,800</u> 373,696,100	2,172,600	596,800 16,519,800	375,100 20,429,300	8,412,300 42,039,000	1,472,000 2,641,900	3,773,800 11,914,900	151,700 3,131,200	862,300	28,195,200	36,631,500 501,602,300
<u>Revenue</u> Property Tax (City & School) Other Taxes Departmental Income Use of Money & Property Fines & Forfeitures	141,290,800 168,412,400 7,362,000 226,400 6,420,900	1,568,000 234,600 20,000	5,827,000 2,831,900	18,714,200 20,000	38,397,300 254,200	637,900 1,099,000	421,700 8,314,500 52,000 2,949,600	1,490,200 1,616,500 5,100	91,300 770,000 1,000	25,763,500 25,000	151,326,900 168,412,400 105,103,500 583,700 9,390,500
Licenses & Permits Sale of Property & Comp. Miscellaneous Intergovernmental State	2,533,100 897,000 2,706,800 107,303,400		100,700 835,700	84,000 60,000	60,000		110,400			35,000	2,533,100 897,000 3,096,900 108,199,100
Intergovernmental Federal Intergovernmental Other Interfund Revenue Trans. Premium & Interest Appropriation of Fund Balance Refine	4,860,400 19,932,800 -101,921,000 13,671,100	350,000	4,500 6,770,000 150,000	58,200 1,492,900	3,400 1,000,000 2,324,100	905,000	5,000 11,700 50,000	19,400		2,311,700 60.000	4,873,300 27,607,800 -101,771,000 1,089,300 20,199,800 60,000
Total	373,696,100	2,172,600	16,519,800	20,429,300	42,039,000	2,641,900	11,914,900	3,131,200	862,300	28,195,200	501,602,300

FUND SUMMARY

#### Introduction

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

The multi-year projection is not a prediction of future events. Instead, the projection illustrates the City's fiscal condition over the next five years based on existing trends and specified assumptions. As indicated in the forecast below, a gap for all funds of approximately \$41.2 million is expected for 2016-17. This gap accumulates to \$73.2 million in 2020-2021.



#### 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 0% for 2016-17, and between 2.25 and 2.5% through 2020-21.

#### City School District

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

#### **Intergovernmental**

The following actions are assumed of the Federal Government:

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

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

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

The following actions are assumed of Monroe County:

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

#### Fees and Enterprise Revenues

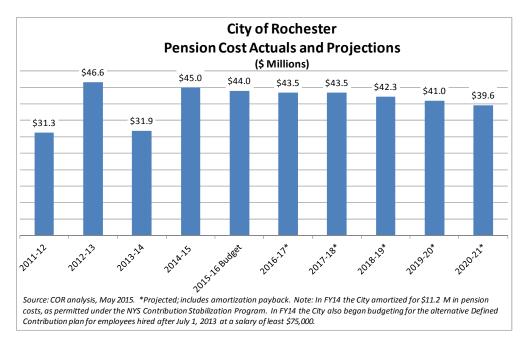
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

#### Other Revenues

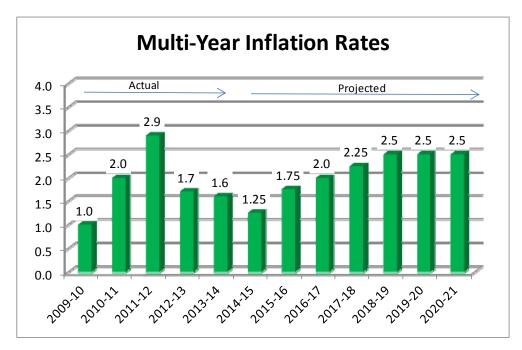
The multi-year projection assumes the appropriation of a \$5.1 million General Fund surplus to be constant for 2016-17 to 2020-21.

#### Expense

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



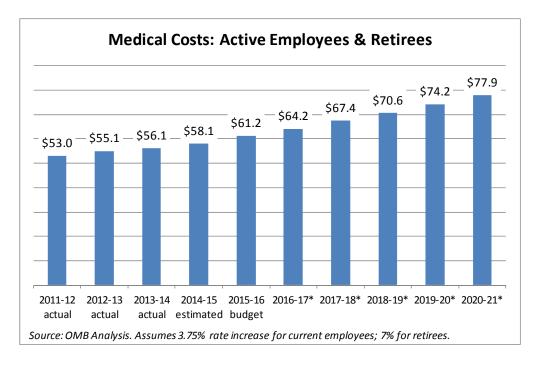
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected between 2% and 2.5% for 2016-17 through 2020-21. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, construction projects, materials, and other services. Cost increases based on expected inflation rates and current labor agreements are reflected in the multi-year expense projection.



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

Expenditure forecasts for Cash Capital and Debt Service are based on the City's 2015-2019 Capital Improvement Program. The projected debt service reflects projects in the Capital Improvement Program.

A significant and growing impact on the projected expenditures is for medical costs for both current employees and for retirees. Projected costs for active employee hospitalization and medical insurance assume a 3.75% increase in 2015-16 and each year thereafter. Projections for retiree hospitalization and medical insurance assume a 7% increase in 2015-16 and each year thereafter.



#### Closing The Gap

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

#### **Revenue Options**

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

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

#### **Expenditure Options**

Major expenditure options to eliminate the gap are to:

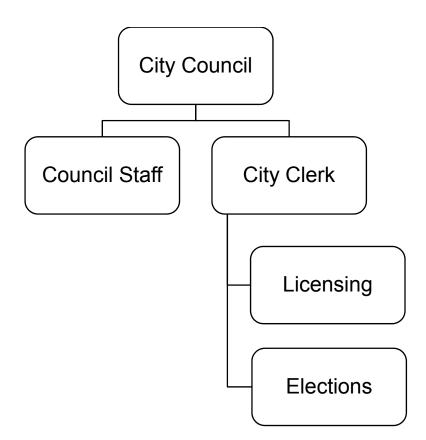
- □ Improve productivity Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels.
- Reduce service If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will 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 2013-14	Estimated 2014-15	Budget 2014-15	Budget <u>2015-16</u>
CUSTOMER PERSPECTIVE		2013-14	2014-15	2014-15	2010-10
Licenses processed:					
• Dog		3,974	3,963	4,185	4,037
Marriage		1,865	1,787	1,816	1,787
<ul> <li>Duplicate Marriage</li> </ul>		1,303	1,428	1,544	1,493
<ul> <li>Commissioner of Deeds</li> </ul>		98	107	128	117
<ul> <li>Business</li> </ul>		1,276	1,243	1,424	1,248
<ul> <li>Hack Plates</li> </ul>		272	255	261	257
Taxicab drivers		451	440	424	439
Other taxicab		304	313	308	309
Animal and Poultry		41	41	31	.41
Domestic Partnerships		202	178	216	175
Alarm permits		7,243	7,320	8,047	7,322
Handicapped parking		4,212	4,210	4,280	4,215
Marriage ceremonies		542 133	500 124	576 173	520 130
Passports		155	124	173	130
Year-To-Year Comparison					
	Budget	Budget		Percent	
Activity	<u>2014-15</u>	<u>2015-16</u>	Change	Change	
City Council	1,004,100	1,018,800	14,700	1.5%	
Office of the City Clerk	371,500	384,700	13,200	3.6%	
Licensing	207,900	220,900	13,000	6.3%	
Elections	216,100	256,900	40,800	18.9%	
Total	1,799,600	1,881,300	81,700	4.5%	
Employee Years	23.1	23.8	0.7	3.0%	
Change Detail					
Salary & Wago Conoral	V	acanov			

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

#### **Major Change**

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

## CITY COUNCIL & CLERK EXPENDITURE SUMMARY

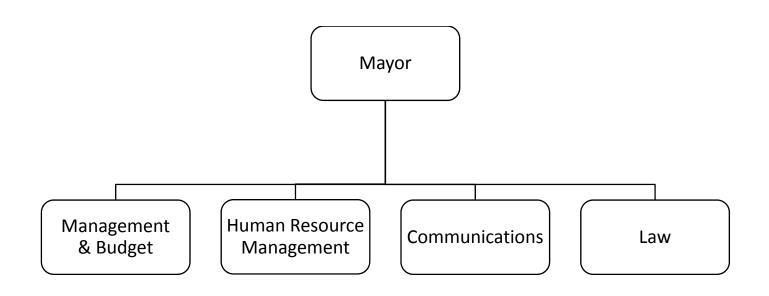
	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	2015-16
Appropriation by Major Object				
Personnel Expenses	1,516,765	1,536,600	1,523,500	1,618,000
Materials & Supplies	6,715	7,800	9,300	7,500
Services	195,888	229,800	266,800	255,800
Other	0	0	0	0
Total	1,719,368	1,774,200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

## CITY COUNCIL & CLERK PERSONNEL SUMMARY

FULL TIME POSITIONS			City Council	Offlice of the City Clerk	Licensing	Elections
Br. Title	Budget 2014-15	Proposed 2015-16				
36 Chief of Staff	1.0	1.0	1.0			
31 City Clerk	1.0	1.0	1.0	1.0		
28 Deputy City Clerk	1.0	1.0		1.0		
24 Chief Legislative Assistant	1.0	1.0		1.0	1.0	
24 Senior Legislative Analyst	1.0	1.0	1.0			
22 Senior Legislative Assistant	0.0	1.0	0.3	0.5	0.2	
20 Senior Legislative Assistant	1.0	0.0			•	
18 Secretary to Council	1.0	1.0	1.0			
16 Legislative Assistant	1.0	1.0		1.0		
11 Receptionist to City Council	1.0	1.0	0.5	0.5		
11 Senior Legislative Clerk	1.0	1.0			1.0	
9 Legislative Clerk	0.0	2.0			2.0	
7 Legislative Clerk	2.0	0.0				
FX President-City Council	(1)	(1)	(1)			
FX Vice President-City Council	(1)	(1)	(1)			
FX Council Member	(7)	(7)	(7)			
() = not in totals						
EMPLOYEE YEARS						
Full Time	12.0	12.0	3.8	4.0	4.2	0.0
Overtime	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal	12.6	13.3	3.6	0.5	0.0	9.2
Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	0.2	0.1	<u>0.1</u>	1.1
Total	23.1	23.8	7.2	4.4	4.1	8.1

## Purpose

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



## Year-To-Year Comparison

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

## Change Detail

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

### Major Change Highlights

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

## ADMINISTRATION EXPENDITURE SUMMARY

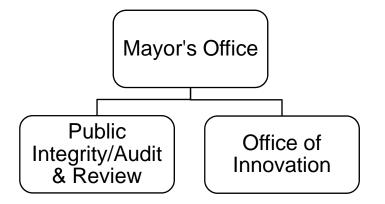
	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	6,610,592	7,114,600	7,326,000	7,950,000
Materials & Supplies	68,357	86,000	95,000	90,900
Services	1,902,380	2,358,500	2,403,800	2,657,400
Other	0	0	0	0
Total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

#### **Mission Statement**

Mayor's Office Administration:

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

#### Organization



#### **Vital Customers**

Mayor's Office Administration:

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

#### **Critical Processes**

Mayor's Office Administration:

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

#### **Mission Statement**

Office of Public Integrity (OPI):

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

#### Vital Customers

Office of Public Integrity (OPI):

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

#### **Critical Processes**

Office of Public Integrity (OPI):

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

education, vocation and permanent employment

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

#### **Department highlights**

#### 2015-16 Strategic Goals & Objectives Objective **Priorities Supported** Projected Completion Develop programs which increase employment of More Jobs Fourth Quarter city residents when city dollars are involved Oversee and execute the local My Brother's Safer Neighborhoods Fourth Quarter Keeper action plan The Office of Innovation and Strategic Safer Neighborhoods Fourth Quarter Initiatives will develop new and innovative initiatives to meet and address up to three critical challenges faced by the City The Office of Public Integrity will provide 40 hours Innovation and Efficiency Fourth Quarter of Continuing Professional Education (CPE) per auditor in accordance with Government Auditing Standards Seek to create more jobs, foster safer and More Jobs Ongoing more vibrant neighborhoods, and provide more **Better Educational Opportunities** high quality educational opportunities to city Safer Neighborhoods residents Continue the City's lobbying and advocacy efforts Innovation and Efficiency Ongoing for a more balanced approach to AIM distribution More Jobs and mandate relief Safer Neighborhoods Continue the effort to create a sustainable expense Innovation and Efficiency Ongoing base through budget control, efficiency and internal restructuring Expand Operation Transformation Rochester's Better Educational Opportunities Ongoing relationship with local business community, which will serve city youth and adults through by offering five comprehensive programs geared towards

## ADMINISTRATION MAYOR'S OFFICE

Objective	Priorities S	upported		Projected Completion	
Monitor the reorganization of RPD in its new five- section model to enhance neighborhood policing	Safer Neigh	borhoods	Ongoi	ing	
Continue to oversee and expand the public safety diversity effort	Safer Neigh	borhoods	Ongoi	ng	
Advocate for more education opportunities for city families through literacy initiatives, scholarship opportunities, early learning programming, and exploration of a community-school model	Better Educ	ational Opportu	nities Ongoi	ing	
Key Performance Indicators	Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget 2015-16	
INTERNAL OPERATIONS Office of Public Integrity (OPI)	2010 14	2014-10	2014-10	2010 10	
Audits Completed	10	11	10	10	
Audit Finding and Recommendations Investigations Initiated	N/A N/A	9 19	N/A N/A	15 20	
Investigations initiated Investigative Findings and Recommendations	N/A	5	N/A	10	
Ethics Awareness Training Sessions N/A 5				6	
Reviews and Consultations Completed Payroll Field Checks Completed	10 15	25 14	10 15	20 15	
FINANCIAL/COST Investigations conducted by OPI involving financial loss	14	9	15	10	
Year-To-Year Comparison					
<u>2014-15</u> <u>2015-16</u> <u>Char</u>					
Budget2,208,4002,623,800415,4Employee Years20.627.8	+00 7.2				
	1.2				
Change Detail					
Salary & Wage General Adjustment Inflation Chargebacks A	Vacancy Mowance Mise	cellaneous Majo	or Change	Total	
50,000 2,500 17,600	0	900	344,400	415,400	
			,	,	
Major Changes Five full-time and one part-time position are added	for the Office	of Innovation		300,200	
Two part-time Investigator positions are created in	the Office of F	Public Integrity		54,900	
Funding for professional services is reduced due to	budget const	raints		-22,500	
A part-time Executive Staff Assistant I position is re engagement	eclassified to f	ull-time for incre	ased public	18,800	
Funding for dues and subscriptions is reduced due	to budget cor	straints		-6,000	
Funding for travel is reduced due to budget constra	aints			-1,000	
-					

## ADMINISTRATION MAYOR'S OFFICE EXPENDITURE SUMMARY

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

## ADMINISTRATION MAYOR'S OFFICE PERSONNEL SUMMARY

FUL	L TIME POSITIONS			Mayor's Office	Public Integrity/ Audit & Review	Office of Innovation
		Ű,	Proposed			
Br.		2014-15	2015-16			
	Mayor	1	1	1		
	Deputy Mayor	1	1	1		
	Chief of Staff	1	1	1		
36	Director of Special Projects & Education	1	1	1		
	Initiatives					
	Director, Office of Public Integrity	1	1		1	
	Manager, Internal Audit	1	1		1	
	Executive Staff Assistant IV	1	2	1		1
	Assistant to Mayor	0	1	1		
	Business Analyst III	0	1			1
	Executive Staff Assistant III	1	2	1		1
	Assistant to Mayor	1	0			
	Associate Field Auditor	1	1		1	
	Supervisor of Administrative Services	1	1	1		
23	Executive Staff Assistant II	2	2	2		
23	Secretary to Mayor	1	1	1		
	Secretary to Deputy Mayor	1	1	1		
20	Executive Assistant	1	1		1	
18	Management Trainee	0	1			1
	Secretary to Director of Special Projects	1	1	1		
18	Senior Field Auditor	1	1		1	
16	Executive Staff Assistant I	0	2	1		1
	PLOYEE YEARS					
	Time	18.0	24.0	14.0	5.0	5.0
	rtime	0.0	0.0	0.0	0.0	0.0
	Time, Temporary, Seasonal	2.6	3.8	0.3	3.0	0.5
	s: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
То	tal	20.6	27.8	14.3	8.0	5.5

#### Mission Statement

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

#### **Vital Customers**

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

#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

Objective	Priorities Supp	orted	Projected Completion	
Develop process for better integration of Community Development Block Grant planning with operating and capital budgets	Innovation and E	Efficiency	First Quarter	
Develop and issue quarterly cash capital balance report	Innovation and Efficiency		First Quarter	
Continue the effort to create a sustainable expense base through budget control, efficiency and internal restructuring	Innovation and Efficiency		Ongoing	
Identify shared services / consolidations / efficiencies and opportunities for funding through Financial Restructuring Board	Innovation and Efficiency		Ongoing	
Participate in the Payroll / Personnel project	Innovation and Efficiency		Ongoing	
Support Mayor's efforts for a more balanced approach to AIM distribution and mandate relief	Innovation and Efficiency More Jobs Safer Neighborhoods		Ongoing	
Undertake quarterly 911 budget review with Monroe County	Innovation and E	Efficiency	Ongoing	
Key Performance Indicators				
	Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>
	407440	474 040	474 040	474 0 40
Total Property Tax levy (\$000) General Fund surplus (\$000)	167,149 4,860	171,949 4,870	171,949 4,870	171,949 5,152

-1.8

3.6

3.6

-0.4

Budget growth (%)

## ADMINISTRATION OFFICE OF MANAGEMENT & BUDGET

Year-To-Year Com	parison					
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>			
Budget	823,600	824,600	1,000			
Employee Years	10.7	10.1	-0.6			
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation	Chargebacks	Allowance M	liscellaneous Ma	jor Change	Total
26,100	200	700	0	-3,600	-22,400	1,000
Major Change						
Funds are reduced	for Interns to	reflect actual	assignments			-21,900

Administrative Analyst part-time is eliminated as an efficiency measure -500
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## ADMINISTRATION OFFICE OF MANAGEMENT & BUDGET EXPENDITURE SUMMARY

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

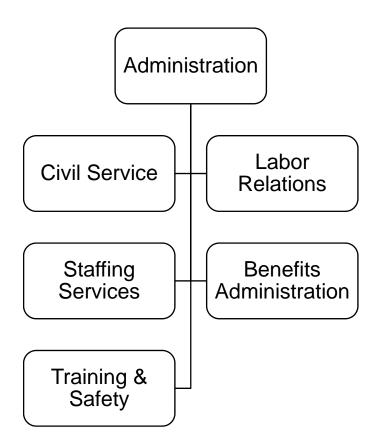
## ADMINISTRATION OFFICE OF MANAGEMENT & BUDGET PERSONNEL SUMMARY

FUL	L TIME POSITIONS		
_		-	Proposed
	Title	2014-15	
	Director	1.0	1.0
•••	Assistant Director	1.0	1.0
	Director of Administration & Finance	0.2	0.2
	Principal Staff Assistant	0.0	1.0
	Associate Administrative Analyst	1.0	1.0
	Operations Analyst	1.0	1.0
26	Process Improvement Specialist	1.0	0.0
24	Senior Administrative Analyst	1.0	2.0
20	Administrative Analyst	1.0	0.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
18	Management Trainee	1.0	1.0
EMF	PLOYEE YEARS		
Full	Time	9.2	9.2
Ove	rtime	0.0	0.0
Part	Time, Temporary, Seasonal	1.5	0.9
	s: Vacancy Allowance	<u>0.0</u>	0.0
To	tal	10.7	10.1

#### **Mission Statement**

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

#### Organization



#### **Vital Customers**

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

#### **Critical Processes**

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

3–14

## ADMINISTRATION HUMAN RESOURCE MANAGEMENT

## 2015-16 Strategic Goals & Objectives

Objective	Priorities Sup	oported		Projected Completion			
Partner with Finance and Information Technology to finalize the selection of a vendor for the Payroll/Personnel project. Begin implementation on an Enterprise Process and System Solution for Phase One of Payroll/Personnel	Innovation and	d Efficiency	Second Q	Second Quarter			
Administer an exam and establish an eligible list for entry level Firefighter for FY 2015-16	More Jobs Safer Neighbo	rhoods	Third Qua	rter			
Expand health care cost-control strategies including targeted care management and wellness programming to impact larger populations of employees and retirees. Continue to seek innovative solutions through data analysis and facilitation of the Labor Managemer Health Care Committee. Focus on communication to health plan participants in order to support consumer education and informed decision making	nt	d Efficiency	Fourth Qu	larter			
Negotiate successor collective bargaining agreement with Civil Service Employee Association (CSEA). Negotiate new health care Memorandums of Agreement with the City's applicable bargaining units	More Jobs Innovation and	d Efficiency	Ongoing				
Key Performance Indicators							
-	Actual 2013-14	Estimated 2014-15	Budget 2014-15	Budget 2015-16			
INTERNAL OPERATIONS							
Grievances filed	50	55	60	55			
Provisional positions at end of fiscal year	149	165	140	140			
# Days for hiring process Examinations administered	34 103	50 80	48 105	50 105			
<b>CUSTOMER PERSPECTIVE</b> Employment applications received Average number of employees participating in	10,867	10,765	10,500	11,800			
Wellness initiatives	1,283	2,683	1,725	2,575			
<b>FINANCIAL/COSTS</b> Full time employee turnover Full time positions hired, promoted, transferred Non-Full time positions hired, promoted,	177 887 790	150 900 900	140 900 900	145 900 900			
transferred Personal injury accidents	289	272	240	276			

## ADMINISTRATION HUMAN RESOURCE MANAGEMENT

		Actual	Estimated	Budget	Budget
		<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Average hours of s employee	sick leave per full time	82	85	85	85
LEARNING & IN Training hours per		23	20	20	20
Training hours per	employee	20	20	20	20
New Hires - % fem		24	34	34	36
New Hires - % min	2	45	28	28	35
Employees - % fer		26	28	28	28
Employees - % mi	nority	29	31	30	32
Year-To-Year Cor	•				
	<u>2014-15</u> <u>2015-16</u>	Change			
Budget	2,245,000 2,401,100	156,100			
Employee Years	28.5 29.3	0.8			
Change Detail					
Salary & Wage	General	Vacancy			
Adjustment	Inflation Chargebacks	Allowance Misc	cellaneous Majo	or Change	Total
-50,400	4,800 -2,400	0 0	0	204,100	156,100
Major Change					
, ,	a Fire Fighters exam and	d administration			124,900
A position previous	sly shared with DES is rec	classified and fully fu	inded in DHRM		34,800
Reorganization in	Administrative Unit results	s in additional clerica	al support		33,700
Funds included for	administration of Emerge	ency Communicatior	ns exam		10,000

Funds increase for dues and subscriptions

700

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

## ADMINISTRATION HUMAN RESOURCE MANAGEMENT EXPENDITURE SUMMARY

## ADMINISTRATION HUMAN RESOURCE MANAGEMENT PERSONNEL SUMMARY

FUU	L TIME POSITIONS			Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit
102		Dudget	Proposed						
D-	Title	2014-15							
	Title Director of Human Resource Management	2014-15	2015-16	1					
		1	1	I			1		
	Manager of Labor Relations	1	1				I	1	
	Benefits Manager	1	1			4		'	
	Principal Staff Assistant	0	1			1			
	Affirmative Action Officer	1	1	1					
	Human Resource Coordinator	1	0						
	Labor Relations Specialist	1	1				1		
	Training & Safety Coordinator	1	1						1
	Employee Safety Coordinator	1	1						1
	Senior Human Resource Consultant	2	1		1				
	Principal Payroll Associate	1	0						
	Senior Payroll Auditor	0	1	1					
	Human Resource Consultant II	1	1			1			
	Executive Assistant	0	1			1			
18	Human Resource Consultant I	4	2	1		1			
	Secretary to Director of Human Resource	1	1	1					
	Management								
16	Human Resource Assistant	2	2	1					1
14	Exam Administrator	0	1		1				
14	Senior Human Resource Associate	0	1		1				
12	Human Resource Associate	2	1					1	
9	Clerk II	1	1	1					
9	Clerk II with Typing	1	1					1	
	Clerk II with Typing Bilingual	2	2		1	1			
	Clerk III	0	1		1				
7	Clerk III with Typing	1	2	1				1	
	,								
EMP	PLOYEE YEARS	1							
Full		26.0	27.0	8.0	5.0	5.0	2.0	4.0	3.0
Over		0.7	0.7	0.0	0.7	0.0		0.0	
	Time, Temporary, Seasonal	3.2	3.0	0.6	1.5	0.0		0.0	
	:: Vacancy Allowance	1.4	<u>1.4</u>	0.0	1.0 1.0	0.0 0.0	0.0	0.0 0.0	0.0
Tot	-	28.5	29.3	<u>0.4</u> 8.2	<u>1.0</u> 6.2	<u>0.0</u> 5.0		4.0	

### ADMINISTRATION COMMUNICATIONS

#### Mission Statement

Information and Graphic Services:

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

Special Events:

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

#### **Vital Customers**

Information and Graphic Services:

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

Special Events:

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

#### **Critical Processes**

Information and Graphic Services:

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

Special Events:

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

#### **Bureau Highlights**

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

## ADMINISTRATION COMMUNICATIONS

# 2015-16 Strategic Goals & Objectives

Objective	Priorities Supp	orted	Projected Completion	
Implement a strategic funding policy and process for City funding of special events	Innovation and E	Efficiency	Third (	Quarter
Implement efficiencies in FOIL request processing	Innovation and E	Efficiency	Ongoir	ng
Continue website enhancements	Innovation and E	Efficiency	Ongoir	ng
Key Performance Indicators				
	Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>
INTERNAL OPERATIONS				
Information and Graphic Services: Advertising/marketing/promotions Still photography assignments AV setups/presentations Television/video program productions Web site visitors Web page views Social media posts	1,289 1,600 504 N/A 2,087,344 6,986,256 N/A	1,300 1,900 350 200 1,900,000 5,580,000 5,000	1,000 1,800 400 2,200,000 7,155,000 2,460	$\begin{array}{r} 1,300\\ 1,900\\ 350\\ 200\\ 1,900,000\\ 5,580,000\\ 5,000\end{array}$
CUSTOMER PERSPECTIVE				
Information and Graphic Services:				
Major promotional campaigns FOIL applications	84 2,935	90 3,700	75 3,200	90 3,700
News releases	742	675	660	750
News conferences	221	200	200	200
Speeches and talking points	685	650	500	700
Mayoral recognitions Social media encounters	N/A N/A	150	310	150
Facebook page likes	N/A N/A	5,670,000 12,000	1,109,500 12,000	5,700,000 12,000
Twitter followers	N/A	19,000	14,500	19,000
Special Events:				
Special Events permit applications processed	482	500	500	500
City produced events Attendance at City permitted events	29 1,699,358	45 1,700,000	40 1,500,000	45 1,701,000
FINANCIAL/COST Special Events:				
Revenue generated for trust fund (\$)	160,485	250,000	250,000	260,000
N/A Not Applicable				

N/A – Not Applicable

## ADMINISTRATION COMMUNICATIONS

Year-To-Year Comparis	son				
<u>2</u>	014-15	<u>2015-16</u>	<u>Change</u>		
Budget 2,6	575,700	2,911,700	236,000		
Employee Years	17.6	19.4	1.8		
Adjustment In	eneral <u>iflation</u> 9,900	<u>Chargebacks</u> -900	Vacancy <u>Allowance</u> <u>Miscellaneous</u> <u>Major Change</u> 0 0 205,200	<u>Total</u> 236,000	
· · · · · · · · · · · · · · · · · · ·					
Major Changes Funding for special ever	nts is inc	creased		185,000	
Reductions in supplies a	and serv	ices reflect ac	tual need	-49,300	
A Communications Assistant is transferred from DRYS to better coordinate communications activities and is reclassified to Senior Communications Assistant to reflect additional responsibilities					
Amendatory funding for the Rochester Twilight Criterium does not recur					
A Press Officer is added, partially offset by the elimination of a vacant Senior Communications Assistant					
Amendatory funding for sound, lighting, staging and power production services at special events does not recur					
Police overtime funding	is increa	ased for ROC	the Park and Drum Corp World championships	23,000	
Funds are added for a FOIL subscription service to enhance and improve customer service compliance					
Funds are added for inte	erns			10,000	
Additional funding is added for special event promotion					
On-call photography hou	urs are i	ncreased to re	flect actual need	5,000	
New York State grant for Clarissa Street Reunion does not recur					

### **Program Changes**

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

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

## ADMINISTRATION COMMUNICATIONS EXPENDITURE SUMMARY

Appropriation by Major Object	Actual <u>2013-14</u>	Estimated 2014-15	Amended <u>2014-15</u>	Proposed <u>2015-16</u>
Appropriation by Major Object	4 400 504	4 05 4 000	4 054 000	4 202 000
Personnel Expenses	1,192,564	1,254,200	1,251,800	1,363,000
Materials & Supplies	11,573	13,900	20,900	17,600
Services	1,244,467	1,381,100	1,403,000	1,531,100
Other	0	0	0	0
Total	2,448,604	2,649,200	2,675,700	2,911,700
Appropriation by Activity				
Communications	2,448,604	2,649,200	2,675,700	0
Administration	0	0	0	269,700
Information and Graphic Services	0	0	0	990,400
Special Events	0	0	0	1,651,600
Total	2,448,604	2,649,200	2,675,700	2,911,700
Employee Years by Activity				
Communications	17.9	18.0	17.6	0.0
Administration	0.0	0.0	0.0	3.0
Information and Graphic Services	0.0	0.0	0.0	12.8
Special Events	0.0	0.0	0.0	3.6
Total	17.9	18.0	17.6	19.4

## ADMINISTRATION COMMUNICATIONS PERSONNEL SUMMARY

FUL	L TIME POSITIONS			Administration	Information and Graphics Services	Special Events
		-	Proposed			
	Title	2014-15	2015-16			
	Director, Communications	1	1	1		
	Deputy Director of Communications	1	1	4	1	
	Assistant to Director - Communications	1	1	1		
-	Communications Creative Coordinator Press Officer	1	1		1	
		0	1		Ĩ	1
	Special Events Operations Manager	1	1			1
	Process Improvement Specialist New Media Editor	1	1		4	· · ·
-	Associate Communications Assistant	1	1		1	
	Digital Media Specialist	1	1		1	
	Principal Graphic Designer	1	1		1	
	Senior Communications Assistant	1	1		1	
	Communications Assistant	1	1		1	
-	Special Events Program Assistant Bilingual	1	1		1	1
	Communications Aide Bilingual	1	1		1	· ·
	Administrative Secretary Bilingual	1	1	1	1	
	Receptionist Typist Bilingual	1	1	•	1	
EMF	PLOYEE YEARS	=				
	Time	16.0	17.0	3.0	11.0	3.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.6	2.4	0.0	1.8	0.6
	s: Vacancy Allowance	0.0	<u>0.0</u>	0.0	<u>0.0</u>	<u>0.0</u>
То	tal	17.6	19.4	3.0	12.8	3.6

#### **Mission Statement**

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

#### 2015-16 Strategic Goals & Objectives

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

#### **Key Performance Indicators**

Actual 2013-14	Estimated 2014-15	Budget 2014-15	Budget 2015-16
<u></u>			<u></u>
347	300	350	350
42	70	N/A	70
212	200	N/A	200
301	225	N/A	225
474	500	400	500
603	450	N/A	500
291	130	300	150
8.5	7	8	7
	2013-14 347 42 212 301 474 603 291	2013-142014-153473004270212200301225474500603450291130	2013-142014-152014-153473003504270N/A212200N/A301225N/A474500400603450N/A291130300

N/A - Not Applicable

#### **Program Change**

"Contracts drafted" is eliminated as Key Performance Indicator. New Indicators added: Collection cases started Motions & Discovery FOIL Reviews & Appeals Legislative Items Drafted

# Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	Change		
Budget	1,872,100	1,937,100	65,000		
Employee Years	20.0	20.5	0.5		
Change Detail					
Salary & Wage	General		Vacancy		
<u>Adjustment</u>	Inflation	Chargebacks	Allowance Miscellaneous Major Change	<u>Total</u>	
15,700	1,800	-600	-600 48,700	65,000	
Major Change					
Add funding for on	-call position	to provide trair	ning for succession planning	51,400	
Productivity improvements results in savings					
Temporary position funded in 2014-15 to assist with collections converts to permanent					

## ADMINISTRATION LAW DEPARTMENT EXPENDITURE SUMMARY

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

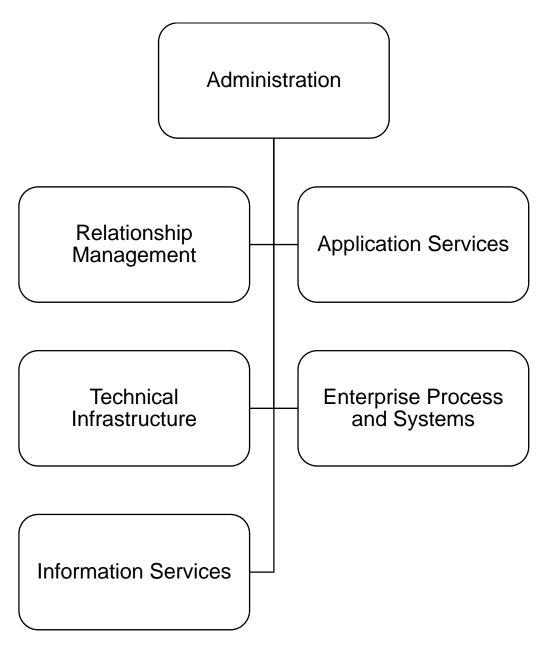
### ADMINISTRATION LAW DEPARTMENT PERSONNEL SUMMARY

FUL	L TIME POSITIONS		
		Budget	Proposed
Br.	Title	2014-15	2015-16
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	1	1
32	Municipal Attorney III	6	6
29	Municipal Attorney II	5	4
25	Municipal Attorney I	0	1
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	1
20	Legal Assistant/Real Estate	1	1
20	Paralegal	0	1
11	Senior Legal Secretary	1	1
9	Legal Secretary	1	1
7	Clerk III with Typing	1	1
EMF	PLOYEE YEARS		
Full	Time	19.0	20.0
Ove	rtime	0.0	0.0
Part	Time, Temporary, Seasonal	1.0	0.5
Les	s: Vacancy Allowance	<u>0.0</u>	0.0
То	tal	20.0	20.5

### Mission Statement

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

### Organization



### **Vital Customers**

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

#### **Critical Processes**

Relationship Management Services Bureau:

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

Enterprise Process and Systems Bureau:

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

**Applications Services Bureau:** 

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

Information Services Bureau:

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

Technical Infrastructure Services Bureau:

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

### Department Highlights

#### Continued Increased Focus on Camera & Security System Initiatives

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

#### City Wide PSI Solution

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

#### Information Technology Process Transformation

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

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

#### 2015-16 Strategic Goals & Objectives

## INFORMATION TECHNOLOGY DEPARTMENT

Highlights	Priorities	Supported	Projected Completion	
Complete Microsoft Office Upgrade	Innovatio	n and Efficiency	Third Quarter	
Implement improved connectivity for City operational and public-facing locations, focusing on the need for more robust data and voice communications and connectivity for building environmental management systems	Innovation and Efficiency		Fourth Quarter	
Implement an Enterprise Process and System solution for Bank Reconciliation	Innovatio	n and Efficiency	Fourth Quarter	
Continue implementation of an Enterprise Process and System solution for Garage Parking Access and Revenue Control	Innovatio	n and Efficiency	Fourth Quarter	
Complete Upgrade of City phone system to voice over internet telephony to improve capability and reduce operational cost	Innovation and Efficiency		Fourth Quarter	
Continue to implement Phase 2 of the Records Management System and future phase planning in partnership with RPD	Innovation and Efficiency		Fourth Quarter	
Improve customer service by identifying and prioritizing all IT services and implementing process improvements for high priority services	Innovation and Efficiency		Fourth Quarter	
Implement technology to support the Police body camera program	Safer Neighborhoods		Ongoing	
Key Performance Indicators	Actual 2013-14	Estimated <u>2014-15</u>	Budget 2014-15	Budget 2015-16
INTERNAL OPERATIONS	2010 14	2014-10	2014-10	2010 10
Departmental archive record retrieval requests completed	1,101	950	1,200	1,000
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	182	185	250	250
CUSTOMER PERSPECTIVE Calls resolved on the first call (%)	42	45	40	45
Average first call resolution per month	42 600	45 680	40 500	45 750
Total work orders received	17,008	18,500	20,000	18,700
Average number of work orders resolved per month	1,425	1,450	1,350	1,450
Total Web EGOV transactions received and processed	64,863	70,000	65,000	70,000
Number of projects completed	32	30	30	30
Number of applications decommissioned	5	5	4	5

## INFORMATION TECHNOLOGY DEPARTMENT

$\begin{array}{c c c c c c c c c c c c c c c c c c c $						
FINANCIAL/COSTS       Administrative costs as a percent of total IT       11       11       11       12       11         cost (%)       Total IT maintenance cost versus IT budget (%)       26       26       27       26         N/A – Not Applicable       Sudget       Budget       Percent       2014-15       2015-16       Change       Change         Administration       278,800       472,000       193,200       69.3%       69.3%       8.3%         Relationship Management       1,324,200       2,493,400       1,169,200       88.3%       2.0%         Technical Infrastructure       2,939,600       2,877,200       -62,400       -2.1%       1.169,200       2.0%       1.4%         Total       7,587,500       8,896,600       1,309,100       17.3%       1.4%         Total       7,587,500       8,896,600       1,309,100       17.3%			Actual	Estimated	Budget	Budget
FINANCIAL/COSTS       Administrative costs as a percent of total IT       11       11       11       12       11         cost (%)       Total IT maintenance cost versus IT budget (%)       26       26       27       26         N/A – Not Applicable       Sudget       Budget       Percent       2014-15       2015-16       Change       Change         Administration       278,800       472,000       193,200       69.3%       69.3%       8.3%         Relationship Management       1,324,200       2,493,400       1,169,200       88.3%       2.0%         Technical Infrastructure       2,939,600       2,877,200       -62,400       -2.1%       1.169,200       2.0%       1.4%         Total       7,587,500       8,896,600       1,309,100       17.3%       1.4%         Total       7,587,500       8,896,600       1,309,100       17.3%			2013-14	2014-15	2014-15	2015-16
$\begin{array}{c} \mbox{cost (\%)} \\ \mbox{Total IT maintenance cost versus IT budget (\%)} & 26 & 26 & 27 & 26 \\ \mbox{N/A - Not Applicable} \\ \hline \mbox{Year-To-Year Comparison} \\ \hline \mbox{Bureau} & 2014.15 & 2015.16 & Change & Change \\ \hline \mbox{Administration} & 278,800 & 472,000 & 193,200 & 69.3\% \\ \mbox{Relationship Management} & 1,324,200 & 2,493,400 & 1,169,200 & 88.3\% \\ \mbox{Application Services} & 1,404,700 & 1,433,100 & 28,400 & 2.0\% \\ \mbox{Technical Infrastructure} & 2,939,600 & 2,877,200 & -62,400 & -2.1\% \\ \mbox{Enterprise Process and Systems**} & 1,219,700 & 1,194,600 & -25,100 & -2.1\% \\ \mbox{Information Services} & 420,500 & 426,300 & 5,800 & 1.4\% \\ \mbox{Total} & 7,587,500 & 8,896,600 & 1,309,100 & 17.3\% \\ \mbox{Interfund Credit*} & -929,500 & -976,300 & -46,800 & 5.0\% \\ \hline \end{array}$	FINANCIAL/COSTS	-				
$\begin{array}{c} \mbox{cost (\%)} \\ \mbox{Total IT maintenance cost versus IT budget (\%)} & 26 & 26 & 27 & 26 \\ \mbox{N/A - Not Applicable} \\ \hline \mbox{Year-To-Year Comparison} \\ \hline \mbox{Bureau} & 2014.15 & 2015.16 & Change & Change \\ \hline \mbox{Administration} & 278,800 & 472,000 & 193,200 & 69.3\% \\ \mbox{Relationship Management} & 1,324,200 & 2,493,400 & 1,169,200 & 88.3\% \\ \mbox{Application Services} & 1,404,700 & 1,433,100 & 28,400 & 2.0\% \\ \mbox{Technical Infrastructure} & 2,939,600 & 2,877,200 & -62,400 & -2.1\% \\ \mbox{Enterprise Process and Systems**} & 1,219,700 & 1,194,600 & -25,100 & -2.1\% \\ \mbox{Information Services} & 420,500 & 426,300 & 5,800 & 1.4\% \\ \mbox{Total} & 7,587,500 & 8,896,600 & 1,309,100 & 17.3\% \\ \mbox{Interfund Credit*} & -929,500 & -976,300 & -46,800 & 5.0\% \\ \hline \end{array}$	Administrative costs as a percent of total I	Г	11	11	12	11
Total IT maintenance cost versus IT budget (%)       26       26       27       26         N/A – Not Applicable         Year-To-Year Comparison         Bureau       2014-15       2015-16       Change       Change         Administration       278,800       472,000       193,200       69.3%         Relationship Management       1,324,200       2,493,400       1,169,200       88.3%         Application Services       1,404,700       1,433,100       28,400       2.0%         Technical Infrastructure       2,939,600       2,877,200       -62,400       -2.1%         Information Services       420,500       426,300       5,800       1.4%         Total       7,587,500       8,896,600       1,309,100       17.3%         Interfund Credit*       -929,500       -976,300       -46,800       5.0%						
N/A – Not ApplicableYear-To-Year ComparisonBureauBudgetBudgetPercentAdministration278,800472,000193,20069.3%Relationship Management1,324,2002,493,4001,169,20088.3%Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%		et (%)	26	26	27	26
Year-To-Year Comparison         Bureau       Budget       Budget       Percent         Administration       2014-15       2015-16       Change       Change         Administration       278,800       472,000       193,200       69.3%         Relationship Management       1,324,200       2,493,400       1,169,200       88.3%         Application Services       1,404,700       1,433,100       28,400       2.0%         Technical Infrastructure       2,939,600       2,877,200       -62,400       -2.1%         Enterprise Process and Systems**       1,219,700       1,194,600       -25,100       -2.1%         Information Services       420,500       426,300       5,800       1.4%         Total       7,587,500       8,896,600       1,309,100       17.3%         Interfund Credit*       -929,500       -976,300       -46,800       5.0%		(,))				
BureauBudgetBudgetPercentAdministration2014-152015-16ChangeChangeAdministration278,800472,000193,20069.3%Relationship Management1,324,2002,493,4001,169,20088.3%Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%	N/A – Not Applicable					
BureauBudgetBudgetPercentAdministration2014-152015-16ChangeChangeAdministration278,800472,000193,20069.3%Relationship Management1,324,2002,493,4001,169,20088.3%Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%						
Bureau2014-152015-16ChangeChangeAdministration278,800472,000193,20069.3%Relationship Management1,324,2002,493,4001,169,20088.3%Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%	Year-To-Year Comparison					
Administration278,800472,000193,20069.3%Relationship Management1,324,2002,493,4001,169,20088.3%Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%		Budget	Budget		Percent	
Relationship Management1,324,2002,493,4001,169,20088.3%Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%	Bureau	2014-15	2015-16	Change	Change	
Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%	Administration	278,800	472,000	193,200	69.3%	
Application Services1,404,7001,433,10028,4002.0%Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%	Relationship Management	1,324,200	2,493,400	1,169,200	88.3%	
Technical Infrastructure2,939,6002,877,200-62,400-2.1%Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%		1,404,700	1,433,100	28,400	2.0%	
Enterprise Process and Systems**1,219,7001,194,600-25,100-2.1%Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%	••			-	-2.1%	
Information Services420,500426,3005,8001.4%Total7,587,5008,896,6001,309,10017.3%Interfund Credit*-929,500-976,300-46,8005.0%				-		
Total         7,587,500         8,896,600         1,309,100         17.3%           Interfund Credit*         -929,500         -976,300         -46,800         5.0%						
Interfund Credit* -929,500 -976,300 -46,800 5.0%						
Intrafund Credit*		-	-			
	Intrafund Credit*	-99,100	-121,500	-22,400	22.6%	
Total 6,558,900 7,798,800 1,239,900 18.9%	Total	6,558,900	7,798,800	1,239,900	18.9%	
Employee Years 54.8 54.8 0.0 0.0%	Employee Years	54.8	54.8	0.0	0.0%	

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

### Change Detail

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

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

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

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

Total Intrafund

CITY TOTAL

<u>668,000</u> <u>657,100</u>

727,100 715,200

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

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

## INFORMATION TECHNOLOGY DEPARTMENT EXPENDITURE SUMMARY

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

 $^{\ast}\mbox{Reflects}$  chargebacks for telephone service and office printers

\*\*Formerly Business Process Services

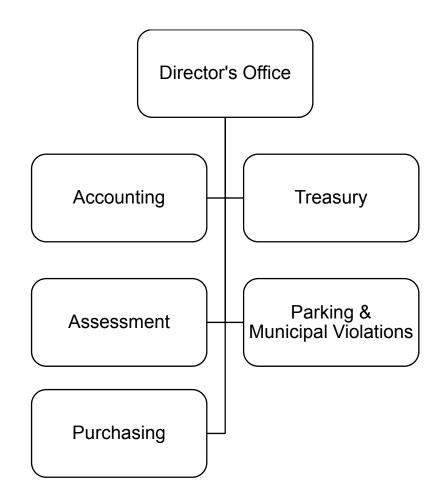
## INFORMATION TECHNOLOGY DEPARTMENT PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration	Relationship Management	Application Services	Technical Infrastructure	Enterprise Process and Systems*	Information Services
		Budget	Proposed						
Br.	Title	2014-15	2015-16						
	Chief Information Officer	1	1	1					
31	Application Services Manager	1	1			1			
	Business Process Services Manager	1	1					1	
	IT Relationship Manager	3	3		3				
	Technical Infrastructure Services Manager	1	1				1		
	Information Services Manager	0	1						
	Information Services Analyst III	1	0						
	Systems Engineer IV	1	1				1		
	IT Security Analyst III	0	1	1					
	Application Services Analyst III	1	0						
	Business Analyst III	1	1					1	
	GIS Coordinator	1	1						
	Systems Engineer III	3	3				3		
	Application Services Analyst II	2	2			1	-	1	
	IT Security Analyst II	1	0						
	Systems Engineer II	1	1				1		
	Business Analyst II	0	1					1	
	Application Services Analyst I	7	7			2	1	4	
	Business Analyst I	3						2	
	Information Services Analyst I	1	2 2 3						
	IT Transitions Analyst	3	3			3			
	Systems Engineer I	3	2				2		
	Records Management Coordinator	1	1			1			
	Systems Engineer	0	1				1		
	Business Analyst	4	4					4	
	Client Support Analyst	4	4				4		
	GIS Developer	1	1						
	Technical Application Specialist	1	1					1	
	Senior IT Call Center Analyst	1	1				1		
	IT Call Center Analyst	1	1				1		
	Computer Operator	1	1			1			
	IT Control Assistant	2	2			2			
То									
	PLOYEE YEARS								
	Time	52.0	52.0	2.0	3.0	11.0	16.0	15.0	5.0
	rtime	0.0	0.0	0.0	0.0	0.0	0.0		0.
	Time, Temporary, Seasonal	2.8	2.8	1.6	0.0	1.2	0.0		0.0
	s: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	<u>0.0</u>		0.0
	Total	54.8		3.6	3.0	12.2	16.0		5.0

\*Formerly Business Process Services

### Mission Statement

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



### **Department Highlights**

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

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

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

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

Bureau	Highlights	Priorities Supported	Projected Completion
Director's Office	Conduct Bond Sale	Innovation & Efficiency	First Quarter
Director's Office	Conduct BAN Sale	Innovation & Efficiency	Third Quarter
Accounting	Begin implementation of Enterprise Process and System Solution for Phase I of Payroll/Personnel	Innovation & Efficiency	First Quarter
Accounting	Implement an Enterprise Process and System solution for Bank Reconciliation	Innovation & Efficiency	Fourth Quarter
Treasury	Begin early stages of implementation for Electronic Payment System	Innovation & Efficiency	First Quarter
Treasury	Implement Phase I of an Enterprise Process and System solution for Treasury Cashiering	Innovation & Efficiency	Third Quarter
Parking & Municipal Violations	Continue installation and implementation of the new Parking Access Revenue Control System software for Mortimer Garage and East End Garage	Innovation & Efficiency	Fourth Quarter
Assessment	Begin valuation and field review for the 2015-16 Reassessment	Innovation & Efficiency	First Quarter
Assessment	File May 1 Final Roll with new 2016 assessment values	Innovation & Efficiency	Fourth Quarter

### 2015-16 Strategic Goals & Objectives

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

### Year-To-Year Comparison

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

### Change Detail

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

## Major Change Highlights

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

## DEPARTMENT OF FINANCE EXPENDITURE SUMMARY

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

\*Reflects chargeback for postage and duplicating.

#### **Mission Statement**

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

#### **Vital Customers**

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

#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

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

#### **Key Performance Indicators**

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

### Year-To-Year Comparison

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

#### Change Detail

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

#### Major Change

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

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

DEPARTMENT OF FINANCE

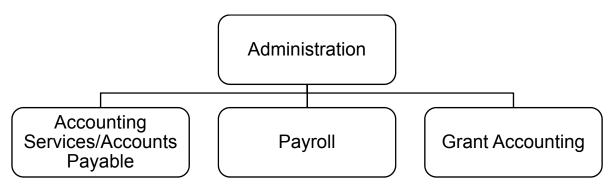
## DEPARTMENT OF FINANCE DIRECTOR'S OFFICE PERSONNEL SUMMARY

	FULL TIME POSITIONS		
		Budget	Proposed
Br.	Title	2014-15	2015-16
36	Director of Finance	1	1
25	Business Analyst I	0	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
EMF	PLOYEE YEARS		
Full		3.0	4.0
Ove	rtime	0.0	0.0
Part	Time, Temporary, Seasonal	0.0	0.0
	s: Vacancy Allowance	0.0	0.0
Tota	al	3.0	4.0

### **Mission Statement**

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

### Organization



#### **Vital Customers**

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

#### **Critical Processes**

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

### 2015-16 Strategic Goals & Objectives

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

## DEPARTMENT OF FINANCE ACCOUNTING

Key Performance I	ndicators					
,			Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>
CUSTOMER PERS	PECTIVE					
Weekly invoices pro	cessed		1,122	1,400	1,400	1,400
Federal and New Yo	ork State grants	processed	188	188	210	180
Residential property	improvement lo	bans	126	125	140	120
serviced						
Economic Developn	nent loans servi	ced	100	101	130	95
FINANCIAL/COST						
In lieu of tax agreen	nents hilled		147	163	170	160
In field of tax agreen			177	100	170	100
Year-To-Year Com	parison					
	2014-15	<u>2015-16</u>	Change			
Budget	1,258,800	1,197,800	-61,000			
Employee Years	19.5	18.3	-1.2			
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation Ch	argebacks	Allowance Mis	scellaneous Ma	jor Change	Total
28,800	0	3,700	0	1,600	-95,100	-61,000
,	-	-,	2	- ,	,	,

### Major Change

Transfer one Business Analyst I to Director's Office to more accurately reflect current assignment -65	5,300
Reduction in professional fees due to full Other Postemployment Benefits (OPEB) actuarial -1 <sup>-1</sup> services not needed for FY16	1,300
Assistant Payroll Supervisor converted into Associate Accountant to provide greater flexibility -10	0,300
Reduction in temporary salaries due to budget constraints -10	0,000
Specialized training for Federal grants	9,400
Reduction in overtime due to budget constraints -4	4,600
Productivity improvements result in savings -3	3,000

## DEPARTMENT OF FINANCE ACCOUNTING EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	1,119,979	1,081,000	1,212,400	1,149,000
Materials & Supplies	3,000	2,000	2,000	1,900
Services	32,555	44,400	44,400	46,900
Other	0	0	0	0
Total	1,155,534	1,127,400	1,258,800	1,197,800
Appropriation by Activity				
Appropriation by Activity	000 406	225 400	225 400	242.000
Administration	232,426 331,054	225,400	225,400 346,800	242,900 318,900
Accounting Services/Accounts Payable Payroll	313,204	306,100 370,100	406,700	324,000
Grant Accounting	278,850	225,800	400,700 279,900	312,000
0	·	·		
Total	1,155,534	1,127,400	1,258,800	1,197,800
Employee Years by Activity				
Administration	2.1	2.0	2.0	2.0
Accounting Services/Accounts Payable	8.2	6.1	7.2	6.1
Payroll	4.1	5.5	6.3	5.2
Grant Accounting	4.5	4.7	4.0	5.0
Total	18.9	18.3	19.5	18.3

## DEPARTMENT OF FINANCE ACCOUNTING PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration	Accounting Services/ Accounts Payable	Payroll	Grant Accounting
			Proposed				
	Title	2014-15	2015-16				
	Deputy Director, Finance	1	1	1			
	Assistant Director, Accounting	1	1	1			
	Payroll Systems Supervisor	1	1			1	
	Assistant Payroll Systems Supervisor	1	0				4
	Principal Finance Officer		1				1
	Business Analyst I Associate Accountant		0		1	4	1
		3	3		1	1	1
	Senior Accountant Payroll Auditor	2	3		1	1	I
	Accountant	5	5		2	1	2
	Principal Account Clerk	0	1		2		2
	Clerk II	1	0		•		
	Clerk II with Typing	1	1		1		
	,						
	PLOYEE YEARS						
Full	Time	19.0	18.0	2.0	6.0	5.0	5.0
Ove	rtime	0.2	0.1	0.0	0.1	0.0	0.0
	Time, Temporary, Seasonal	0.3	0.2	0.0	0.0	0.2	0.0
Les	s: Vacancy Allowance	0.0	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	0.0
То	tal	19.5	18.3	2.0	6.1	5.2	5.0

### **Mission Statement**

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

### Organization



#### **Vital Customers**

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

#### **Critical Processes**

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

### 2015-16 Strategic Goals & Objectives

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

## DEPARTMENT OF FINANCE TREASURY

Key Performance	Indicators							
Rey i enormance	indicators		Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>		
INTERNAL OPERA								
Foreclosure notices	s mailed		1,109	1,619	3,000	3,000		
CUSTOMER PERS	PECTIVE							
Tax accounts			62,613	62,500	62,500	62,500		
Tax information call	s		29,020	29,000	30,000	30,000		
FINANCIAL/COST	S							
Delinquent tax acco	ounts		9,834	9,800	9,900	9,000		
Percent of adjusted		ances	92.93	93.00	92.00	93.00		
collected - Current			/ _		10.00			
Percent of adjusted		ances	57.15	47.00	43.00	55.00		
collected – Delinque Liens sold	ent (%)		2,219	2,241	2,300	2,500		
City initiated foreclo	sures		177	2,241	2,300	400		
Properties redeeme		sure	316	250	1,250	1,250		
Average daily cash			388,700	379,400	392,200	386,900		
Average daily inves	ted cash bank b	alance	361,200	336,400	378,000	343,100		
(\$000)								
Average investmen	t rate (%)		.15	.11	.09	.08		
Year-To-Year Com	parison							
	<u>2014-15</u>	<u>2015-16</u>	Change					
Budget	1,789,900	1,812,600	22,700					
Employee Years	20.9	20.6	-0.3					
Change Detail								
Salary & Wage	General		Vacancy					
Adjustment	Inflation Cha	argebacks	Allowance Mis	scellaneous Ma	jor Change	<u>Total</u>		
30,600	1,800	-28,000	0	12,800	5,500	22,700		
Major Change								
Funding for on call	services added t	ious Treasury fu	Inctions		10,000			

Reduction in water billing supplies due to budget constraints-4,500

## DEPARTMENT OF FINANCE TREASURY

# Postage Chargebacks

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

## DEPARTMENT OF FINANCE TREASURY EXPENDITURE SUMMARY

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

\*Reflects chargeback for postage

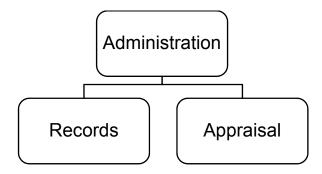
## DEPARTMENT OF FINANCE TREASURY PERSONNEL SUMMARY

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

### **Mission Statement**

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

### Organization



### **Vital Customers**

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

#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

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

## DEPARTMENT OF FINANCE ASSESSMENT

Key Performance Ir	ndicators							
,			Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget 2014-15	Budget <u>2015-16</u>		
CUSTOMER PERSE								
<ul><li>Reviews performed:</li><li>Exemptions (new a</li></ul>			11,537	11,500	11,000	11,500		
<ul> <li>Inspection of build</li> </ul>			2,643	2,728	2,500	2,300		
Subdivision & Other			1,859	3,588	2,500	1,250		
<ul> <li>Owner reviews</li> </ul>			846	725	900	4,800		
<ul> <li>Notices and Letter</li> </ul>	S		26,636	77,532	76,500	76,500		
Year-To-Year Comp	Year-To-Year Comparison							
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>					
Budget	949,400	1,169,400	220,000					
Employee Years	13.2	13.4	0.2					
Change Detail								
Salary & Wage	General		Vacancy					
Adjustment	Inflation Cha	argebacks	Allowance Mis	scellaneous Ma	jor Change	Total		
17,900	600	38,900	0	900	161,700	220,000		
Major Change								
Net increase in funding to support the 2016 Reassessment						161,700		

## DEPARTMENT OF FINANCE ASSESSMENT EXPENDITURE SUMMARY

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

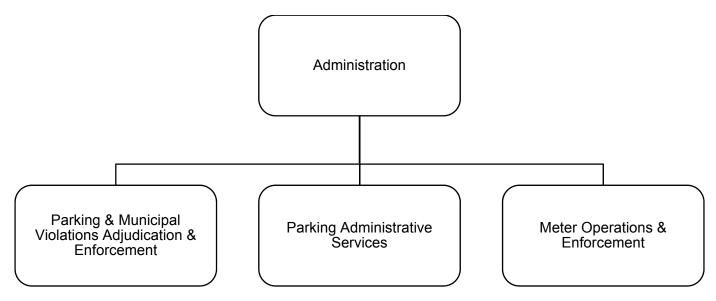
## DEPARTMENT OF FINANCE ASSESSMENT PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration	Records	Appraisal
			Proposed			
Br.	Title	2014-15	2015-16			
	Assessor	1	1	1		
	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
9	Clerk II	1	1		1	
7	Clerk III with Typing	2	2		2	
EMF	L PLOYEE YEARS	_				
Full	Time	12.0	12.0	1.0	4.0	7.0
Ove	rtime	0.4	0.7	0.0	0.1	0.6
Part	Time, Temporary, Seasonal	0.8	0.7	0.0	0.7	0.0
	s: Vacancy Allowance	0.0	<u>0.0</u>	<u>0.0</u>	0.0	0.0
	tal	13.2		1.0	4.8	7.6

#### Mission Statement

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

## Organization



#### **Vital Customers**

External:

- Detential 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:

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

#### **Critical Processes**

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

## DEPARTMENT OF FINANCE PARKING & MUNICIPAL VIOLATIONS

2015-16 Strategic Goals & Objectives							
Objective			Priorities Supp	orted	Projected Completion		
Continue installation and implementation of the new Parking Access Revenue Control System software for Mortimer Garage and East End Garage			Innovation & Effi	ciency	Fourth Quart	er	
Key Performance In	dicators						
			Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>	
		h a lin a					
Percent of booted ve towed	nicles that pay vs.	being	90%	86%	93%	85%	
<b>FINANCIAL/COST</b> Collection rate of Red Light Camera tickets (tickets paid as a % of new tickets issued)			81%	85%	95%	90%	
Year-To-Year Comp							
Budget	<u>2014-15</u> 7,249,500 7	<u>2015-16</u> ,494,900	<u>Change</u> 245,400				
Employee Years	42.1	42.1	0.0				
Change Detail							
Salary & Wage	General	- h l	Vacancy			Tatal	
<u>Adjustment</u> 58,100	Inflation Charg 54,700	<u>ebacks</u> 13,200	Allowance Mis	<u>scellaneous</u> <u>Maj</u> 0	119,400	<u>Total</u> 245,400	
Major Change							
Net increase in utilitie	es to reflect a full y	ear of hea	at at Midtown Ga	rage and actual	experience	213,100	
Miscellaneous supplies and services decrease to reflect actual experience						-92,800	
Decrease in property taxes to reflect elimination of Downtown Special Services							
Increase in security t	o reflect actual ex	perience, i	including Midtow	'n		26,300	
Professional services increase for revenue control system software hosting and post warranty 25,300 equipment maintenance							

Change in fee structure at East End Garage allows for decrease in contract for customer -17,900 service staffing

## **Program Change**

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

## DEPARTMENT OF FINANCE PARKING & MUNICIPAL VIOLATIONS EXPENDITURE SUMMARY

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

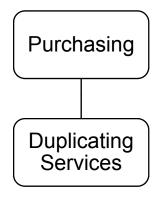
## DEPARTMENT OF FINANCE PARKING & MUNICIPAL VIOLATIONS PERSONNEL SUMMARY

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

#### Mission Statement

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

### Organization



#### **Vital Customers**

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

#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

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

## DEPARTMENT OF FINANCE PURCHASING

Kov Porformance l	ndiantara							
Key Performance I	nuicators		Actual 2013-14	Estimated 2014-15	Budget 2014-15	Budget 2015-16		
INTERNAL OPERA Contracts awarded:	TIONS			201110	201110	2010 10		
<ul> <li>Construction (\$000</li> <li>Construction M/WI</li> </ul>			42,699 6,736	47,000 6,000	58,000 7,000	46,500 6,900		
<ul> <li>Number of Goods awarded</li> </ul>	and Services co	ontracts	198	350	300	350		
<b>CUSTOMER PERS</b> Service contracts wit	-	gaps (%)	N/A	90	95	100		
FINANCIAL/COSTS Money recovered from sale of surplus			308, 218	250,000	204,000	250,000		
property (\$)								
<b>LEARNING AND INNOVATION</b> Ratio of specifications via internet versus U.S. mail (%)			43	50	55	55		
N/A – Not Applicable	e							
Year-To-Year Comp			Change					
Budget	<u>2014-15</u> 1,036,400	<u>2015-16</u> 1,057,400	<u>Change</u> 21,000					
Employee Years	12.2	12.1	-0.1					
Change Detail Salary & Wage	General		Vacancy					
Adjustment	Inflation Cha	argebacks	Allowance Mis	scellaneous Ma		Total		
36,200	1,600	-6,200	0	-1,700	-8,900	21,000		
Major Change								
Reduction in tempor						-4,900		
Printing services red	•		iencies			-3,700 -300		
Productivity improvements results in savings -3								

## DEPARTMENT OF FINANCE PURCHASING

**Duplicating Chargebacks** 

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

# DEPARTMENT OF FINANCE PURCHASING EXPENDITURE SUMMARY

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

\*Reflects chargeback for duplicating

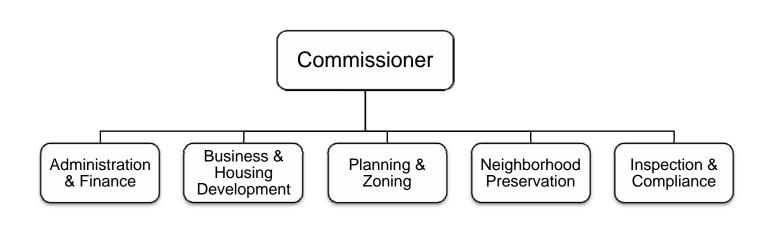
## DEPARTMENT OF FINANCE PURCHASING PERSONNEL SUMMARY

	FULL TIME POSITIONS			Purchasing	Duplicating Services
			Proposed		
	Title	2014-15	2015-16		
	Purchasing Agent	1	1	1	
	Contract Administrator	1	1	1	
	Minority & Women Business Enterprise Officer	1	1	1	
	Senior Purchaser	2	2	2	
_	Purchaser	1	1	1	
	Management Trainee	0	1	1	
	Purchasing Control Clerk	0	1	1	
	Coordinator Duplicating & Supplies	1	1		1
	Project Assistant	1	0		
	Purchasing Control Clerk	1	0		
	Clerk II with Typing	1	1	1	
7	Clerk III with Typing	1	1	1	
EMF	PLOYEE YEARS				
Full	Time	11.0	11.0	10.0	1.0
Ove	rtime	0.1	0.1	0.1	0.0
Part	Time, Temporary, Seasonal	1.1	1.0	1.0	0.0
Les	s: Vacancy Allowance	0.0	0.0	0.0	0.0
То	tal	12.2	12.1	11.1	1.0

#### **Mission Statement**

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

#### Organization



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

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

Year-To-Year Comparison				
	Budget	Budget		Percent
Bureau	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	<u>Change</u>
Commissioner/Admin Finance	868,500	843,900	-24,600	-2.8%
Business & Housing Development	6,413,200	6,416,100	2,900	0.0%
Planning & Zoning	1,668,900	1,707,900	39,000	2.3%
Neighborhood Preservation	1,526,000	1,444,600	-81,400	-5.3%
Inspection & Compliance	3,427,000	3,442,500	15,500	0.5%
Total	13,903,600	13,855,000	-48,600	-0.3%
Employee Years	138.7	136.0	-2.7	-1.9%

## **Change Detail**

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation	<b>Chargebacks</b>	Allowance	<b>Miscellaneous</b>	Major Change	Total
211,900	33,100	700	0	200	-294,500	-48,600

## Major Change Highlights

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

## Program Change

Refuse enforcement activities transition to Department of Environmental Services

# DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT EXPENDITURE SUMMARY

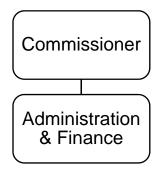
	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	8,700,208	8,842,100	9,413,900	9,503,600
Materials & Supplies	37,614	67,900	80,600	69,800
Services	3,578,598	4,020,400	4,199,000	4,067,900
Other	194,767	199,600	210,100	213,700
Total	12,511,187	13,130,000	13,903,600	13,855,000
Appropriation by Activity				
Commissioner	714,329	775,000	868,500	843,900
Business & Housing Development	5,773,886	6,138,000	6,413,200	6,416,100
Planning & Zoning	1,526,641	1,500,000	1,668,900	1,707,900
Neighborhood Preservation	1,361,133	1,450,000	1,526,000	1,444,600
Inspection & Compliance	3,135,198	3,267,000	3,427,000	3,442,500
Total	12,511,187	13,130,000	13,903,600	13,855,000
Employee Years by Activity				
Commissioner	11.5	10.0	10.0	9.4
Business & Housing Development	39.2	40.2	40.2	39.7
Planning & Zoning	21.1	22.1	22.1	22.6
Neighborhood Preservation	19.1	19.1	19.1	17.1
Inspection & Compliance	47.3	47.3	47.3	47.2
Total	138.2	138.7	138.7	136.0
NBD Resource Allocation - Dollars				
NBD Allocation	12,511,187	13,130,000	13,903,600	13,855,000
Police Department NBD Allocation	1,986,000	2,045,600	2,147,900	2,344,100
Total NBD Allocation	14,497,187	15,175,600	16,051,500	16,199,100
NBD Resource Allocation - Employee Years				
NBD Allocation	138.2	138.7	138.7	136.0
Police Department NBD Allocation	24.4	24.4	24.4	26.5
Total NBD Allocation	162.6	163.1	163.1	162.5
	102.0	105.1	105.1	102.0

6–4

#### **Mission Statement**

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

## Organization



## **Vital Customers**

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

#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

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

## 6–6 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT OFFICE OF THE COMMISSIONER

Key Performance	e Indicators	Actual <u>2013-14</u>	Estimated 2014-15	Budget 2014-15	Budget <u>2015-16</u>
ENHANCE NEIGI	HBORHOODS	2010 14	2014-10	2014-10	2010 10
•	voices Issued (all types)	6,077	7,500	6,000	5,500
Total Homeowner	Assistance (\$)	\$844,000	\$850,000	\$850,000	\$850,000
FACILITATE BUS Commissioner Vis	SINESS GROWTH sits	N/A	60	65	60
0	ELOPMENT eceived – Federal (\$ millions) eceived – All Other Sources	\$11.32 N/A	\$12.6 \$500,000	\$12.6 N/A	\$12.1 \$290,000
N/A – Not availab	le				
Year-To-Year Co	mparison				
	<u>2014-15</u> <u>2015-</u>	16 Change			
Budget	868,500 843,9	-24,600			
Employee Years	10.0	9.4 -0.6			
Change Detail Salary & Wage Adjustment	Inflation Chargebacks Alle			r Change	Total
15,300	2,900 1,000	0	-19,400	-24,400	-24,600
Major Change					
Funding for Colleg	ge Intern position is eliminated	due to budget of	constraints		-10,000
Productivity impro	ovements result in savings				-7,400
Funding for overti	me is reduced due to budget of	constraints			-7,000
-	8				-

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

Assessmentian by Maior Object	Actual 2013-14	Estimated 2014-15	Amended 2014-15	Proposed <u>2015-16</u>
Appropriation by Major Object	629.022	590 700		627 400
Personnel Expenses	628,022	589,700	658,500	637,400
Materials & Supplies	4,412	7,400	6,500	5,100
Services	81,895	177,900	203,500	201,400
Other	0	0	0	0
Total	714,329	775,000	868,500	843,900
Appropriation by Activity				
Commissioner	285,413	372,200	410,400	407,300
Administration & Finance	428,916	402,800	458,100	436,600
	714,329	775,000	868,500	843,900
Employee Years by Activity				
Commissioner	2.5	2.0	2.0	2.0
Administration & Finance	9.0	8.0	8.0	7.4
	11.5	10.0	10.0	9.4

## 6–8 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT OFFICE OF THE COMMISSIONER PERSONNEL SUMMARY

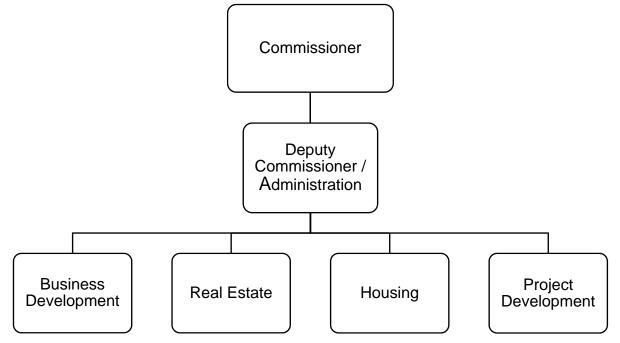
	FULL TIME POSITIONS			Commissioner	Administration & Finance
		-	Proposed		
Br.	Title	2014-15			
	Commissioner	1.0	1.0	1.0	
	Director of Administration & Finance	0.8	0.8		0.8
	Associate Administrative Analyst	1.0	1.0		1.0
-	Executive Assistant	1.0	2.0	1.0	1.0
	Secretary to Commissioner	1.0	0.0		
	Project Assistant	1.0	1.0		1.0
11	Clerk I	1.0	1.0		1.0
10	Senior Account Clerk	0.0	1.0		1.0
9	Clerk II	1.0	0.0		
9	Clerk II with Typing Bilingual	1.0	0.0		
6	Receptionist/Typist	0.0	1.0		1.0
EMP	LOYEE YEARS	-			
Full <sup>·</sup>	Time	8.8	8.8	2.0	6.8
Over	time	0.2	0.1	0.0	0.1
Part	Time, Temporary, Seasonal	1.0	0.5	0.0	0.5
	: Vacancy Allowance	0.0	0.0	0.0	0.0
Tot	al	10.0	9.4	2.0	7.4

## DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT

#### **Mission Statement**

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Bureau of Business & Housing Development is a team of committed professionals working to enhance the quality of life and economic opportunity for residents, neighborhoods and businesses.

#### Organization



#### **Vital Customers**

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

#### **Critical Processes**

- D Promote development of small and middle markets
- □ Promote residential development
- D 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

## 6–10 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT

## 2015-16 Strategic Goals & Objectives

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

## **Key Performance Indicators**

	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	2014-15	2015-16
ENHANCE NEIGHBORHOODS				
Demolitions	338	195	195	125
Rehabilitation Grants Awarded (millions)	N/A	\$5.1	\$7.8	\$5.1
Owner Occupied Housing Units Created	7	11	25	13
City-Assisted Sales to Owner Occupants	135	225	140	245
Foreclosures Prevented	N/A	243	226	211
Affordable Housing Units Created	89	105	400	159
Market Rate Housing Units Created	N/A	370	208	100
Mixed-Use Projects	N/A	16	16	12
Total Housing Investment (millions)	\$27.2	\$97.1	\$147.7	\$50.6
Façade Grants/Loans Provided	N/A	9	8	6
Total Private Investment (millions)	N/A	\$200.0	\$75.0	\$75.0
FACILITATE BUSINESS GROWTH				
Total Retention Assistance (millions)	N/A	\$10.0	\$11.0	\$10.0
Collaborative Partner Referrals	N/A	210	189	180
Total Growth Assistance (millions)	N/A	\$110.0	\$99.0	\$110.0
Businesses Relocating into City	N/A	10	10	10
New MWBE Businesses	N/A	15	8	15
Total MWBE Assistance (millions)	N/A	\$2.4	\$1.5	\$1.5
Entrepreneurial Partnerships	N/A	5	5	8
City-Sponsored Entrepreneurial Events	N/A	3	3	5

## DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT 6–11 BUSINESS & HOUSING DEVELOPMENT 6–11

Total Entrepreneu Jobs Retained Workforce Develo Actual Jobs Creat Average Income of Community Benef % Community Benef % Community Benef % of City Residen % of City Residen % of MWBE / Sec Projects	pment Partnerships ed If Jobs Created it Agreements Execut nefit Agreements in ts on Major Projects tion 3 Goals met on N		Actual <u>2013-14</u> N/A N/A 11,273 N/A 1,305 N/A N/A N/A N/A N/A	Estimated <u>2014-15</u> 25 \$200,000 \$500,000 1,500 3 800 TBD 8 87.5% 25% 20%	Budget <u>2014-15</u> 25 \$500,000 \$500,000 1,500 5 800 TBD 10 75% 25% 20%	Budget <u>2015-16</u> 25 \$300,000 \$500,000 1,500 5 900 TBD 5 100% 25% 20%
PROMOTE DEVE Facilities Profit/Lo Tax Foreclosures Property Rental R Properties Sold th Property Sales Re N/A – Not Availab	ss evenue ru Auction/RFP evenue		N/A 202 \$166,687 154 \$349,556	-\$2,200,000 18 \$155,000 140 \$2,516,324	-\$2,564,500 0 \$155,000 125 \$250,000	-\$2,503,800 160 \$140,000 122 \$250,000
Year-To-Year	2014-15	2015-16	Change			
Budget	6,413,200	6,416,100	2,900			
Employee Years	40.2	39.7	-0.5			
Change Detail Salary & Wage <u>Adjustment</u> 60,000	General <u>Inflation</u> <u>Chargeba</u> 24,200 -4,6		•	<u>Illaneous</u> <u>Majo</u> 19,400	o <u>r Change</u> -96,100	<u>Total</u> 2,900
Major Change	dy for War Memorial n	nanagement	is removed			-75,000
<b>U</b>	state property manag	•		in anticipation	of increased	50,000
Funding for High F	alls operations is red	luced				-29,300
Funding for Clerk III part-time position is eliminated due to budget constraints					-19,800	
C C	sional fees is reduce		•			-11,200
<b>c</b> .	vements result in sav		-			-10,800

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

#### 6–12

## 2 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT

## Rochester Riverside Convention Center

	2014-15 Budget	2015-16 Budget
Revenues		
Building & equipment rental	1,038,000	1,030,500
Service Fees	267,500	289,000
Commissions: Decorator/AV	85,500	76,500
Food & beverage service	4,649,218	4,636,956
Riverside Production	424,000	441,000
Riverside Parking	1,411,172	1,465,102
Convention Services	290,000	290,000
Interest	2,000	1,000
TOTAL REVENUES	8,167,390	8,230,058
Expenses		
Administration	849,289	770,245
Operations	2,912,429	3,019,134
Sales	374,613	384,160
Food and Beverage	3,646,680	3,591,999
Riverside Productions	368,136	375,888
Riverside Parking	1,160,243	1,232,631
Convention Services	290,000	290,000
Capital Improvements	0	137,000
TOTAL EXPENSES	9,601,390	9,801,057
Operating Deficit:	1 424 000	1 570 000
Operating Deficit: Monroe County Hotel/Motel Tax	-1,434,000 795,000	-1,570,999 795,000
-		
City Subsidy	639,000	775,999

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

#### War Memorial/Blue Cross Arena Fund 2014-15 2015-16 Budget Budget Revenues War Memorial Revenue 0 Concessions 329,000 Surtax 424,000 424,000 Suites 178,000 135,000 Utilities 345,000 345,000 Name 195,000 195,000 Hotel/Motel Tax 905,000 905,000 TOTAL REVENUES 2,376,000 2,004,000 Expenses 1,070,500 Operating 1,003,500 Undistributed 10,300 11,400 Cash Capital 688,000 155,000 TOTAL EXPENSES 1,768,800 1,169,900 Income before Debt Service 607,200 834,100 **Debt Service** 1,500,300 1,472,000 Net Income/Loss -893,100 -637,900 Soccer Stadium 2014-15 2015-16 Budget Budget Revenues TOTAL REVENUES 60,000 0

Expenses		
Heat, Light & Power	246,000	268,900
Repairs, Supplies	41,400	42,100
Building maintenance	14,400	14,700
Pure Water Charges	30,000	31,300
Water Charges	22,600	23,600
Insurance	97,300	101,400
Maintenance Mechanic	22,200	22,600
Seasonal Building Maint.	20,100	20,600
Wearing Apparel	400	400
Modular Lockers Rent	7,000	7,300
Taxes	44,800	46,700
TOTAL EXPENSES	546,200	579,600

Net Income/Loss -486,200 -579,600

Port of Rochester				
	2014-15 Budget	2015-16 Budget		
Revenues				
Retail Establishment Rent	25,000	16,400		
TOTAL REVENUES	25,000	16,400		
Expenses				
Cleaning Supplies	9,700	9,900		
Miscellaneous Supplies	12,400	12,600		
Heat, Light & Power	165,000	152,400		
Building Maintenance	61,200	62,300		
Fuel	1,700	1,700		
Security Detail	157,000	160,100		
TOTAL EXPENSES	407,000	399,000		
Net Income/Loss	-382,000	-382,600		

High Falls Center				
	2014-15 Budget	2015-16 Budget		
Expenses				
Salaries	29,000	29,000		
Heat, Light & Power	65,000	57,300		
Water Charges	10,900	11,100		
Professional Fees	41,000	11,700		
County Taxes	15,500	15,800		
Telephone	2,800	2,800		
TOTAL EXPENSES	164,200	127,700		
Net Income/Loss	-164,200	-127,700		

Net

#### 6-13

## 6–14 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	2013-14	2014-15	2014-15	2015-16
Appropriation by Major Object	2013-14	2014-15	2014-15	2015-10
	0.675.700	2 220 600	2 079 600	2 020 200
Personnel Expenses	2,675,799	2,820,600	2,978,600	3,038,200
Materials & Supplies	4,840	9,400	11,600	10,400
Services	2,898,480	3,108,400	3,212,900	3,153,800
Other	194,767	199,600	210,100	213,700
Total	5,773,886	6,138,000	6,413,200	6,416,100
Appropriation by Activity				
Administration	608,507	670,400	670,400	752,400
Business Development	606,310	556,100	640,500	504,700
Real Estate	631,468	716,100	750,400	803,900
Housing	552,806	604,300	587,400	602,100
Project Development	805,388	831,500	950,600	962,800
Rochester Riverside Convention Center	1,434,000	1,434,000	1,434,000	1,434,000
Blue Cross Arena at the Rochester War Memorial	887,304	1,016,500	1,070,500	1,003,500
High Falls	106,142	88,200	88,200	127,700
Soccer Stadium	141,961	220,900	221,200	225,000
	5,773,886	6,138,000	6,413,200	6,416,100
Employee Years by Activity				
Administration	2.5	2.5	2.5	4.0
Business Development	8.0	8.0	8.0	6.0
Real Estate	7.6	8.6	8.6	8.6
Housing	9.0	8.0	8.0	8.0
Project Development	12.1	13.1	13.1	13.1
	39.2	40.2	40.2	39.7

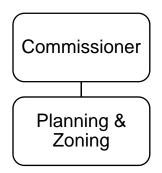
## DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT PERSONNEL SUMMARY

=								r 1
				Administration	Business Development	ate	D	Project Development
				istra	Business evelopme	Real Estate	Housing	Project velopme
				min	Bus evel	eal	PG	y Pro
	FULL TIME POSITIONS			Ad	– Ö	R		ď
		Budget	Proposed					
Br.	Title	2014-15	2015-16					
	Director of Development Services	1	0					
	Deputy Commissioner	0	1	1				
	Director of Real Estate	1	1			1		
	Manager of Downtown Development	1	1					1
	Manager of Housing	1	1				1	
	Manager of Small Market Development	1	1		1			
	Principal Staff Assistant	1	1					1
	Assistant Director of Real Estate	1	1			1		
	Associate Administrative Analyst	1	1					1
	Associate Community Housing Planner	2	2			1		1
	Credit Manager	1	1	1				
	Economic Development Project Manager	2	1		1			
	Sr. Marketing Specialist	1	1		1			
	Sr. Marketing Specialist Bilingual	1	1		1			
	Sr. Community Housing Planner	7	7				6	1
	Sr. Economic Development Specialist	2 2	3		2			1
	Sr. Property Rehabilitation Specialist		2					2
	Sr. Real Estate Specialist Bilingual	1	1			1		
	Property Rehabilitation Specialist	3	3					3
	Executive Assistant	1	1	1				
	Legal Assistant/Real Estate	2	2	1		1		
	Project Development Assistant	1	0					
	Project Assistant	2	2			2		
	Secretary	1	1					1
	Clerk II with Typing	2	1				1	
7		0	1					1
7		0	1			1		
	PLOYEE YEARS							
	Time	39.0	39.0	4.0	6.0	8.0	8.0	
-		0.2	0.2	0.0	0.0	0.1	0.0	
	t Time, Temporary, Seasonal	1.0	0.5	0.0	0.0			
	s: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	
Тс	tal	40.2	39.7	4.0	6.0	8.6	8.0	13.1

#### **Mission Statement**

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

## Organization



#### **Vital Customers**

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

#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

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

# DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT 6–17 PLANNING & ZONING

Key Performance	Indicators					
		Ad	ctual	Estimated	Budget	Budget
		<u>201</u>	<u>3-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
PROMOTE DEVE	LOPMENT					
	ter City Master Plan		N/A	5 Yrs		5 Yrs
	wide Comprehensive Plan		N/A	5 Yrs		5 Yrs
	r Plan (% Complete)		N/A	10%		20%
	nensive Plan (% Complete)	)	N/A	0%	o 0%	0%
Permits Issued						
(Bldg/Electrical/Pl	umbing/Elevator)	6	,125	6,350	6,365	6,400
Permit Fees Colle	cted	\$2,369	,790	\$2,400,000	\$2,225,000	\$2,400,000
Certificate of Occu	Ipancy Fees	\$296	,060	\$ 350,000	\$305,000	\$ 325,000
Licensed Trades A	Applications Processed	3	,723	300	2,500	2,400
Certificates of Zor	ing Compliance	1	,593	1,600	2,000	1,650
Planning Commis	sion Cases		100	130	105	125
Zoning Board of A	ppeals Cases		120	135	5 110	125
Preservation Boar	d Cases		71	100	90	100
% Board & Comm	ission Vacancies (Avg)		N/A	2%	o 0%	2%
N/A – Not Availab Year-To-Year Co	mparison	)15-16 Cha	nge			
Budget			000			
Employee Years	22.1	22.6	0.5			
Employee reals	22.1	22.0	0.5			
Change Detail						
Salary & Wage	General	Vacancy				
, 0		Allowance	Micco		nior Change	Total
Adjustment	Inflation Chargebacks		iviisce	<u>llaneous</u> <u>Ma</u>		<u>Total</u>
43,600	2,300 6,000	0		0	-12,900	39,000
Major Change						

#### **Major Change**

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

## 6–18 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT PLANNING & ZONING EXPENDITURE SUMMARY

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

## DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT PLANNING & ZONING PERSONNEL SUMMARY

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

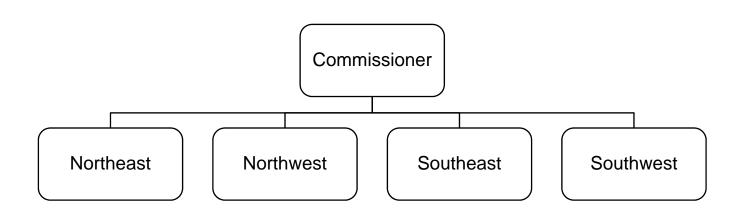
## 6–20 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT NEIGHBORHOOD PRESERVATION

#### **Mission Statement**

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

#### Organization

Neighborhood Preservation is separated into four geographical quadrant areas:



#### Vital Customers

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

#### **Critical Processes**

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

# DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT NEIGHBORHOOD PRESERVATION

## 2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion		
Support RPD reorganization with NSC alignment	Safer Neighborhoods	First Quarter		
Continue strengthening quadrant involvement with neighborhood and business associations to enhance neighborhood planning and promote business development	Safer Neighborhoods	Second Quarter		
Continue recruitment of college students to support community engagement while encouraging collaborations and shared resources	Innovation and Efficiency	Second Quarter		
Strengthen collaborations between neighborhoods across quadrants to support development and neighborhood driven initiatives	Innovation and Efficiency	Second Quarter		
Support implementation of demolition strategies	Safer Neighborhoods	Third Quarter		
Facilitate continuous training for neighborhood leaders to encourage engaged, healthy communities	Safer Neighborhoods	Ongoing		
Support housing initiatives for first time homebuyers to strengthen homeownership	Safer Neighborhoods	Ongoing		
Strengthen community garden and green space initiatives	Innovation and Efficiency	Ongoing		
Continue strengthening Northeast Executive Leadership Council	Innovation and Efficiency	Ongoing		
Support continued implementation of JOSANA Master Plan	Safer Neighborhoods	Ongoing		
Facilitate collaboration for C3 initiative for East Main development with EMMA, Beechwood, N Winton and area agencies	Innovation and Efficiency	Ongoing		
Year-To-Year Comparison	2015 16 Change			
	2015-16 <u>Change</u> 144,600 -81,400 17.1 -2.0			
Change DetailSalary & WageGeneralAdjustmentInflation44,2001,000300	Vacancy <u>Allowance</u> <u>Miscellaneous</u> <u>Majo</u> 0 200	or Change <u>Total</u> -127,100 -81,400		

#### DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT 6-22 **NEIGHBORHOOD PRESERVATION**

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

**Program Change** Refuse enforcement activities transition to Department of Environmental Services

#### **Key Performance Indicators**

	Actual	Estimated	Budget	Budget
ENHANCE NEIGHBORHOODS	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
	500	700	700	050
Good Neighbor Agreements	526	723	733	650
Business Permits Issued	594	528	418	580
Vacancy Rates (Avg)	N/A	77%	77%	76%
C3 Partnerships Established	N/A	14	21	10
Neighborhood Association Meetings	N/A	1,201	880	1,200
Neighborhood Association Meeting Attendance	N/A	5,145	7,281	13,000
Collaborative Partnerships Established	N/A	170	189	160
Community-Driven Initiatives	N/A	545	522	445
Neighborhood Association Matching Funds	N/A	\$449,000	\$649,000	\$82,400
Neighborhood Association Assistance	N/A	\$170,000	\$340,000	\$72,400
FACILITATE BUSINESS GROWTH				
Business Permits Renewed	N/A	585	720	470
Business Association Meetings	N/A	356	375	360
Business Association Meeting Attendance	N/A	2,570	560	2,600
Collaborative Partnerships Established	N/A	210	189	180
Business Permits Issued	594	393	564	590
PROMOTE DEVELOPMENT				
Community Planning Meetings	N/A	374	206	350

N/A – Not Available

## DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT 6–23 NEIGHBORHOOD PRESERVATION EXPENDITURE SUMMARY

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

## 6–24 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT NEIGHBORHOOD PRESERVATION PERSONNEL SUMMARY

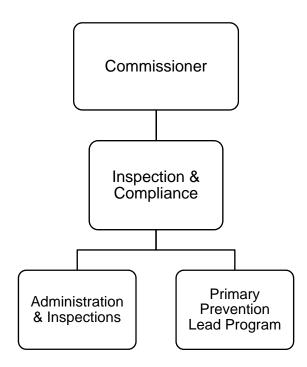
	FULL TIME POSITIONS			Northwest	Northeast	Southwest	Southeast
		-	Proposed				
Br.		2014-15	2015-16				
31	Administrator	4	4	1	1	1	1
24	Assistant to NSC Administrator	4	4	1	1	1	1
24	Sr. Community Program Planner	1	1				1
12	Customer Service Representative	4	4	1	1	1	1
EM	PLOYEE YEARS						
Full	Time	13.0	13.0	3.0	3.0	3.0	4.0
Ove	rtime	0.1	0.1	0.0	0.0	0.0	0.1
Par	Time, Temporary, Seasonal	6.0	4.0	1.0	1.0	1.0	1.0
Les	s: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0
То	tal	19.1	17.1	4.0	4.0		5.1

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

#### **Mission Statement**

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

## Organization



#### **Vital Customers**

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

#### **Critical Processes**

- Inspections for Certificates of Occupancy
- D 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

6–26

2015-16 Strategic Goals & Objectives						
Objective	Priorities Supported	Projected Completion				
Reduce expenses associated with microfilming building plans by developing a means of receiving and storing them electronically	Innovation and Efficiency	First Quarter				
Enhance Vacant Property Management Program	Safer Neighborhoods	Fourth Quarter				
Enhance diversity within the Code Enforcement Officer title	More Jobs	Fourth Quarter				
Key Performance Indicators	Actual Estimat 2013-14 2014-	5 5				
<b>ENHANCE NEIGHBORHOODS</b> Units inspected for Lead Hazards Certificates of Occupancy issued	15,268 15,0 3,298 3,8	00 13,000 15,000				
PROMOTE DEVELOPMENT Certificates of Compliance issued Notice and Orders issued Lead Wipe Tests conducted Housing code tickets issued N/A – Not available	4,972 5,0 N/A 20,0 2,363 2,5 2,845 4,5	0020,00020,000002,5002,500				
Year-To-Year Comparison           2014-15         2015-16         Change           Budget         3,427,000         3,442,500         15,500           Employee Years         47.3         47.2         -0.1						
	/acancy owance <u>Miscellaneous</u> 0 0	<u>Major Change Total</u> -34,000 15,500				
Major Changes Funding for private lawn maintenance is reduced as an efficiency measure Funding for professional fees is reduced due to budget constraints Productivity improvements result in savings Funding for overtime is reduced due to budget constraints						

## DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT 6–27 INSPECTION & COMPLIANCE EXPENDITURE SUMMARY

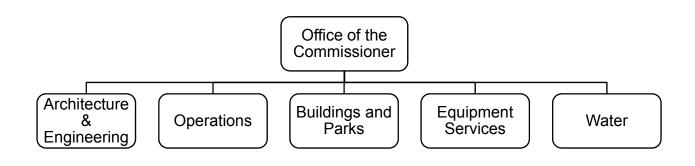
	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,803,255	2,919,100	3,056,100	3,100,800
Materials & Supplies	13,110	23,200	33,200	26,100
Services	318,833	324,700	337,700	315,600
Other	0	0	0	0
Total	3,135,198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

## 6–28 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT INSPECTION & COMPLIANCE PERSONNEL SUMMARY

	FULL TIME POSITIONS	-	Proposed	Administration & Inspections	Primary Prevention Lead Program
	Title	2014-15	2015-16		
	Director of Inspection & Compliance	1	1	1	
	Code Compliance Coordinator	1	1	1	
	Code Enforcement Coordinator	1	1	1	
	Lead Paint Coordinator	1	1	1	
	Senior Administrative Analyst	1	1	1	
	Senior Code Enforcement Officer	2	2	2	
	Code Enforcement Officer	20	22	21	1
	Code Enforcement Officer Bilingual	2	3	3	
	Electrical Inspector	2	2	2	
	Plumbing Inspector	2	2	2	
	Code Enforcement Officer Trainee	5	3	2	1
	Code Enforcement Officer Trainee Bilingual	1	0		
	Senior Service Assistant Bilingual	1	1	1	
	Clerk II	1	1	1	
	Clerk II Bilingual	1	1	1	
7	Clerk III	2	2	2	
EMF	PLOYEE YEARS				
	Time	44.0	44.0	42.0	2.0
-	rtime	0.3	0.2	0.2	0.0
	Time, Temporary, Seasonal	3.0		2.5	0.5
	s: Vacancy Allowance	0.0	0.0	0.0	0.0
То		47.3	47.2	44.7	2.5

#### Mission Statement

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



#### **Department Highlights**

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

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

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

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

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

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

# DEPARTMENT OF ENVIRONMENTAL SERVICES

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

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

\*Reflects chargeback for motor equipment services.

### Change Detail

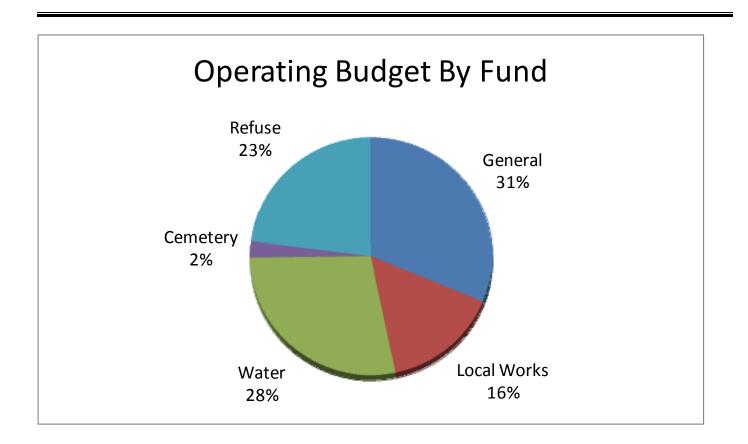
Salary & Wage	General		Vacancy			
Adjustment	Inflation	<u>Chargebacks</u>	Allowance	Miscellaneous	Major Change	<u>Total</u>
875,500	363,800	377,700	0	-9,100	-847,900	760,000

# Major Change Highlights

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

# Fund Summary

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



# ENVIRONMENTAL SERVICES EXPENDITURE SUMMARY

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

\*Reflects chargeback for motor equipment service.

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

#### Mission Statement

Office of the Commissioner:

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

This is accomplished by:

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

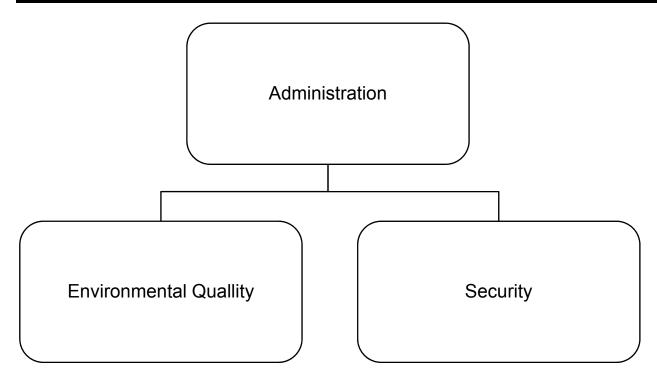
#### Environmental Quality:

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

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

#### Security:

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



#### **Vital Customers**

Office of the Commissioner:

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

Environmental Quality:

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

#### Security:

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

#### 2015-16 Strategic Goals & Objectives

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

# ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER

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

# ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER

Key Performance Indicators				
	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
INTERNAL OPERATIONS				
Spill responses completed	4	4	4	7
New York State cleanup agreements and	23	24	24	24
orders				
Cleanup cost per acre (\$):				
<ul> <li>Planned residential site reuse</li> </ul>	0	1,503,700	1,503,700	0
<ul> <li>Planned commercial/industrial reuse</li> </ul>	277,300	176,900	479,700	476,300
Sites remediated	2	7	5	6
Acres remediated	17.8	34.37	11.07	10.74

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

FY15 Estimate: Andrews Street (1.5 acres - \$2,255,500); Orchard Whitney (4 acres - \$1,200,000); 1200 E Main St. (.62 acres - \$790,600); Port of Rochester (4.7 acres - \$2,400,000); 937-741 Genesee Street (.25 acres - \$200,000); Former Emerson Street Landfill (13.3 acres - \$943,000); 1025 Chili Avenue (10 acres -\$281,300)\*

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

FY16 Budget: Orchard Whitney (4 acres - \$1,200,000); 1200 E Main St (.62 acres - \$790,600); Port of Rochester (4.7 acres - \$2,400,000); 937-941 Genesee Street (.25 acres - \$200,000); 68-92 Genesee Street (.90 acres - \$125,000); 540 Jefferson Avenue (.27 acres - (\$400,000)

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

Year-To-Year Comp	parison				
	2014-15	<u>2015-16</u>	Change		
Budget	3,303,800	2,788,900	-514,900		
Employee Years	51.1	51.2	0.1		
Change Detail					
Salary & Wage	General	Vacancy			
Adjustment	Inflation Chargebac	cks <u>Allowance</u>	<b>Miscellaneous</b>	Major Change	<u>Total</u>
55,500	5,900 -28,1	0 0	0	-548,200	-514,900
Major Change					
Downtown Special S	ervices Program is ne	ot renewed			-529,200
Replace higher brack	ket title with lower bra	acket reduces expe	ense		-36,700
Add funding for part-	time clerical assistan	ce in Security acti	vity		17,900
Productivity improver	ments results in savir	ngs			-200

## Program Change

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

Downtown Special Services Program not renewed

# ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER EXPENDITURE SUMMARY

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

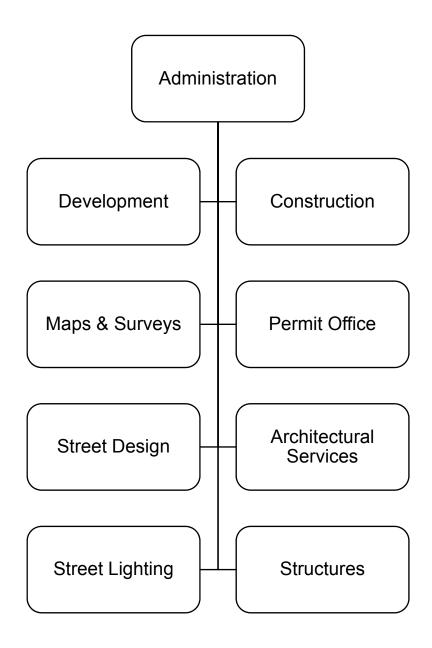
# DEPARTMENT OF ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER PERSONNEL SUMMARY

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

### Mission Statement

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

### Organization



### Vital Customers

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

### **Critical Processes**

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

### 2015-16 Strategic Goals & Objectives:

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

# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING

Complete design of Elmwood Avenue/Collegetown Cycle Track

Innovation and Efficiency; Safer Fourth Quarter Neighborhoods

# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING

Key Performance In	ndicators	Actual 2013-14	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
INTERNAL OPERAT Development: Projects designed (\$ • In-house • Consultants		.23 2.68	.37 2.29	.30 2.25	30 2.25
Structures: Projects designed (\$ ● Consultants	000,000):	4.23	5.74	8.00	3.00
Administration: Projects designed (\$ • Consultants	000,000):	4.62	3.22	3.90	2.00
Street Design: Value of street impro (\$000,000): • In-house	vement projects desig	ned 6.99	7.66	7.00	7.00
<ul> <li>Consultants</li> </ul>		10.22	15.84	11.00	11.00
Architectural Service Facilities in building r Value of projects des	enovation program	147	148	147	148
<ul><li>In-house</li><li>Consultant</li></ul>	.g.100 (\$000,000).	1.29 7.92	1.06 10.38	.75 5.00	.75 7.50
Street Lighting: City maintained lights	5	28,110	28,110	28,100	28,110
<b>CUSTOMER PERSP</b> Street Lighting: Calls for service	PECTIVE	5,243	6,000	6,500	6,000
		0,210	0,000	0,000	0,000
Year-To-Year Comp	2014-15	2015-16	Change		
Budget	7,827,400	7,856,000	28,600		
Employee Years	58.7	59.0	0.3		
Change Detail Salary & Wage <u>Adjustment</u> 77,200	General Inflation <u>Chargebac</u> 21,700 12,80		<u>scellaneous</u> <u>M</u> -3,100	<u>1ajor Change</u> -80,000	<u>Total</u> 28,600
Major Change	21,700 12,00		0,100	00,000	20,000

Conversion to more efficient street lighting fixtures results in energy consumption savings-200,000Add funding to provide contractor oversight of street utility work120,000

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING EXPENDITURE SUMMARY

	Astual	E a time a tra al	ام ما مربع ما م	Dueueeed
	Actual	Estimated	Amended	Proposed
As a second station in Marian Obtainst	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object	0.045.330		1 000 100	
Personnel Expenses	3,945,779	3,972,700	4,063,400	4,141,100
Materials & Supplies	253,669	276,700	353,100	310,700
Services	3,084,806	3,149,100	3,410,900	3,404,200
Other	0	0	0	0
Total	7,284,254	7,398,500	7,827,400	7,856,000
Appropriation by Activity				
Administration	1,453,590	1,329,700	1,355,400	1,560,200
Development	236,196	236,000	232,700	238,100
Construction	477,214	509,600	486,400	529,200
Maps & Surveys	473,467	440,000	442,200	447,400
Permit Office	336,715	294,700	343,100	294,100
Street Design	808,510	809,300	814,800	825,200
Architectural Services	654,010	742,900	700,800	770,000
Street Lighting	2,675,326	2,925,600	3,284,500	3,100,600
Structures	169,226	110,700	167,500	91,200
Total	7,284,254	7,398,500	7,827,400	7,856,000
Employee Years by Activity				
Administration	9.3	8.7	8.9	9.9
Development	3.0	2.9	2.9	2.9
Construction	6.3	6.7	6.4	6.4
Maps & Surveys	7.9	7.7	7.6	7.8
Permit Office	5.5	4.8	5.8	4.9
Street Design	11.2	11.4	11.5	11.5
Architectural Services	9.5	10.6	9.8	10.8
Street Lighting	3.5	3.0	3.9	3.9
Structures	1.9	1.2	1.9	0.9
Total	58.1	57.0	58.7	59.0

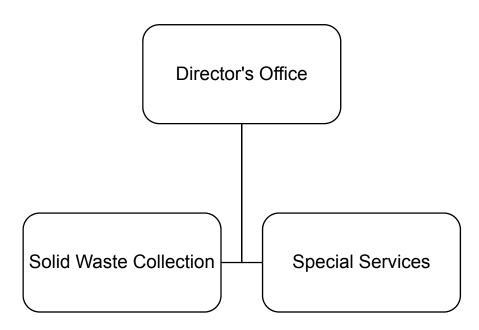
## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING PERSONNEL SUMMARY

-							1					
				Administration	Development	ion	.× (0	fice	Street Design	ıral s	Street Lighting	s
				stra	mdo	Construction	Maps & Surveys	Permit Office	Des	Architectural Services	-igh	Structures
				nini	velo	nsti	Mag	mit	eet	chito	et I	truc
	FULL TIME POSITIONS			Adr	De	c	- 07	Pe	Stre	Are	Stre	S
-		Budget	Proposed								0,	
Br.	Title	2014-15	2015-16									
	City Engineer	1	1	1								
	Assistant City Engineer	1	1							1		
	Managing Engineer-Construction	1	1			1						
	Managing Engineer-Street Design	1	1						1			
	Manager of Special Projects	0	1	1								
	Senior Architect	1	0									
	Senior Engineer-Street Design	1	0		4							
	Senior Landscape Architect Senior Structural Engineer/Bridges	1	1		1							1
	Manager of Administrative Services	1	1	1								1
	Manager of Maps & Surveys	1	1	'			1					
	Senior Architect	0	2				'			2		
	Street Lighting Program Coordinator	1	1							_	1	
	Street Program Coordinator	1	1						1			
27	Transportation Specialist	1	1	1								
	Engineer III	4	3			2			1			
	Engineer III/Structural	1	0									
	Landscape Architect II	1	1		1							
	Permit Coordinator	1	1					1				
	Asst. Street Lighting Program Coordinator	1	1							· ·	1	
	Architect Associate Accountant	4	3	1						3		
	Engineer II	4	6	'		2			4			
	Field Surveyor	1	1			2	1		-			
	Senior Administrative Analyst	1	1	1								
	Senior GIS Analyst	1	1								1	
21	Assistant Architect	3	3							3		
21	Assistant Landscape Architect	1	1		1							
	Engineer I	2	2						2			
	Supervising Engineering Technician	1	1			1						
	Supervisor of Mapping	1	1				1					
	Executive Assistant	1	1	1			4					
	Assistant Field Surveyor Head Account Clerk	1	1	1			1					
	Junior Architect	0	1	1						1		
	Principal Engineering Technician	1	0									
	Principal Engineering Technician-CADD	1	1						1			
	Administrative Secretary	0	1	1								
	Senior Survey Technician	2	2				2					
	Senior Engineering Technician	4	3					3				
	Junior Accountant	0	1	1								
	Administrative Secretary	1	0									
	Engineering Technician	0	1						1			
	Secretary Clerk II	1 2	1				1			1		
	Clerk II Clerk II with Typing	2	2				1	1			1	
	PLOYEE YEARS	4	2					'				
	Time	58.0	58.0	10.0	3.0	6.0	7.0	5.0	11.0	11.0	4.0	1.0
	rtime	0.5	1.2	0.1	0.1	0.1	0.7	0.1	0.0	0.1	0.0	
	Time, Temporary, Seasonal	2.0	1.6	0.0	0.0	0.5		0.0	0.8	0.0	0.0	0.0
	s: Vacancy Allowance	1.8	<u>1.8</u>	0.2	0.2	0.2	<u>0.2</u>	0.2	0.3	0.3	0.1	0.1
То	-	58.7	59.0	9.9	2.9	6.4	7.8	4.9	11.5	10.8	3.9	0.9

### Mission Statement

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

### Organization



#### **Vital Customers**

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

## 2015-16 Strategic Goals & Objectives:

Objective	Priorities Supp	orted	Projected Completic	on
Increase frequency of mowing city owned property and lots	Safer Neighborh	loods	First Quart	er
Develop plan for enhanced sidewalk snow removal efforts	Safer Neighborh	loods	Second Q	uarter
Complete the evaluation of pilot single stream recycling collection program	Innovation and E	Efficiency	Third Quar	ter
Key Performance Indicators				
	Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>
CUSTOMER PERSPECTIVE Solid Waste:	2013-14	2014-13	2014-13	2013-10
Residential refuse tons collected and disposed		90,000	94,000	93,100
Commercial refuse tons collected and disposed	9,550	10,000	11,000	11,000
Special Services:	16	18	17	17
Roadway plow runs Sidewalk plow runs	10	18	17 12	17 12
Arterial sidewalk plow runs	2	4	12	6

# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS

Year-To-Year Com	parison					
•	2014-15	<u>2015-1</u>	<u>6</u> <u>C</u>	hange		
Budget	35,136,900	35,916,30	0 7	79,400		
Employee Years	256.1	257	.1	1.0		
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation Charg	ebacks	Allowance	Miscellaneous	Major Change	Total
405,400	162,000 1	66,800	0	-5,600	50,800	779,400
Major Change High	lights					
Add funding for enha	anced maintenan	ce of City ov	vned lots			283,300
Impact of personnel	changes					-215,600
Increase funding for	Clean Streets Ini	tiative				60,000
Reduce sodium chlo	oride usage due to	o efficiency o	of AVL syst	em		-50,000
Add funding for recy	cling studies or s	urveys				50,000
Reduce refuse tonna	age resulting from	n transition to	o single str	eam recycling		-46,900
Reduce disposal ton	inage based upor	n historical u	sage			-30,000

#### **Program Change**

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

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

# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS EXPENDITURE SUMMARY

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

# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – DIRECTOR'S OFFICE

Year-To-Year Com	parison					
	<u>2014-15</u>	201	<u>5-16</u> <u>C</u>	hange		
Budget	759,800	566	,000 -1	93,800		
Employee Years	7.6		4.6	-3.0		
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation Charg	ebacks	Allowance	Miscellaneous	Major Change	Total
52,100	1,300	-1,500	0	0	-245,700	-193,800
Abolish one filled po	osition and transfe	r two full-	time position	s as part of reorg	anization	-245,700

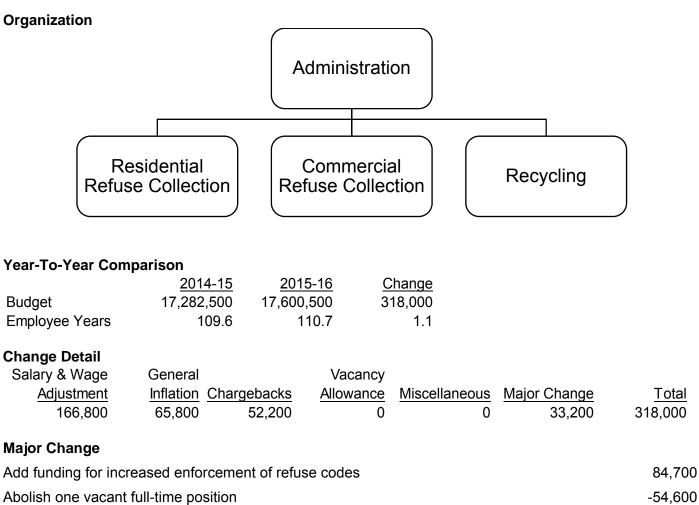
## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – DIRECTOR'S OFFICE EXPENDITURE SUMMARY

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

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

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS - SOLID WASTE COLLECTIONS DIVISION



Add funding for recycling studies or surveys Reduce refuse tonnage resulting from transition to single stream recycling

#### **Program Change**

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

Total

84,700

50,000

-46,900

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

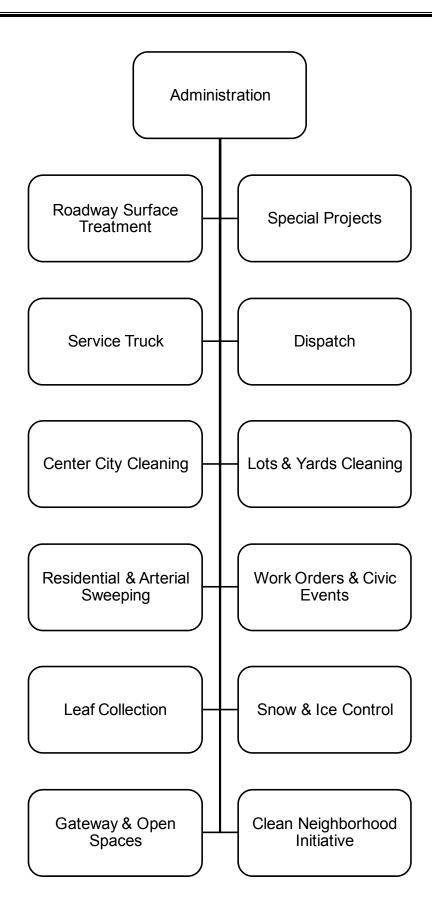
	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	5,999,135	6,303,300	6,141,900	6,338,800
Materials & Supplies	144,925	156,200	237,200	241,400
Services	10,487,712	10,847,100	10,903,400	11,020,300
Other	0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

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

					1		
	FULL TIME POSITIONS			Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
		Budget	Proposed				
Br.	Title	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			
	Fleet Maintenance Technician	1	1	1			
9	Clerk II	1	1	1			
69	Environmental Services Operator I	83	82		53	14	15
64	Dispatcher	1	1	1			
EM	PLOYEE YEARS						
Full	Time	96.0	95.0	8.0	56.0	15.0	16.0
Ove	rtime	10.8	10.8	0.5	6.3	1.6	2.4
Part	Time, Temporary, Seasonal	4.3	6.4	3.5	2.9	0.0	0.0
Les	s: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.0</u>	<u>0.9</u>	<u>0.3</u>	0.3
То	tal	109.6	110.7	12.0	64.3	16.3	18.1

# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

Organization



# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

Year-To-Year Com	parison										
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>								
Budget	17,094,600	17,749,800	655,200								
Employee Years	138.9	141.8	2.9								
Change Detail Salary & Wage <u>Adjustment</u> 186,500	General <u>Inflation</u> <u>Charg</u> 94,900 1		cancy <u>wance</u> <u>Miscella</u> 0	<u>aneous</u> -5,600	Major Change 263,300	<u>Total</u> 655,200					
Major Change											
Add funding for enha	anced maintenand	ce of city owned	llots			283,300					
Increase funding for	Clean Streets Init	tiative				60,000					
Reduce sodium chlo	oride usage due to	efficiency of A	VL system			-50,000					
Reduce disposal tonnage based upon historical usage -30,00											

### Program Change

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

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

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

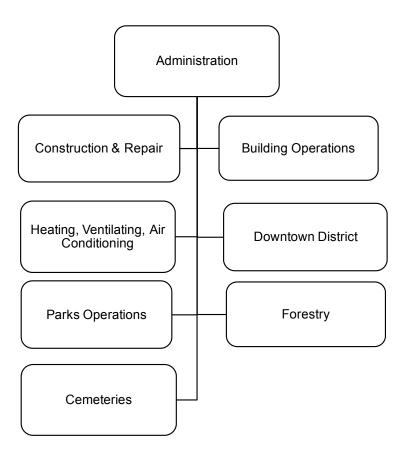
# DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION PERSONNEL SUMMARY

Projects Service Truck Dispatch Center City Cleaning Lots & Yards Cleaning Mork Orders & Civic Events Civic Events Civic Events Civic Events Civic Events Control Control Control Control Control Control								0.6 0.6 1.0 0.3 1.0 0.5		0.6 0.7 0.3 1.0	0.7 1.0				1.0			2.0	1.0 1.0	3.9 3.3 3.8 2.8 2.1 8.8		0.6 0.1 0.3 0.6	.7 1.0 5.2 2.2 13.		1.0 3.0 4.5 7.2 6.0 9.7 5.0 26.9 1.1	1.7 0.6 0.8 0.9 1.4 0.5 0.8 3.6 17.1 0.0 0.4	0.4 0.0 0.4 0.6 0.0 0.6 2.8 6.6 1.0	0.1 0.1 0.2 0.4 0.2 0.3 0.4 1.1 0.1	
Roadway Surface Treatment Projecta											1.3 0									1.5 3			8.0			2.6			
noitstration	77			_				1.0		6	0		1.0		0	1.0		0	0	01	1.0	(0)	•		Ì	9.0			
Administration Roadway Surface Treatment Surface Frojects Service Truck Dispatch Center City Center City Center City Cleaning Center City Cleaning Cleaning Cleaning Cleaning Control	Proposed	- č	GLOZ					5.0		2.6	3.0		1.0	2.0	1.0	1.0					1.0		43.9		100.3	31.3		4.5	
	Budget	2011 15	GT-4FUZ	1.0	0.0	1.0	1.0	4.5	1.0	3.0	3.0	1.0	1.0	2.0	1.0	1.0	1.0	2.0	4.0	26.2	1.0	1.6	43.9		100.2	30.9	12.3	4.5	
FULL TIME POSITIONS		Dr Tiite	Br. I lue 20 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	28 Assistant to Director of Operations	26 Assistant to Director of Operations	26 Coordinator of Special Services	25 Operations Superintendent-St. Maint	23 Asst. Operations Superintendent	23 Technology Applications Specialist	19 Operations Supervisor	19 Op. Supervisor, St. Maintenance	18 Municipal Assistant	18 Principal Engineering Technician	16 Fleet Maintenance Technician	15 Senior Dispatcher	11 Clerk I	9 Clerk II Bilingual	64 Dispatcher	64 Special Equipment Operator	62 Senior Operations Worker	57 Construction Supply Handler	56 Grounds Equipment Operator	41 Operations Worker	EMPLOYEE YEARS	Full Time	Overtime	Part Time, Temporary, Seasonal	Less: Vacancy Allowance	

#### Mission Statement

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

#### Organization



#### **Vital Customers**

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

#### 2015-16 Strategic Goals & Objectives

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDING SERVICES

Key Performance I	ndicators		Actual 2013-14	Estimate 2014-1		Budget <u>2015-16</u>	
INTERNAL OPERA Building Services:	ATIONS		<u>2010 14</u>	2014 1	<u> </u>	2010 10	
City building invent	2		175 175	17 17		181 181	
Buildings maintaine properties)		lioseu	175	17	0 170	101	
CUSTOMER PERS Parks:	SPECTIVE						
Acres maintained			900	90		900	
Ice rinks maintaine	d		2		2 2	2	
Year-To-Year Com	parison						
	2014-15	2015-16	Char	ige			
Budget	13,443,000	13,753,100	310,1	00			
Employee Years	154.0	157.6	:	3.6			
Change Detail							
Salary & Wage	General		acancy				
Adjustment	Inflation Charg			scellaneous	Major Change	<u>Total</u>	
177,300	55,000	-24,800	0	-400	103,000	310,100	
Major Change							
Impact of personnel	changes due to b	oureau reorgani	zation			234,900	
Reduce allocation for	· · ·	-		•		-100,000	
Eliminate rent alloca	-			•		-100,000	
Add funding for main	ntenance of schoo	ol buildings reve	erting to city	y		50,000	
Increase funding to enhance maintenance for neighborhood malls							

Reduce allocation for miscellaneous materials based upon historical usage-25,000Productivity improvements results in savings-4,700

## **Program Change**

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDING SERVICES EXPENDITURE SUMMARY

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

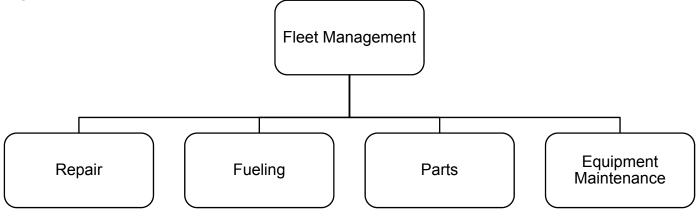
## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDING SERVICES PERSONNEL SUMMARY

				Admin- istration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	Forestry	Downtown District	Cemeteries
	FULL TIME POSITIONS	Budget	Proposed		0		0				
	Title	2014-15	2015-16	1.0							
	Director of Buildings & Parks	0.0 1.0	1.0 1.0	1.0 1.0							
	Manager of Building Services Cemetery Manager	1.0	1.0	1.0							1.0
	City Forester	0.0	1.0						1.0		1.0
	Assistant to the Director	0.0	1.0	1.0					1.0		
	City Forester	1.0	0.0								
	Operations Superintendent	1.0	1.0					1.0			
	Superintendent of Construction & Repair	1.0	1.0		1.0						
23	Assistant Cemetery Manager	1.0	0.0								
	Assistant Operations Superintendent	1.5	1.0							1.0	
	Asst. Superintendent of Construction & Repair	1.0	1.0		1.0						
	Mechanical Engineer	1.0	1.0				1.0				
	Superintendent Building Operations	2.0	2.0			2.0					
	Supervisor of Electrical Trades	1.0	1.0 2.0		1.0 2.0						
	Supervisor Structures & Equipment Master Electrician	2.0 1.0	2.0 1.0		2.0 1.0						
	Cemetery Operations Supervisor	2.0	2.0		1.0						2.0
19	Forestry Operations Supervisor	2.0	1.0						1.0		2.0
	Operations Supervisor	1.0	1.4					1.0		0.4	
	Parks Operations Supervisor	2.0	2.0					2.0		0.1	
	Building Supervisor	1.0	1.0			1.0					
	Management Trainee	0.0	1.0								1.0
	Municipal Assistant	1.0	2.0	1.0							1.0
	Senior Supervising Stock Clerk	1.0	1.0	1.0							
	Forestry Technician	4.0	4.0						4.0		
	Cemetery Sales Coordinator	0.0	1.0								1.0
	Cemetery Sales Counselor	0.0	1.0								1.0
	Cemetery Sales Counselor	2.0	0.0								
	Cemetery Service Representative	1.0	1.0								1.0
	Cemetery Service Representative Bilingual	1.0 1.0	1.0 1.0	1.0							1.0
	Secretary Senior Account Clerk	1.0 0.0	1.0 1.0	1.0 1.0							
	Clerk II	1.0	1.0	1.0							
	Clerk III w/typing	1.0	1.0	1.0					1.0		
	Cleaner	8.0	8.0			8.0			1.0		
	Laborer 6 day	1.0	1.0			0.0		1.0			
	Sr. Forestry Worker	3.0	3.0						3.0		
	Sr. Maintenance Mechanic/Buildings	3.0	3.0		1.0	2.0					
65	Sr. Maintenance Mechanic/Carpentry	4.0	4.0		3.0			1.0			
65	Sr. Maintenance Mechanic/Mason	1.0	1.0		1.0						
65	Sr. Maintenance Mechanic/Pipefitter	2.0	2.0		2.0						
	Locksmith	1.0	1.0		1.0						
	Senior Maintenance Mechanic	3.0	3.0		3.0						
	Senior Operations Worker	2.8	2.8					2.8			
	Forestry Worker	3.0	3.0						3.0		
	Rosarian	1.0	1.0					1.0			
	Maintenance Mechanic	4.0	4.0		4.0	2.0					
	Maintenance Worker Ground Equipment Operator	3.0 17.4	3.0 17.4			3.0		11.0		6.4	
	Building Maintenance Helper	17.4	17.4			10.0		11.0		0.4	
	Cemetery Worker	3.0	3.0			10.0					3.0
	Crematory Worker	1.0	1.0								1.0
	Operations Worker	5.1	5.1					4.1		1.0	
	Supervising HVAC Engineer	1.0	1.0				1.0				
152	Lead HVAC Engineer	1.0	1.0				1.0				
	HVAC Engineer	2.0	2.0				2.0				
	Assistant HVAC Engineer	6.0	6.0				6.0				
	LOYEE YEARS										
	ime	121.8	125.7	8.0	21.0	26.0	11.0	24.9	13.0	8.8	13.0
Dver	-	10.7	10.7	0.2	1.8	2.4	0.7	1.7	1.3	1.2	1.4
	Time, Temporary, Seasonal	26.8	26.5	0.2	0.2	11.7	1.0	1.8	2.3	1.5	7.8
	Vacancy Allowance	5.3	5.3	0.2	0.9	1.6	0.5	1.2	0.5	0.3	0.1

#### Mission

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

#### Organization



#### **Vital Customers**

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

#### 2015-16 Strategic Goals & Objectives

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF EQUIPMENT SERVICES

Year-To-Year Comparison									
	2014-15	<u>2015-</u>	<u>16 C</u>	hange					
Budget	71,400	118,4	00 4	47,000					
Employee Years	68.2	69	9.2	1.0					
Change Detail									
Salary & Wage	General		Vacancy						
Adjustment	Inflation Char	<u>gebacks</u>	Allowance	Miscellaneous	Major Change	Total			
64,900	48,000	312,600	0	0	-378,500	47,000			
Major Change									
Reduce unit cost of fuel due to declining fuel prices									
Impact of personnel transactions due to bureau reorganization 97,800						97,800			
Reduce allocation for Heat, Light & Power based upon historical usage						-25,000			

### Chargebacks

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF EQUIPMENT SERVICES EXPENDITURE SURVEY

	Actual	Estimated	Amended	Proposed
	2013-14	2014-15	2014-15	2015-16
Appropriation by Major Object				
Personnel Expenses	3,203,200	3,256,200	3,646,200	3,808,900
Materials & Supplies	6,303,212	5,807,400	7,254,200	6,620,300
Services	1,709,140	1,873,400	1,315,600	1,537,400
Other	1,983,200	1,855,600	1,855,600	2,250,000
Total	13,198,752	12,792,600	14,071,600	14,216,600
Interfund Credit*	-6,688,874	-6,315,600	-6,977,200	-7,117,000
Intrafund Credit*	-5,988,602	-6,340,200	-7,023,000	-6,981,200
Total	521,276	136,800	71,400	118,400
Appropriation by Activity				
Appropriation by Activity	0 757 040	0 700 400	0 707 700	2 202 600
Fleet Management	2,757,049	2,708,400	2,787,700	3,283,600
Repair	3,581,021	3,640,400	3,436,900	3,709,300
Fueling	3,988,233	3,505,400	5,413,500	4,447,500
Parts	2,770,909	2,817,100	2,312,500	2,652,700
Equipment Maintenance	101,540	121,300	121,000	123,500
Total	13,198,752	12,792,600	14,071,600	14,216,600
Interfund Credit*	-6,688,874	-6,315,600	-6,977,200	-7,117,000
Intrafund Credit*	-5,988,602	-6,340,200	-7,023,000	-6,981,200
Total	521,276	136,800	71,400	118,400
Employee Years by Activity				
Fleet Management	4.7	5.1	6.7	7.7
Repair	46.9	47.2	52.4	52.4
Parts	6.4	7.5	7.7	7.7
Equipment Maintenance	1.5	1.2	1.4	1.4
Total	59.5	61.0	68.2	69.2

\*Reflects chargeback for motor equipment service.

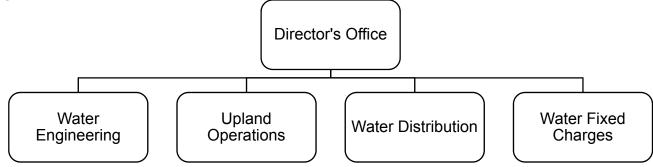
## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF EQUIPMENT SERVICES PERSONNEL SUMMARY

				Fleet Management	Repair	Parts	Equipment Maintenance
	FULL TIME POSITIONS						
_			Proposed				
	Title	2014-15					
	Director of Equipment Services	0	1	1			
	Assistant Fleet Manager	1	0				
	Service Manager	1	1		1		
	Technology Application Coordinator	0	1	1			
	Warranty Specialist	1	1		1		
	Automotive Parts & Materials Manager	1	1			1	
	Senior Administrative Analyst	0	1	1			
	Assistant Service Manager	5	5	1	4		
	Senior Accountant	1	1	1			
	Senior Equipment Mechanic	1	1				1
	Equipment Trainer	1	1	1			
	Heavy Mechanic II	5	4		4		
15	Junior Equipment Trainer	1	0				
14	Junior Accountant	1	0				
14	Senior Auto Parts Clerk	3	3			3	
14	Sr. Auto Maintenance Mechanic	6	6		6		
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	2	2			2	
10	Senior Account Clerk	0	1	1			
71	Master Truck Technician	15	16		16		
70	Master Automotive Technician	10	10		10		
65	Auto Machinist	1	1			1	
61	Tire Repairer	1	1		1		
	Heavy Equipment Aide	1	1		1		
	Auto Áide	1	1		1		
EMPI	OYEE YEARS						
Full T		61.0	62.0	7.0	47.0	7.0	1.0
Overt		6.4	6.4	0.1	5.5	0.7	0.1
	īme, Temporary, Seasonal	1.6	1.6	0.6	0.4	0.1	0.5
	Vacancy Allowance	0.8	<u>0.8</u>	<u>0.0</u>	0.5	0.1	0.2
Tota	-	68.2	69.2	7.7	<u>52.4</u>	7.7	<u>0.2</u> 1.4

#### **Mission Statement**

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

#### Organization



#### **Vital Customers**

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

#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF WATER

Key Performance Indicators	Actual 2013-14	Estimated 2014-15	Budget 2014-15	Budget 2015-16				
INTERNAL OPERATIONS Engineering:								
In-house design projects value (\$000) In-house construction projects value (\$000)	4,419 3,577	3,600 4,419	3,900 4,094	3,800 3,600				
Water Production & Treatment: Filtration plant production (million gallons per day)	37.4	37.4	37.0	37.4				
Water Distribution: Water service interruption measure Lost water measure	400 21%	340 22%	320 21%	330 22%				
CUSTOMER PERSPECTIVE Water Distribution: Complaints received—Water related Investigations performed	5,345 17,280	5,300 16,000	4,600 16,000	5,000 16,000				
Year-To-Year Comparison								
<u>2014-15</u> <u>2015-16</u> Budget 23,161,700 23,271,500	<u>Change</u> 109,800							
Employee Years 133.0 134.2	1.2							
Change Detail       Vacancy         Salary & Wage       General       Vacancy         Adjustment       Inflation       Chargebacks       Allowance       Miscellaneous       Major Change								
	0	Ŭ	0,000	109,800				
	lowance for l	Jncollectibles		-200,000				
				166,000				
Impact of personnel changes				39,000				
Adjustment 95,200Inflation 71,200Chargebacks -61,600Allowance 0Miscellaneous 0Major Change 5,000Major Change HighlightsIncrease in collection efforts results in decrease in Allowance for UncollectiblesIncrease in exchange rate with MCWA increases expense								

## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF WATER – DIRECTOR'S OFFICE

Year-To-Year Com	narison						
	-						
	<u>2014-15</u>	<u>2015</u>	<u>5-16</u> <u>C</u>	<u>hange</u>			
Budget	2,131,800	2,044,	800 -	87,000			
Employee Years	13.7		13.8	0.1			
Change Detail							
Salary & Wage	General		Vacancy				
Adjustment	Inflation Charge	gebacks	Allowance	Miscellaneous	Major Change	Total	
4,000	18,800	-10,200	0	0	-99,600	-87,000	
Transfer tools and materials funding to Uplands Division -110,00							
Add part-time fundi	ng to aid in collec	tion efforts	i			10,400	

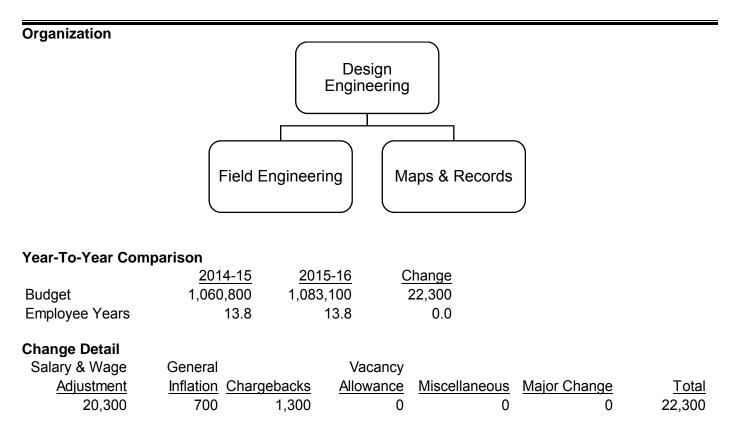
## DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF WATER – DIRECTOR'S OFFICE EXPENDITURE SUMMARY

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

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

	FULL TIME POSITIONS		
		Pudgot	Proposed
Br	Title	2014-15	2015-16
	Director of Water	1	1
	Associate Administrative Analyst	1	1
	Materials, Equip & Facilities Coordinator	0	1
24	Senior Administrative Analyst	1	1
23	Materials, Equip & Facilities Coordinator	1	0
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
	Supervising Stock Clerk	1	1
11	Clerk I	1	0
-	Clerk II	1	1
	Clerk III w/typing	0	1
	Sr. Maintenance Mechanic-Welder	1	1
	Water Maintenance Worker/Construction	1	1
	Fleet & Facilities Attendant	1	0
57	Garage Attendant	0	1
EMF	PLOYEE YEARS		
Full	Time	12.0	12.0
Ove	rtime	0.5	0.5
Part	: Time, Temporary, Seasonal	1.2	1.3
	s: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
То	tal	13.7	13.8

## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – ENGINEERING DIVISION

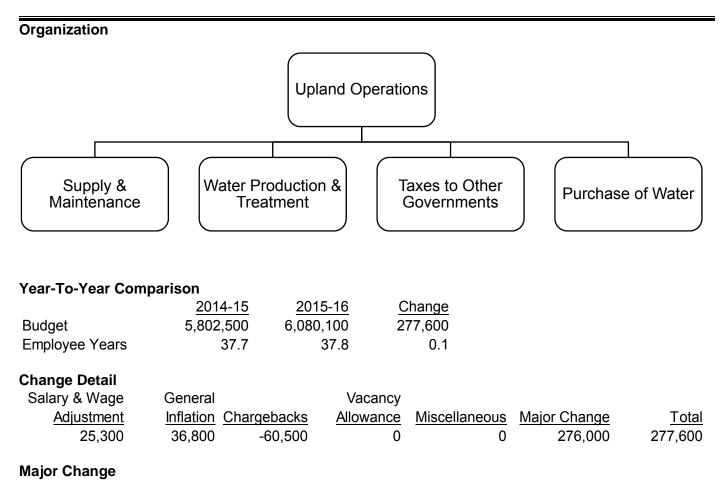


## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – ENGINEERING DIVISION EXPENDITURE SUMMARY

	Actual 2013-14	Estimated 2014-15	Amended 2014-15	Proposed 2015-16
Appropriation by Major Object	2013-14	2014-15	2014-15	2015-10
Personnel Expenses	908,523	930,700	958,700	979,000
Materials & Supplies	2,353	11,500	14,900	15,100
Services	57,281	63,800	87,200	89,000
Other	0	00,000	0	0
Total	968,157	1,006,000	1,060,800	1,083,100
Appropriation by Activity				
Design Engineering	764,116	808,400	831,800	859,400
Field Engineering	138,039	130,600	158,900	152,000
Maps & Records	66,002	67,000	70,100	71,700
Total	968,157	1,006,000	1,060,800	1,083,100
Employee Years by Activity				
Design Engineering	10.5	10.1	10.1	10.1
Field Engineering	2.0	2.3	2.8	2.8
Maps & Records	0.8	0.9	0.9	0.9
Total	13.3	13.3	13.8	13.8

## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – ENGINEERING DIVISION PERSONNEL SUMMARY

	FULL TIME POSITIONS			Design Engineering	Field Engineering	Maps & Records
			Proposed			
Br.	Title	2014-15	2015-16			
32	Managing Engineer Water Design	1	1	1		
	Senior Engineer Water Design	2	2	2		
26	Engineer III/Water	1	1	1		
24	Engineer II/Water	1	1	1		
23	Senior GIS Analyst	1	1	1		
21	Supervising Engineering Technician	1	1	1		
18	Principal Engineering Technician	3	2		1	1
18	Principal Engineering Technician-CADD	2	2	2		
12	Engineering Technician	0	1		1	
	PLOYEE YEARS					
Full	Time	12.0	12.0	9.0	2.0	1.0
Ove	rtime	1.1	1.1	0.2	0.9	0.0
Part	Time, Temporary, Seasonal	1.0	1.0	1.0	0.0	0.0
Less	: Vacancy Allowance	<u>0.3</u>		<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
Tot	al	13.8	13.8	10.1	2.8	0.9



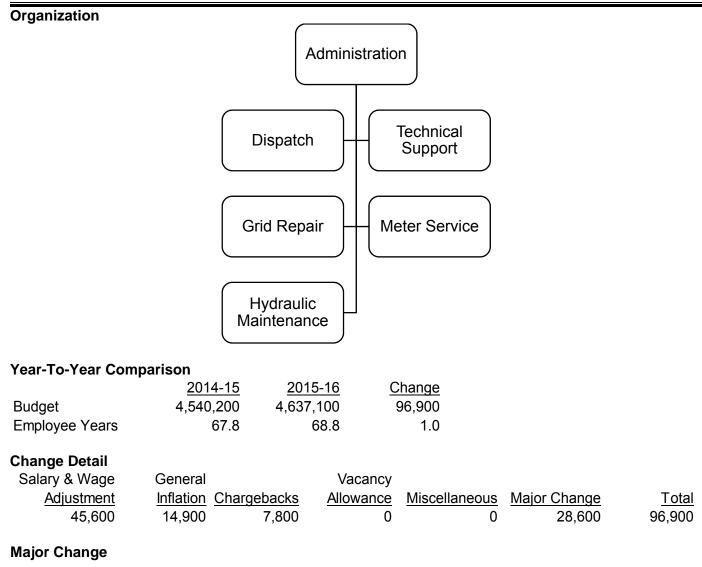
Increase in exchange rate with MCWA increases expense	166,000
Transfer tools and materials funding from Director's Office	110,000

## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – UPLAND OPERATIONS DIVISION EXPENDITURE SUMMARY

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – UPLAND OPERATIONS DIVISION PERSONNEL SUMMARY

	FULL TIME POSITIONS			Supply & Maintenance	Water Production & Treatment
		Budget	Proposed		
Br.	Title	2014-15	2015-16		
32	Manager of Water Production	1	1		1
30	Chief of Water Quality Operations	1	1		1
28	Assistant Manager of Water Production	1	1		1
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	0		
23	Asst Superintendent Water Plant Maint	1	1		1
23	Automated System Control Specialist	0	1		1
23	Supt. of Water Supply Maintenance	0	1	1	
23	Water Quality Chemist	1	1		1
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
20	Corrosion Technician	1	0		
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Operations Supervisor/Corrosion	0	1	1	
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Reservoir Operator	1	1		1
18	Water Operations Supervisor/Upland	2	1	1	
18	Sr. Water Plant Operator	0	1		1
16	Administrative Assistant	1	1		1
16	Water Plant Operator	6	5		5
15	Sr. Maint. Mech./Water Treatment	1	1		1
65	Expediter	1	1	1	
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maintenance Mechanic Water Supply	4	4	4	
61	Maint. Mechanic/Water Treatment	3	3		3
EMF	PLOYEE YEARS				
Full	Time	34.0	34.0	9.0	25.0
Ove	rtime	3.4	3.6	1.2	2.4
Part	Time, Temporary, Seasonal	0.9	0.8	0.3	0.5
Less	: Vacancy Allowance	<u>0.6</u>	<u>0.6</u>	<u>0.2</u>	<u>0.4</u>
Tot	al	37.7	37.8	10.3	27.5



Add funding for temporary Water Distribution Helper

28,600

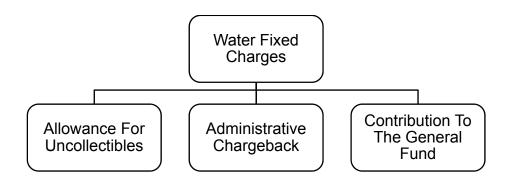
## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – DISTRIBUTION DIVISION EXPENDITURE SUMMARY

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

## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – DISTRIBUTION DIVISION PERSONNEL SUMMARY

FULL TIME POSITIONS			Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Dr. Tilla	-	Proposed 2015-16						
Br. Title 30 Manager of Water Distribution	2014-15	2015-10	1					
25 Superintendent of Water Distribution	2	2	2					
23 Asst. Superintendent Water Distribution	23	2	2			1	1	1
21 Backflow Prevention Inspector	1	1					1	
18 Supervising Dispatcher	1	1		1				
18 Supervising Meter Services Technician	1	1					1	
18 Supervising Water Distribution Technician	2	2			1			1
18 Water Operations Supervisor	3	3				3		
11 Clerk I	1	1	1					
65 Sr. Maint. Mech./Water Grid	1	1				1		
64 Water Distribution Technician	19	18			6		6	6
64 Dispatcher	5	5		5				
63 Water Maintenance Worker/Construction	13	14				14		
62 Senior Water Meter Repairer	1	1					1	
62 Water Maintenance Worker	5	5			1	1		3
61 Meter Reader	4	4					4	
EMPLOYEE YEARS								
Full Time	63.0	63.0	4.0	6.0	8.0	20.0	14.0	11.0
Overtime	5.3	5.3	0.0	1.0	0.8	1.8	0.8	0.9
Part Time, Temporary, Seasonal	0.8	1.8	0.0	0.0	0.0	1.5	0.0	0.3
Less: Vacancy Allowance	<u>1.3</u>	<u>1.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.2</u>	<u>0.4</u>	<u>0.3</u>	<u>0.2</u>
Total	67.8	68.8	3.9	6.9	8.6	22.9	14.5	12.0

#### Organization



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

#### Year-To-Year Comparison

Budget	<u>2014-15</u> 9,626,400	<u>2015</u> 9,426,4		<u>hange</u> 00,000		
Change Detail Salary & Wage <u>Adjustment</u> 0	General Inflation 0	ebacks 0	Vacancy <u>Allowance</u> 0	<u>Miscellaneous</u> 0	<u>Major Change</u> -200,000	<u>Total</u> -200,000

Increase in collection efforts results in decrease in Allowance for Uncollectibles -200,000

## DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – WATER FIXED CHARGES EXPENDITURE SUMMARY

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

#### **Mission Statement**

Emergency Communications:

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

311/One Call to City Hall:

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

#### Being Accessible

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

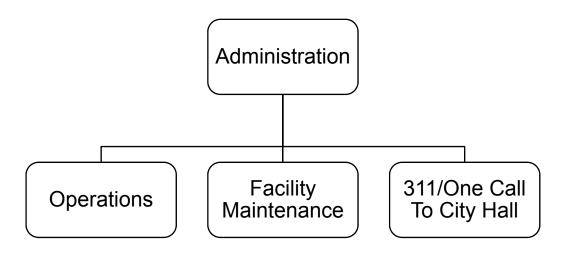
#### **Being Accountable**

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

#### **Enabling Transparency**

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

#### Organization



#### Department Highlights

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

#### **Emergency Communications:**

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

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

#### 311/One Call to City Hall:

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

#### Vital Customers

**Emergency Communications:** 

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

311/One Call to City Hall:

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

## **Critical Processes**

**Emergency Communications:** 

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

#### 311/One Call to City Hall:

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

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

#### 2015-16 Strategic Goals & Objectives

Objective	Priorities	Priorities Supported		d ion
Implement 311 desktop transaction tracking software program	Innovation	& Efficiency	Second	Quarter
Complete phase 2A of the capital improvements required to retain operational reliability at the current location for Operations (workstation console replacement, carpet replacement, acoustical panel veneer replacement)		Innovation & Efficiency		arter
Continue Computer Aided Dispatch (CAD) computer system replacement and upgrade		hborhoods & Efficiency	Ongoing	
Continue strategic planning for replacement of legacy radio systems and implementation of trunked radio system for 911 in 2016	Innovation	& Efficiency	Ongoing	
Key Performance Indicators	Actual 2013-14	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Emergency Communications: 911 Calls received (excluding administrative calls) Calls dispatched:	1,125,130	1,151,460	1,190,000	1,175,000
<ul> <li>Police (includes police-initiated)</li> <li>Fire</li> <li>Emergency medical service</li> <li>Total dispatched</li> <li>Ring time (average in seconds)</li> <li>Emergency Medical Dispatch Protocol</li> <li>Compliance (%)</li> <li>CALEA Accreditation Compliance (%)</li> <li>NYSSA Accreditation Compliance (%)</li> <li>Text messages to 911</li> <li>Number of calls entered as a result of text</li> </ul>	1,031,174 98,599 <u>117,700</u> 1,247,473 6.0 95.9 N/A N/A N/A	1,026,544 96,258 <u>124,190</u> 1,246,992 7.0 N/A 96.6 100 660 275	1,045,000 110,000 <u>122,000</u> 1,277,000 6.0 90 N/A N/A N/A N/A	1,030,000 95,000 <u>130,000</u> 1,255,000 7.0 N/A 97 100 850 350
messages <b>CUSTOMER SERVICE</b> Emergency Communications: Caller complaints Caller customer satisfaction (scale =1-4; 4 = best)	206 3.7	214 3.9	300 3.8	225 3.8

	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	2014-15	2015-16
311/One Call to City Hall:				
Total calls received	476,944	470,000	500,000	N/A
Total calls received from external sources	426,747	440,000	*	440,000
Calls answered within 30 seconds (%)	71	85	85	80
Call abandon rate (%)	13	10	10	10
FINANCIAL/COSTS				
Emergency Communications:				
Operating cost per call (\$)	10.57	10.44	10.54	10.63
	10.57	10.44	10.54	10.05
311/One Call to City Hall:				
Operating cost per call (\$)	2.59	2.72	*	2.77
LEARNING & INNOVATION				
Emergency Communications:				
Employee Training (hours)	23,976	12,718	16,000	16,000
311/One Call to City Hall:	20,010	12,710	10,000	10,000
Average number training hours per employee	28	32	40	32
Average number training nours per employee	20	52	40	52

N/A - Not Applicable \*Not Available

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

NYSSA - New York State Sheriffs' Association

#### Year-To-Year Comparison

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

#### **Change Detail**

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

#### **Major Change**

911 telephone maintenance is eliminated because first five years of maintenance is included in -163,000 the purchase contract

Operations miscellaneous equipment is eliminated due to County Budget constraints	-100,000
911 telephone service decreases to correspond to County levels and to reflect actual usage	-31,300

- Professional services for training decreases due to County Budget constraints -30,000
- Part time position in 311/One Call to City Hall is eliminated
- Operations miscellaneous maintenance decreases due to County Budget constraints -22,000

-28,100

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

#### **Program Change**

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

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

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

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

## EMERGENCY COMMUNICATIONS DEPARTMENT EXPENDITURE SURVEY

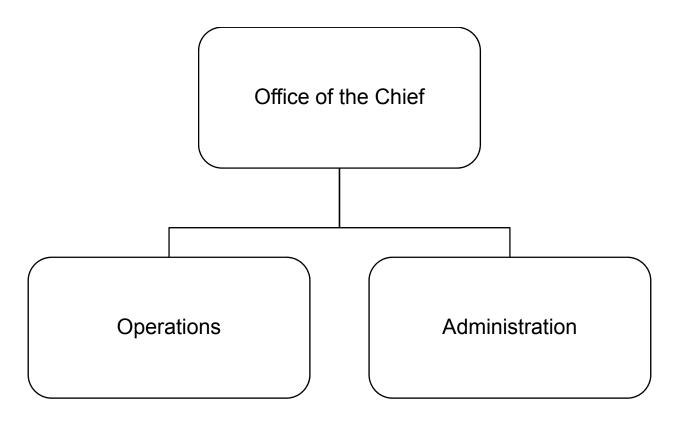
	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	11,769,987	12,073,200	12,328,700	12,621,800
Materials & Supplies	125,858	116,400	145,900	142,600
Services	1,094,927	1,027,600	1,200,900	945,200
Other	9,012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

## EMERGENCY COMMUNICATIONS DEPARTMENT PERSONNEL SUMMARY

				Administration	suc	311/One Call To City Hall
				listr	Operations	ity I
				mir	bei	0 C C
	FULL TIME POSITIONS			PA	0	33
		Budget	Proposed			
Br.	Title	2014-15	2015-16			
36	ECC Director	1	1	1		
33	Deputy Director - ECC	1	1		1	
29	311 Call Center Manager	1	1			1
29	911 Operations Manager	3	3		3	
23	Sr. GIS Analyst	0	1		1	
22	Knowledge Base Coordinator	1	1			1
20	Executive Assistant	1	1	1		
20	Supervising Service Representative	1	1			1
18	Secretary to the Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Sr. Service Representative	1	1			1
16	Sr. Service Representative Bilingual	1	1			1
12	Communications Research Assistant	1	1	1		
12	Service Representative	10	10			10
12	Service Representative Bilingual	3	3			3
7	Clerk III with Typing	2	2	1		1
6	Research Technician	1	1	1		
210	Shift Supervisor	16	16		16	
200	CAD Information System Specialist	1	0			
	EMD Quality Improvement Coordinator II	2	2		2	
	Dispatcher II	27	27		27	
	Dispatcher I	93	93		93	
	Dispatcher I Bilingual	2	2		2	
	Telecommunicator	42	42		42	
110	Telecommunicator Bilingual	1	1		1	
EMPI						
Full T		214.0	214.0	7.0	188.0	19.0
Overt		9.1	9.1	0.0	8.6	0.5
	Time, Temporary, Seasonal	16.8	16.0	0.0	12.0	4.0
	Vacancy Allowance	6.0	6.0	0.0	6.0	0.0
Tota	-	233.9	233.1	7.0	202.6	23.5

#### **Mission Statement**

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



#### Vital Customers

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

#### **Critical Processes**

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

#### **Departmental Highlights**

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

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

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

## POLICE DEPARTMENT

Highlights	Priorities Su	ipported		ected pletion	
Operations:					
Continue to develop intelligence led policing initiatives and dispute resolution strategies to reduce crime	Safer Neighb	oorhoods	Ong	oing	
Continue to develop information sharing strategies such as dash-boarding for crime analysis	Safer Neighb	oorhoods	Ong	Ongoing	
Increase RPD's outreach into neighborhoods to increase collaboration and involvement in crime prevention	Safer Neighb	oorhoods	Ong	oing	
Administration:					
Recruit and hire 25 police officers for February recruit class	Safer Neighb	oorhoods	Third	d Quarter	
Continue to implement Phase 2 of the Records Management System and future phase planning in partnership with IT	Innovation ar	nd Efficiency	Ong	oing	
Continue the Department's involvement in the Document Management project	Innovation ar	nd Efficiency	Ong	oing	
Continue the Department's efforts in the City's payroll/personnel RFP project	Innovation ar	Innovation and Efficiency		oing	
Implement the Department's Body Camera program	Safer Neighborhoods		Ongoing		
Administration Total Employee Years Change Detail	Budget <u>2014-15</u> 4,105,300 70,123,900 <u>15,559,900</u> 89,789,100 905.4	Budget 2015-16 5,016,100 70,464,100 15,440,900 90,921,100 903.6	<u>Change</u> 910,800 340,200 -119,000 1,132,000 -1.8	Percent <u>Change</u> 22.2% 0.5% -0.8% 1.3% -0.2%	
Salary & WageGeneralAdjustmentInflationChargebacks2,448,600259,700-74,800	Vacancy <u>Allowance</u> 0	Miscellaneous 10,100	<u>Major Change</u> -1,511,600	<u>Total</u> 1,132,000	

## POLICE DEPARTMENT

# Major Change Highlights

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

## Assignment of Authorized Positions 2006-07 to 2015-16

	Offic	e of the Chief	&						
	A	dministration			Operations	B Department Total			
Year	<u>Sworn</u>	Non-Sworn	<u>Total</u>	<u>Sworn</u>	Non-Sworn	<u>Total</u>	<u>Sworn</u> No	on-Sworn	<u>Total</u>
2015-16	63	65	128	663	56	719	726	121	847
2014-15	45	67	112	681	56	737	726	123	849
2013-14	45	66	111	681	76	757	726	142	868
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5
2011-12	45	99.5	145.5	681	44	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914
2006-07	65	95	160	661	56	717	726	151	877

# Authorized Sworn Positions 2011-12 to 2015-16

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

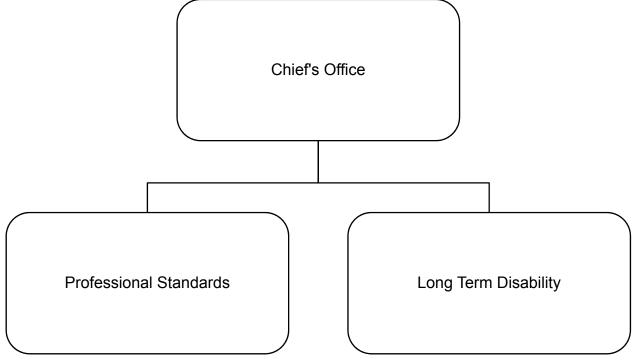
### POLICE DEPARTMENT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	2015-16
Appropriation by Major Object				
Personnel Expenses	74,013,037	74,935,300	75,266,400	77,134,100
Materials & Supplies	1,299,403	1,396,100	1,662,300	1,442,000
Services	11,902,230	11,387,800	12,775,600	12,285,600
Other	0	40,000	84,800	59,400
Total	87,214,670	87,759,200	89,789,100	90,921,100
Appropriation by Activity				
Office of the Chief	5,473,042	4,983,500	4,105,300	5,016,100
Operations	65,996,336	67,093,800	70,123,900	70,464,100
Administration	15,745,292	15,681,900	15,559,900	15,440,900
Total	87,214,670	87,759,200	89,789,100	90,921,100
Employee Years by Activity				
Office of the Chief	31.7	28.5	21.7	31.8
Operations	761.3	755.6	784.2	754.2
Administration	124.6	118.3	99.5	117.6
Total	917.6	902.4	905.4	903.6
NBD Allocation - Dollars	1,986,000	2,045,600	2,147,900	2,344,100
NBD Allocation - Employee Years	24.4	2,043,000	2,147,900	2,344,100
	<b>_</b>			20.0

#### Mission Statement

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

#### Organization



#### **Critical Processes**

#### **Chief's Office**

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

#### **Professional Standards**

- □ Investigates complaints of police actions of misconduct
- Provides administrative review of fleet vehicle accident investigations
- □ Conducts other investigations as directed by the Chief of Police
- Provides staff support for civilian complaint review and internal disciplinary processes
- Maintains department's official disciplinary records including administrative entries which involve inquiries by a citizen or agency
- D Provides administrative review of police vehicle pursuits
- □ Provides administrative and investigative support for Corporation Counsel

#### Long Term Disability

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

### POLICE DEPARTMENT OFFICE OF THE CHIEF

#### 2015-16 Strategic Goals & Objectives

Objective	Priorities Supported		Projected Completior	ı	
Evaluate and continue to manage the Department reorganization	Safer Neigl	hborhoods	Ongoing		
Conduct a facilities needs assessment and site evaluations for future Section locations	Safer Neigl	hborhoods	Ongoing		
Continue to work with DHRM to maximize recruitmen efforts for minority Police Officer candidates	t More Jobs		Ongoing		
Key Performance Indicators INTERNAL OPERATIONS	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget 2015-16	
Professional Standards: Incident reviews completed Civil suit investigations completed Fleet accident reports reviewed Subject resistance reports reviewed Administrative inquiries	17 69 142 798 276	17 72 127 833 318	22 81 136 956 N/A	24 78 140 918 383	
Year-To-Year Comparison         2014-15         2015-16           Budget         4,105,300         5,016,100           Employee Years         21.7         31.8           Change Detail         Image: Change Detail         Image: Change Detail	<u>Change</u> 910,800 10.1				
, .	Vacancy lowance <u>Mis</u> 0	<u>cellaneous</u> <u>Maj</u> 10,000	<u>or Change</u> 806,800	<u>Total</u> 910,800	
Major Change Six sworn positions transfer from Operations to more term disabled personnel	accurately re	eflect budget im	pact of long	498,200	
Two Police Commander positions transfer from Operations to reflect revised command structure					
Two sworn positions transfer from Operations to reflect actual assignment in the Chief's Office					
Reductions in professional fees reflect actual expens	e experience	9		-38,700	
Cost of IT/ Records Management System changes to support reorganization of police sections -35,000 do not recur					
Appropriation of forfeiture funds for community policing	ng foot patrol	s does not recu	ſ	-30,200	
Reductions in supplies and services reflect actual need					

### Program Change

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

### POLICE DEPARTMENT OFFICE OF THE CHIEF EXPENDITURE SUMMARY

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

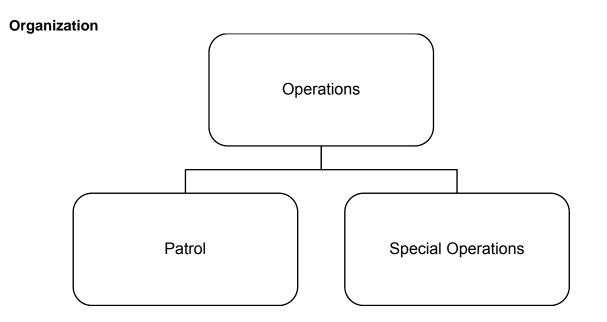
#### POLICE DEPARTMENT OFFICE OF THE CHIEF PERSONNEL SUMMARY

	FULL TIME POSITIONS			Chief's Office	Professional Standards	Long Term Disability
		Budget	Proposed			
Br.	Title	2014-15				
98	Chief of Police	1	1	1		
197	Executive Deputy Chief	1	1	1		
97	Deputy Chief of Police	2	2 2	2		
96	Police Commander	0	2	2		
94	Police Lieutenant	3	2	1	1	
92	Police Sergeant	8	9	3	6	
191	Police Investigator	1	3	3		
90	Police Officer	2	8		1	7
21	Police Steno	0	2		2	
20	Police Steno	2	0			
18	Secretary to the Chief	1	1	1		
7	Clerk III with Typing	1	1	1		
EMPI	OYEE YEARS					
Full T	ime	22.0	32.0	15.0	10.0	7.0
Overt	ime	0.2	0.3	0.2	0.1	0.0
Part 7	Fime, Temporary, Seasonal	0.5	0.5	0.5	0.0	0.0
Less:	Vacancy Allowance	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	0.0	0.0
Tota	al	21.7	31.8	14.7	10.1	7.0

### POLICE DEPARTMENT OPERATIONS

#### Mission

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



#### 2015-16 Strategic Goals & Objectives

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

### POLICE DEPARTMENT OPERATIONS

Year-To-Year Com	nparison				
	2014-15	<u>2015-16</u>	<u>Change</u>		
Budget	70,123,900	70,464,100	340,200		
Employee Years	784.2	754.2	-30.0		
Change Detail			_		
Salary & Wage	General		/acancy		
Adjustment		<u> </u>		cellaneous Major Cha	
2,210,900	129,600	4,300	0	100 -2,004	,700 340,200
Major Change Hig	•				4 959 499
Net of position tran	sters to other Bure	eaus within the D	epartment		-1,656,100
Annual allocation for ends	or the Greater Roc	hester Area Nar	cotics Enforc	ement Team (GRAN	ET) -200,000
Net change in STOP DWI grant					-159,000
Allowance for unforeseen reorganization expenses					150,000
Reductions in supp	lies and services	eflect actual nee	ed		-54,200
Funds are added for	or revised supervis	ory structure for	reorganizatio	on	51,400
Reductions in facili	ty expense reflect	actual expense	experience		-46,900
Costs increase for	Red Light camera	fine collections			45,000
Net change in Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program					ers -35,100
Net change in Moto	or Vehicle Theft ar	d Insurance Fra	ud grant func	ling	-33,700
Net change in Bom	b Squad grant				-23,400
Animal Society for Prevention of Cruelty to Animals grant ends					-22,700
NYS Community P	olicing grant ends				-20,000

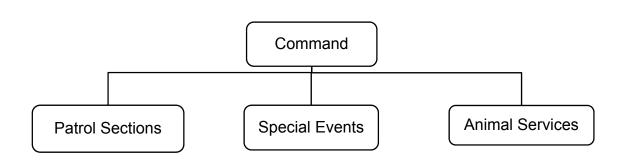
### Program Change

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

### POLICE DEPARTMENT OPERATIONS EXPENDITURE SUMMARY

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

#### Organization



#### **Critical Processes**

#### **Patrol Sections**

- □ Protects life and property
- □ Protects constitutional guarantees of all people
- □ Conducts preventive patrol
- □ Conducts preliminary and follow-up investigation of reported offenses
- Reduces opportunities for commission of crime, works to resolve conflicts and proactively address disputes, identification of criminal offenders and criminal activity, and apprehension of offenders
- Conducts periodic reviews of patrol and investigative activities to analyze crime patterns, current disputes, and response strategies
- Works with neighborhood Police-Citizen Interaction Committees (PCIC) to develop targeted crime prevention and response programs
- Coordinates the police portion of the City's four Neighborhood and Business Development (NBD) Neighborhood Service Centers to address quality of life issues
- Plans responses to unusual occurrences or emergency incidents

#### **Special Events**

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

#### **Animal Services**

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

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

	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Total Intakes to Shelter:	4 000	000	4 000	000
Surrender - Cats	1,296	900	1,200	900
Surrender - Dogs	1,168	900	1,100	900
Strays - Cats	1,123	1,100	1,400	1,100
Strays – Dogs     Snoved (Neutored	1,595	1,600	1,800	1,600
Spayed/Neutered Dog Licenses (Animal Services only)	2,243 1,139	2,458 1,198	2,604 N/A	2,650
Dog Licenses (Animal Services only)	1,139	1,190	IN/A	1,200
CUSTOMER PERSPECTIVE				
Reported crimes:				
Homicide	40	33	38	36
Rape	95	105	86	100
Robbery	763	755	781	770
Aggravated Assault	<u>824</u>	<u>831</u>	<u>1,059</u>	<u>841</u>
Part I Crime - Violent	1,722	1,724	1,964	1,747
Burglary	2,165	2,275	3,022	2,286
Larceny	6,469	6,277	7,335	6,401
Motor Vehicle Theft	<u>518</u>	<u>603</u>	<u>631</u>	<u>579</u>
Part I Crime – Property	9,152	9,155	10,988	9,266
Part II Crime	<u>15,016</u>	<u>13,069</u>	<u>18,450</u>	<u>12,897</u>
Total Reported Crime	25,890	23,948	31,402	23,910
Narcotics-related offenses	1,217	1,104	1,589	1,178
Weapon-related offenses	364	360	390	358
Shooting victims	217	180	200	198
Response time (minutes):				
Priority I average response time (call to arrival)	19.0	20.0	16.0	19.0
Priority I median response time	7.0	7.0	6.0	7.0
% of Priority I calls responded to in 5 minutes	43.5	41.0	47.5	46.0
or less				
% of Priority I calls responded to in 30 minutes	17.5	19.5	13.9	16.5
or more				(o =
Priority II average response time in minutes	46.1	49.0	41.3	43.5
(call to arrival)	47.0	40.0	44.0	10.0
Priority II median response time in minutes	17.0	18.0	14.0	16.0
% of Priority II calls responded to in 5 minutes	35.0	33.5	36.3	35.0
or less % of Priority II calls responded to in 30 minutes	39.6	41.0	36.6	37.5
or more	39.0	41.0	50.0	57.5
Motor Vehicle Accidents - Total	8,996	8,660	8,603	8,772
Motor Vehicle Accidents with Injury	1,344	1,343	1,300	1,349
	.,•	.,	.,	.,0.0

\*\* - Not Available

N/A – Not Applicable

### Year-To-Year Comparison

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

Change Detail						
Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation	<u>Chargebacks</u>	<u>Allowance</u>	Miscellaneous		<u>Total</u>
1,540,600	13,200	2,200	0	0	-1,107,800	448,200
Major Change Six sworn positions transfer from Operations to more accurately reflect budget impact of long						
term disabled perso	onnel					
Two Police Comma structure	nder positio	ns transfer to the	Chief's Office	e to reflect revis	ed command	-256,600
Two Police Investig	ators transfe	er to the Chief's C	Office to reflect	ct actual assigni	ment	-188,300
Two Police Officers	transfer to /	Administration to	reflect actual	assignment		-166,100
Allowance for unfor	eseen reorg	anization expens	es			150,000
One Police Investig	ator transfer	s to Special Ope	rations to refl	ect actual assig	nment	-94,100
Funds are added for	or revised su	pervisory structu	re for reorgan	ization		51,400
Reductions in facility expense reflect actual expense experience					-46,900	
Animal Society for Prevention of Cruelty to Animals grant ends					-22,700	
NYS Community Policing grant ends					-20,000	
Reductions in supplies and services reflect actual need						-16,300

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

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

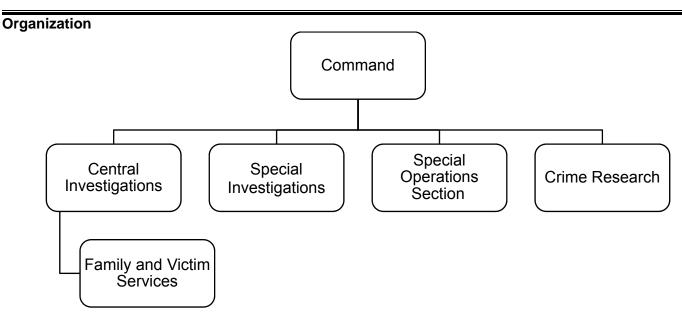
Title	Change
Police Commander	-1
Police Captain	+2
Police Lieutenant	-2
Police Sergeant	+6
Police Officer	-5
Total	0

### POLICE DEPARTMENT OPERATIONS – PATROL DIVISION EXPENDITURE SUMMARY

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

	FULL TIME POSITIONS			Command	Patrol Sections	Special Events	Animal Services
Br.	Title	Budget 2014-15	Proposed 2015-16				
	Police Commander		2015-10				
	Police Contain	2 7	8	3	5		
	Police Captain Police Lieutenant	24	o 22	3	20	1	
	Police Sergeant	24 51	22 57	1	20 57	1	
	Police Investigator	32	29		57 29		
	Police Officer	32 397	384		383	1	
	Director of Animal Services	1	1		505	1	1
	Shelter Veterinarian	1	1				1
	Supervisor of Animal Control	1	1				1
	Animal Shelter Manager	1	1				1
	Assistant Supervisor of Animal Control	1	1				1
	Administrative Secretary	1	1	1			
	Animal Control Officer	5	5				5
	Veterinary Technician	2	2				2
9	Clerk II	1	0				_
7	Clerk III	0	1				1
	Clerk III with Typing	2	2		2		
	Animal Care Technician II	5	5				5
6	Receptionist Typist	1	1				1
EMPL	OYEE YEARS						
Full T		535.0	522.0	5.0	496.0	2.0	19.0
Overti	me	17.6	18.4	0.9	17.4	0.0	0.1
Part T	ime, Temporary, Seasonal	18.5	5.5	0.0	2.0	0.0	3.5
	Vacancy Allowance	1.6	<u>1.0</u>	0.0	<u>1.0</u>	0.0	0.0
Tota	-	569.5	544.9	5.9	514.4	2.0	22.6

The following full time positions are included in the budget of the Police					
Dep	artment, Patrol Division but are assigned to N	<b>ISC</b> offices	and are		
	shown here for reference only				
		Budget	Proposed		
Br.	Title	2014-15	2015-16		
94	Police Lieutenant	4	5		
90	Police Officer	20	21		
EMPL	OYEE YEARS				
Full T	ime	24.0	26.0		
Overti	ime	0.3	0.5		
Part T	ime, Temporary, Seasonal	0.0	0.0		
Less:	Vacancy Allowance	0.0	0.0		
Tota	l	24.3	26.5		



#### **Critical Processes**

#### **Special Operations Division**

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

#### **Central Investigations Section**

- □ The Major Crimes Unit investigates all homicides, bank robberies, child abuse cases, arsons, missing persons, and other assignments assigned by Central Investigations commanding officer
- □ The Investigative Support Unit
  - License Investigation investigates applicants for licenses issued by the City of Rochester that require approval by the Chief of Police. Administers City's alarm ordinance and processes NYS Pistol Permit applications
  - Technician's gathers and analyzes evidence from crime scenes. Collects, processes, preserves, analyzes physical evidence. Supervises Photo Lab, which processes photos for evidentiary and identification purposes
  - Economic Crimes investigates complex financial crimes, organized groups involved in counterfeiting, forgery and / or retail theft, and elder-abuse financial exploitation. Acts as liaison with Federal, State, and local enforcement agencies and bank clearing house to coordinate economic crime investigations and intelligence sharing

#### **Family and Victims Services**

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

#### **Special Investigations Section**

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

#### **Special Operations Section**

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

#### **Crime Research Unit**

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

#### 2015-16 Strategic Goals & Objectives

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

Key Performance Indicators				
-	Actual	Estimated	Budget	Budget
INTERNAL OPERATIONS	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Central Investigations:				
Investigations Conducted:				
Homicides	45	34	41	38
Other death	10	10	20	10
Bank robbery     Deviced shild shuge	11 21	12 19	13 19	12 22
<ul><li>Physical child abuse</li><li>Sexual child abuse</li></ul>	226	250	250	245
<ul><li>Arson</li></ul>	136	220	230	240
Missing persons cases handled	1,447	1,250	1,250	1,350
Licenses processed Crime scenes processed	10,398 7,936	10,500 8,475	10,500 9,100	10,650 9,100
Cliffie Scelles processed	7,950	0,475	9,100	9,100
Registered sex offenders managed	1,800	1,800	2,000	1,100
SAFIS identifications	333	365	370	365
Family & Victims Services:				
FACIT responses	2,663	3,000	4,800	4,800
Victim assistance contacts	3,930	4,000	4,000	4,000
Special Investigations:				
Investigations conducted	319	309	305	309
Cases closed	265	272	260	272
Narcotics/Intelligence arrests	69 60	68	120	68
GRANET Arrests	69	80	80	80
Drugs seized:				
Cocaine (kilograms)	19.01	24.93	17.0	17.0
<ul><li>Heroin (grams)</li><li>Marijuana (kilograms)</li></ul>	2,987 1002.7	2,321.4 968.63	2,500 790	2,500 790
Weapons seized	59	82	75	75
Vehicles seized	10	0	3	3
Cash seized (\$)	236,377	565,105	350,000	350,000
Special Operations Section:	500	500	750	500
Truancy Transports Truants Refusing Transport	590 718	500 720	750 N/A	500 720
Non-Truant Contacts	317	300	N/A N/A	300
Crime Analysis:				
Bulletins produced	672	874	456	736
Patterns identified	55	58	70	59
Violent disputes identified	66	31	50	46

Voor To Voor Comp	oricon				
Year-To-Year Comp	2014-15	2015-16	Change		
Budget	22,170,600	22,062,600			
Employee Years	22,170,000	22,002,000	-108,000 -5.4		
	217.7	209.5	-0.4		
Change Detail					
Salary & Wage	General		Vacancy		
Adjustment	Inflation Char		•	llaneous Major Change	Total
670,300	116,400	2,100	0	100 -896,900	-108,000
Major Change	una una fa unta Andresius	istusticu to volla			222.400
Four Police Officers t	ransfer to Admin	istration to refle	ect actual assigi	nment	-332,100
	the Greater Roc	hester Area Na	rcotics Enforcer	ment Team (GRANET)	-200,000
ends					
Net change in STOP	DWI grant				-159,000
One vacant Police Co	ommander positi	on is reclassifie	d to Police Cap	otain and transfers to	-120,100
Administration					-,
One Police Sergeant	transfers to Adm	ninistration to re	flect actual ass	ignment	-94,700
One Police Investigation	tor transfers from	Patrol to reflect	ct actual assign	ment	94,100
Cost increase for Re	ed Light camera o	collections throu	igh the Scofflav	v Program	45,000
Reductions in supplies and services reflect actual need					-37,900
Net change in Grants to Encourage Arrest Policies and Enforcement of Protection Orders					-35,100
Program					
Net change in Motor	Vehicle Theft and	d Insurance Fra	aud grant fundir	ng	-33,700
Net change in Bomb	Squad grant				-23,400

#### **Program Change**

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

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

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

### POLICE DEPARTMENT OPERATIONS – SPECIAL OPERATIONS DIVISION EXPENDITURE SUMMARY

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

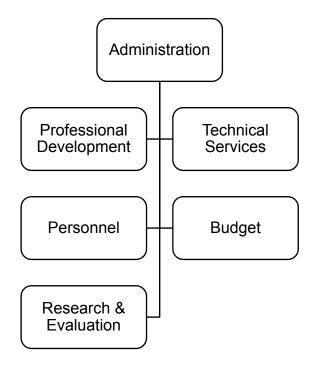
### POLICE DEPARTMENT OPERATIONS – SPECIAL OPERATIONS DIVISION PERSONNEL SUMMARY

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

#### Mission

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

### Organization



#### **Critical Processes**

- □ **Professional Development** administers the department's training programs, including roll call, recruit, civilian (pre-service) and in-service training.
  - Firearms Training coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records
  - In-Service Training plans and develops training and special programs
  - Academy and Field Training coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division
  - o Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants
  - The Background and Recruitment Unit actively works with the Department of Human Resource Management to recruit new officers and conduct background research
- □ **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets. Red Light camera videos are reviewed by this unit and approved for notices of violation.
  - Liaison to Monroe County Public Safety Radio Center for the maintenance and issuing of all police portable and car radios, and vehicle computers
  - Provides support to the Police Department and other law enforcement agencies regarding criminal history checks, wants and warrants, teletype requests, missing persons, etc
  - Processes all incidents with regards to the Red Light camera program for the City of Rochester

### POLICE DEPARTMENT ADMINISTRATION

- Conducts manual and automated record and warrant checks, using both local files and the statewide e-Justice system
- Processes all requests for crime, incident and motor vehicle accident reports, background check applications and fingerprint requests for the City of Rochester
- Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles
- The Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies
- The Headquarters Unit responds to walk-up complaints and information requests, issues copies of reports as legally required, takes all bail for the City of Rochester and is responsible for Public Safety Building security
- The Information Services Unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval and security of Department reports
- The Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records
- The Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems
- The Court Liaison Unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings
- The Identification Unit takes fingerprints, maintains manual and automated photograph and fingerprint files, and processes all DNA collection
- The Paralegal Unit assists sworn personnel in preparation of selected forms and reports for Grand Jury packages, tracking felony cases, submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court
- The Call Reduction Unit handles all eligible crime incidents and added information reports via phone for the City of Rochester
- Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communications with police officers on the street
- □ **Personnel** provides medical and personnel management, including job classification, hiring and promotion, payroll, and record maintenance.
- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.

#### Research & Evaluation

- o Conducts research and management and statistical analysis
- o 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

### POLICE DEPARTMENT ADMINISTRATION

## 2015-16 Strategic Goals & Objectives

Objective	Priorities Supp	orted	Projected Completion		
Recruit and hire 25 police officers for February recruit class	Safer Neighborh	noods	Third Quarter		
Continue to implement Phase 2 of the Records Management System and future phase plannin in partnership with IT		Efficiency	Ongoing		
Continue the Department's involvement in the Document Management project	Innovation and I	Efficiency	Ongoing		
Continue the Department's efforts in the City's payroll/personnel RFP project	Innovation and I	Efficiency	Ongoing		
Implement the Department's Body Camera program	Safer Neighborh	noods	Ongoing		
Key Performance Indicators INTERNAL OPERATIONS	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>	
Technical Services: Property lots disposed Vehicles disposed of: • Sold at auction • Sold for salvage Arrests resulting from surveillance camera footage	22,321 474 0 141	14,000 550 0 172	30,000 450 5 190	20,000 500 0 200	
Research & Evaluation: Inspectional reports prepared Grants administered	225 72	225 71	225 73	225 70	
FINANCIAL/COST Average sale price (vehicles) (\$)	500	560	450	500	
LEARNING & INNOVATION Professional Development: Recruit training slots Applicants for Police Officer exam New officers trained: • Academy	25 2,293 25	26 2,830 26	25 2,000 25	25 2,000 25	
<ul> <li>Field Training</li> </ul>	22	26	25	25	

### POLICE DEPARTMENT ADMINISTRATION

Year-To-Year Com	parison				
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>		
Budget	15,559,900	15,440,900	,		
Employee Years	99.5	117.6	18.1		
Change Detail					
Salary & Wage	General		Vacancy		
Adjustment	Inflation Cha	rgebacks A	Nowance Miscell	aneous Major Change	Total
150,000	117,600	-72,900	0	0 -313,700	-119,000
Major Change					
Six Police Officer po	ositions transfer f	rom Operations	to reflect actual a	assignment	498,200
Gun Involved Violer	nce Elimination (0	GIVE) grant end	ls		-413,500
Allocation for towing fees is reduced to reflect historical patterns					-165,100
One vacant Police ( from Operations	Commander posi	ion is reclassifi	ed to Police Capta	ain and transfers	120,100
Reductions in suppl	ies and services	reflect actual ne	eed		-114,500
Allocation for wearing	ng apparel is redu	uced to reflect a	ictual expenses		-95,700
One Police Sergear	nt transfers from	Special Operation	ons to reflect actu	ial assignment	94,700
Net change in Smar	rt Policing grant				-91,100
A Police Artist and clerical position are converted to part-time as efficiency measures					-50,800
Communications ex	pense is reduced	I to reflect actua	al need		-43,900
Reductions in printing costs reflect actual expense need					-28,000
A vacant part-time Auto Aide is eliminated as an efficiency measure					-16,000
NYS Community Overdose Prevention (COP) grant ends					-4,800

-3,300

NYS Child Passenger Safety grant ends

### POLICE DEPARTMENT ADMINISTRATION EXPENDITURE SUMMARY

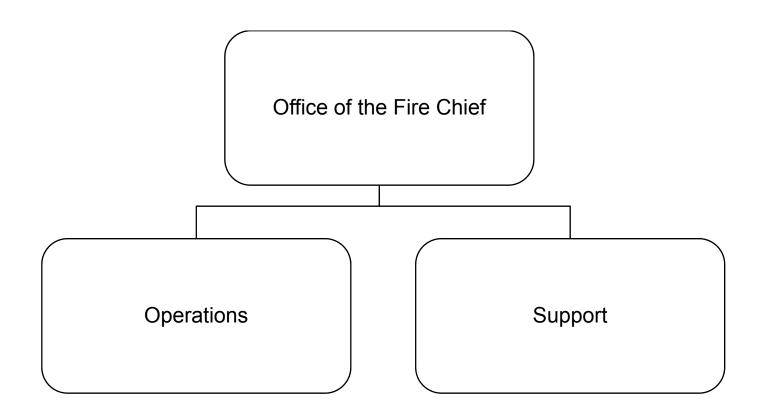
	Actual	Estimated	Amended	Proposed
	2013-14	2014-15	2014-15	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	9,074,821	9,017,300	7,446,900	7,772,600
Materials & Supplies	780,849	815,900	1,015,400	856,000
Services	5,889,622	5,836,700	7,080,800	6,804,300
Other	0	12,000	16,800	8,000
Total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

### POLICE DEPARTMENT ADMINISTRATION PERSONNEL SUMMARY

1				_ + _				
				Professional Development	cal es	Inel	et	Research & Evaluation
				ess elop	Technical Services	Personnel	Budget	ear
				Prof Deve	Se Te	Pel	В	Res Eva
	FULL TIME POSITIONS							-
	<b>-</b>		Proposed					
	Title	2014-15	2015-16		4			4
	Police Captain	1	2	4	1			1
	Police Lieutenant	2	2	1	1			4
	Police Sergeant	8	9	3 7	5			1
	Police Officer	16	22	1	13		4	2
	Associate Administrative Analyst	1	1				1	4
	Information Services Analyst I	1	1		1			1
	Manager of Police Property Grants Specialist	1	1		1			1
	•	1	1					1
	Police Program Grants Specialist	1	1			1		Į
	Personnel Management Supervisor Police Artist	1				I		
-	Administrative Assistant	1	0			1		
	Fleet Maintenance Technician	1	1		1	I		
-	Senior Police Identification Technician	1	1		1			
	Senior Property Clerk	2	2		2			
	Police Paralegal	2	2		2			
	Police Paralegal Bilingual	1	2		2			
	Administrative Secretary	1	1	1	'			
	Clerk I	1	1	'	1			
	Lead Police Information Clerk	3	3		3			
	Police Identification Technician Trick	3	3		3			
	Secretary	1	0		J			
	Senior Account Clerk	1	1				1	
-	Clerk II	4	4		4			
	Clerk II with Typing	4	4	1	2	1		
	Lot Attendant	5	5		5			
	Police Information Clerk	15	15		15			
	Property Clerk	4	4		4			
	Clerk III with Typing	6	6		5		1	
	PLOYEE YEARS							
	Time	90.0	96.0	13.0	70.0	3.0	3.0	7.0
	rtime	3.1	2.6	1.6	0.8	0.1	0.0	0.1
	Time, Temporary, Seasonal	12.3	24.9	12.0	11.4	0.5	0.0	1.0
	: Vacancy Allowance	<u>5.9</u>	<u>5.9</u>	<u>0.2</u>	<u>5.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.2</u>
To	tal	99.5	117.6	26.4	76.9	3.5	2.9	7.9

#### Mission Statement

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



#### Vital Customers

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

#### **Critical Processes**

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

#### **Department Highlights**

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

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

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

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

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

### FIRE DEPARTMENT

Highlights		Priorities	Supported	Projected Completion	
Support:					
Align Chapter 54 of Prevention Code w And Building Code	eighborhoods	Four	th Quarter		
Year-To-Year Com	parison				
		Budget	Budget		Percent
<u>Bureaus</u>		<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	<u>Change</u>
Office of the Fire C	hief	2,304,400	2,310,100	5,700	0.2%
Operations		41,772,000	42,759,000	987,000	2.4%
Support		3,462,100	3,637,400	175,300	5.1%
Total		47,538,500	48,706,500	1,168,000	2.5%
Employee Years		523.5	525.3	1.8	0.3%
Change Detail Salary & Wage	General	Vacano	су		

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation	<u>Chargebacks</u>	Allowance	Miscellaneous	Major Change	Total
1,430,600	23,300	2,400	-242,900	0	-45,400	1,168,000

## Major Change Highlights

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

### FIRE DEPARTMENT

	Office of the	e Chief & S	Support	Op	Operations		Department		
Year	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	Total	<u>Uniform</u>	<u>Civilian</u>	Total
2015-16	38	19	57	443	2	445	481	21	502
2014-15	38	19	57	443	2	445	481	21	502
2013-14	36	20	56	445	2	447	481	22	503
2012-13	35	21	56	441	2	443	476	23	499
2011-12	35	21	56	441	2	443	476	23	499
2010-11	41	21	62	447	2	449	488	23	511
2009-10	41	20	61	454	2	456	495	22	517
2008-09	41	23	64	454	2	456	495	25	520
2007-08	40	24	64	471	2	473	511	26	537
2006-07	42	24	66	473	2	475	515	26	541
2005-06	45	25	70	475	2	477	520	27	547
2004-05	46	26	72	475	2	477	521	28	549

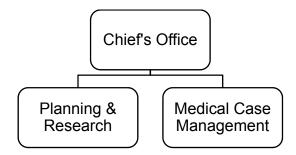
### FIRE DEPARTMENT EXPENDITURE SUMMARY

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

#### **Mission Statement**

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

#### Organization



#### **Critical Processes**

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

#### 2015-16 Strategic Goals & Objectives

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

### FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF

Year-To-Year Com	nparison					
		<u>2014-15</u>	<u>2015-16</u>	Change		
Budget		2,304,400	2,310,100	5,700		
Employee Years		21.9	22.0	0.1		
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation	Chargebacks	Allowance	<b>Miscellaneous</b>	Major Change	<u>Total</u>
49,400	7,100	0	-5,100	0	-45,700	5,700
Major Change						
A portion of the 2014 State Homeland Security Program grant is complete					-22,800	
Miscellaneous supr	olies and ser	vices decrease	e to reflect usage	2		-17 500

Miscellaneous supplies and services decrease to reliect usage	-17,500
Vacant Executive Deputy Chief of Administration converts to Battalion Chief	-15,800
Funding is added for the college intern program	10,400

#### Program Change

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

### FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF EXPENDITURE SUMMARY

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

## FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF PERSONNEL SUMMARY

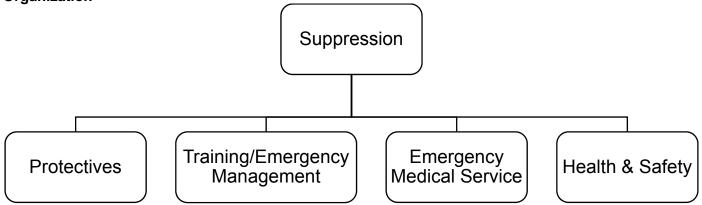
	FULL TIME POSITIONS			Chief's Office	Planning & Research	Medical Case Management
		-	Proposed			
	Title	2014-15	2015-16			
	Fire Chief	1	1	1		
	Executive Deputy Fire Chief	0	1	1		
	Executive Deputy Fire Chief - Administration	1	0			
	Executive Deputy Fire Chief - Operations	1	0		4	
	Battalion Chief	0	1	2	1	
	Fire Captain Fire Lieutenant	3 2	3 2	2	1	2
	Firefighter	2 5	2 5		1	2 4
	Fire Communications Technician	1	1		1	4
-	Principal Staff Assistant	1	1	1	1	
	Case Manager	1	1	1		
	Administrative Analyst	0	1	1		
	Executive Assistant	1	1		1	
-	Secretary to the Chief	1	1	1		
	Payroll Associate	1	0			
	Clerk II	2	2	2		
EMF	PLOYEE YEARS					
Full	Time	21.0	21.0	10.0	5.0	6.0
Ove	rtime	0.3	0.3	0.2	0.1	0.0
Part	Time, Temporary, Seasonal	0.6	0.7	0.7	0.0	0.0
Les	s: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
То	tal	21.9	22.0	10.9	5.1	6.0

### FIRE DEPARTMENT OPERATIONS

### **Mission Statement**

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Operations Bureau fights fires, provides emergency medical services, and responds to other emergency and non-emergency incidents. The Bureau remains prepared for this mission 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.





# 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:
  - o Emergency Medical Technician (EMT)
  - o Cardiopulmonary Resuscitation (CPR)
  - Continuing Medical Education (CME)
- Purchases and maintains EMS equipment and supplies

#### Health & Safety

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

### 2015-16 Strategic Goals & Objectives

Objective	Priorities Supported		Projected Completion	
Implement incident command simulator	Safer Neighborho	ods	First Qu	arter
Key Performance Indicators INTERNAL OPERATIONS	Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>
Emergency Medical Service: Cardiopulmonary Resuscitation (CPR) certifications completed	73	460	503	90
Emergency Medical Technician (EMT) re-certifications Health & Safety:	182	137	150	130
Firefighter injury reviews Incident responses by line safety officer-Car 99	54 1,143	80 1,300	80 1,300	80 1,300
CUSTOMER PERSPECTIVE Suppression: Incidents:				
<ul> <li>Structure fire</li> <li>Outside fire</li> <li>Overpressure, rupture</li> <li>Rescue &amp; EMS</li> <li>Hazardous condition</li> <li>Service call</li> <li>Good intent call</li> <li>False alarm &amp; false call</li> <li>Severe weather</li> </ul>	645 620 796 16,846 3,212 2,325 2,617 3,968 32	690 700 750 18,000 3,130 2,250 2,900 4,200 25	750 700 800 19,000 3,500 2,500 2,900 4,500 30	700 700 800 18,000 3,200 2,500 2,900 4,200 30

# FIRE DEPARTMENT OPERATIONS

	Actual	Estimated	Budget	Budget
	2013-14	2014-15	2014-15	<u>2015-16</u>
• Other	1,627	1,700	1,700	1,700
Total incidents	32,688	34,345	36,380	34,730
Vacant structure fires	62	50	50	50
Unit responses by fire station and unit:				
<ul> <li>272 Allen Street (Engine 13, Truck 10)</li> </ul>	4,223	4,300	4,300	4,300
<ul> <li>185 N. Chestnut St (Engine 17, Rescue 11)</li> </ul>	3,889	4,100	4,200	4,100
<ul> <li>1207 N. Clinton Ave (Engine 2)</li> </ul>	2,969	3,100	3,000	3,100
<ul> <li>1477 Dewey Ave (Engine 10, Truck 2)</li> </ul>	3,605	3,900	3,800	3,900
<ul> <li>1051 Emerson St (Engine 3)</li> </ul>	1,619	1,600	1,600	1,600
<ul> <li>57 Gardiner Ave (Truck 5)</li> </ul>	2,174	2,200	2,300	2,200
<ul> <li>873 Genesee St (Engine 7)</li> </ul>	2,432	2,600	2,500	2,600
<ul> <li>740 N Goodman St (Engine 9)</li> </ul>	2,788	2,800	2,600	2,900
<ul> <li>704 Hudson Ave (Engine 16, Truck 6)</li> </ul>	4,505	4,900	5,000	5,000
<ul> <li>4090 Lake Ave (Engine 19)</li> </ul>	906	1,000	1,000	1,000
<ul> <li>450 Lyell Ave (Engine 5)</li> </ul>	2,917	3,000	2,900	3,000
<ul> <li>315 Monroe Ave (Engine 1)</li> </ul>	2,645	2,800	2,700	2,800
<ul> <li>1281 South Ave (Engine 8, Truck 3)</li> </ul>	1,501	1,500	1,500	1,500
<ul> <li>977 University Ave (Truck 4)</li> </ul>	1,505	1,600	1,600	1,600
• 160 Wisconsin St (Engine 12)	1,616	1,700	1,700	1,700
• 2695 West Henrietta Rd (W. Brighton Engine 8)	960	1,000	1,000	1,100
Battalion 1	860	1,100	1,000	1,200
Battalion 2	1,252	1,500	1,400	1,400
<ul> <li>Total responses</li> </ul>	42,366	44,700	44,100	45,000
Smoke detector installation	1,196	1,200	1,200	1,200
CO detector installations	970	900	900	900
<b>LEARNING &amp; INNOVATION</b> Training/Emergency Management: Recruits trained	32	13	16	12
Uniformed personnel training hours	98,062	96,310	95,000	97,000
Special Operations drills held	694	680	750	750
Year-To-Year Comparison				
-	5-16 Cha	ange		
Budget 41,772,000 42,759,0		7,000		
•	3.3	1.7		
		1.7		

# Change Detail

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

# Major Change

Assistance to Firefighter Grant 2014 adds overtime for trench rescue training	93,200
Reduce budgeted size of firefighter recruit class from 16 to 12	-81,700
Overtime increases for recruitment for the new firefighter exam	72,100
Utilities are reduced to correspond with actual experience	-50,000

# FIRE DEPARTMENT OPERATIONS

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

### Program Change

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

## FIRE DEPARTMENT OPERATIONS EXPENDITURE SUMMARY

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

## FIRE DEPARTMENT OPERATIONS PERSONNEL SUMMARY

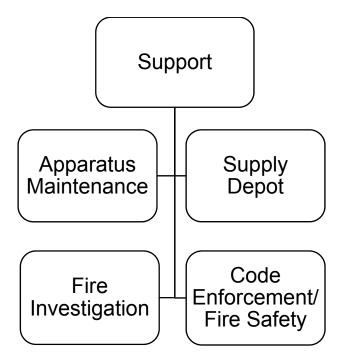
	FULL TIME POSITIONS			Suppression	Training/ Emergency Management	Emergency Medical Service	Health & Safety
		Budget	Proposed				
Br.	Title	2014-15	2014-15				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	11	11	9	1		1
84	Fire Captain	35	35	28	2	1	4
82	Fire Lieutenant	66	66	64	2		
80	Firefighter	326	326	325		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMDI							
Full T		445.0	445.0	430.0	7.0	2.0	6.0
Overt		16.7	18.3	17.7	0.4	0.1	0.0
	Lime, Temporary, Seasonal	4.0	4.0	1.5	2.5	0.0	0.0
Less: Vacancy Allowance		<u>4.1</u>	4.0	4.0	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Tota	-	461.6	463.3	445.2	<u>9.9</u>	2.1	<u>6.1</u>

### FIRE DEPARTMENT SUPPORT

### **Mission Statement**

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

### Organization



# Critical Processes

### Apparatus Maintenance

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

### **Supply Depot**

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

### **Fire Investigation**

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

#### **Code Enforcement/Fire Safety**

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

#### 2015-16 Strategic Goals & Objectives

Objective	Priorities Supported		Projected Completion		
Align Chapter 54 of the City of Rochester Fire Prevention Code with 2015 New York State Fire And Building Code Update	Safer Neigh	borhoods	Fourth Quarter		
Key Performance Indicators					
-	Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget <u>2015-16</u>	
Apparatus Maintenance:	0.000	0.000	0 500	0.000	
Apparatus maintenance and repairs Vehicle and small equipment repairs	2,600 1,781	2,300 N/A	3,500 2,000	2,300 N/A	
Supply Depot:					
Breathing apparatus repair and testing Turnout Gear repairs	1,247 4,873	1,300 4,500	1,300 5,000	1,300 5,000	
Fire Investigation:					
Initial fire investigation responses	810	800	850	825	
Arson or incendiary fires (adult & juvenile)	215	210	220	215	
Fires with undetermined cause Juvenile fire-setter incidents	59 91	40 80	50 115	50 100	
Fire investigations closed	534	420	600	575	
Juvenile contacts Arrests:	204	190	220	200	
Adult	59	90	75	75	
• Juvenile	26	25	25	25	
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	78	80	80	80	
Code Enforcement:					
Permits issued	4,108	4,100	4,000	4,100	
Property inspections conducted	9,850	9,200	8,500	9,200	
Violations cited Fire Safety complaints	1,775 171	1,700 150	1,700 150	1,700 150	

### 10–18

## FIRE DEPARTMENT SUPPORT

Community Risk Reduction presentations Community Risk Reduction events			Actua <u>2013-14</u> 12 24	4 <u>2014-1</u> 2 30	<u>5</u> <u>2014-15</u> 0 400	Budget <u>2015-16</u> 300 600			
N/A – Not Applicable									
Year-To-Year Comparison									
		<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>					
Budget		3,462,100	3,637,400	175,300					
Employee Years		40.0	40.0	0.0					
Change Detail									
Salary & Wage	General		Vacancy						
<u>Adjustment</u>	<u>Inflation</u>	Chargebacks	Allowance	Miscellaneous	Major Change	<u>Total</u>			
110,900	7,300	500	0	C	56,600	175,300			
Major Change									
Increase apparatus	tools and m	achine parts to	o reflect increase	e in repair cost	5	44,400			
Increase maintenand	ce and repa	ir to reflect agi	ing fleet and inc	rease in repair	costs	18,500			
Miscellaneous supplies and services decrease to reflect usage									

### **Program Change**

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

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

# FIRE DEPARTMENT SUPPORT EXPENDITURE SUMMARY

	Actual 2013-14	Estimated 2014-15	Amended 2014-15	Proposed 2015-16
Appropriation by Major Object	2010 11	201110	201110	2010 10
Personnel Expenses	2,969,193	3,231,600	3,102,600	3,213,500
Materials & Supplies	250,267	291,200	300,700	345,100
Services	38,767	47,100	58,800	78,800
Other	00,707	47,100 0	00,000	0
Total	3,258,227	3,569,900	3,462,100	3,637,400
	-,,	-,,	-,,	-,,
Appropriation by Activity				
Apparatus Maintenance	754,074	756,200	767,400	834,300
Supply Depot	346,654	425,800	396,700	412,700
Fire Investigation	1,077,415	1,095,200	1,013,300	1,056,900
Code Enforcement/Fire Safety	1,080,084	1,292,700	1,284,700	1,333,500
Total	3,258,227	3,569,900	3,462,100	3,637,400
Employee Years by Activity				
Apparatus Maintenance	8.8	8.5	8.5	8.5
Supply Depot	3.7	3.9	3.6	3.6
Fire Investigation	13.6	13.4	12.2	12.2
Code Enforcement/Fire Safety	14.8	15.7	15.7	15.7
Total	40.9	41.5	40.0	40.0
i Utai	40.9	41.0	40.0	40.0

## FIRE DEPARTMENT SUPPORT PERSONNEL SUMMARY

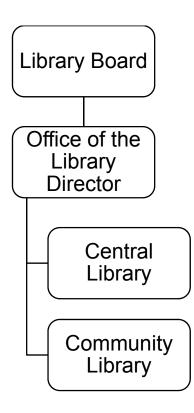
				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
	FULL TIME POSITIONS			~	0)	_	ш
		-	Proposed				
	Title	2014-15	2015-16				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	3	3		1	1	1
80	Firefighter	20	20		2	9	9
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
	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
EM	PLOYEE YEARS						
Full	Time	36.0	36.0	8.0	3.0	11.0	14.0
Ove	rtime	3.0	3.0	0.5	0.1	1.2	1.2
Part	Time, Temporary, Seasonal	1.0	1.0	0.0	0.5	0.0	0.5
	: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0
То	-	40.0	40.0	8.5	3.6	12.2	15.7

#### **Mission Statement**

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

### Organization

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



### Vital Customers

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

### **Critical Processes**

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

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

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

#### Year-To-Year Comparison

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

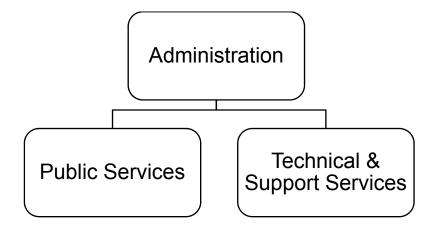
Change Detail						
Salary & Wage General Vacancy						
Adjustment Inflation Chargebacks Allowance Miscellaneous Major Change	Total					
201,500 9,100 -3,800 -1,600 0 -238,700	-33,500					
Major Change Highlights Funding expense for telecommunications costs shift to Monroe County Library System in						
accordance with Federal E-Rate Program eligibility	-78,100					
Reduce overtime and part-time wages associated with Central Library Sunday hours due to	-64,400					
County Budget constraints	,					
A one-time budget increase for New York State Department of Education discretionary funds	-45,000					
does not recur						
A part-time Youth Services Assistant is converted to full-time to facilitate branch reorganization	27,300					
Reorganization of administrative and management positions results in reduced personnel						
allocation at the Central Library						
A New York State Department of State New Americans Grant does not recur						
Allotment for Library materials decreases due to budget constraints	-20,100					
Funds decrease for collection agency services to reflect need	-20,000					
Funds added to support Summer Literacy Initiative with additional seasonal staff and materials	18,200					
Funds increase for Bausch and Lomb Display Maintenance	13,600					
An administrative position is shared with Central as an efficiency measure	-11,800					
Funds decrease in service costs to other governments due to expiration of Downtown Special	-8,100					
Services	0,100					
Productivity improvements result in savings	-7,700					
Professional services increase due to outsourcing of digitization services						
Funds increase for miscellaneous service expenses for parking and content materials insurance						
Professional fees increase to cover cost of per capita formula for Monroe County Library Services Agreement	3,500					
Funds increased for cell phones supported by E-Rate	1,500					

# PUBLIC LIBRARY EXPENDITURE SUMMARY

Actual	Estimated	Amended	Proposed
<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
8,456,050	8,433,900	8,515,300	8,657,000
755,186	767,800	767,800	740,000
1,837,601	1,986,400	1,972,000	1,824,600
5,946	17,300	95,000	95,000
11,054,783	11,205,400	11,350,100	11,316,600
7,431,283	7,404,100	7,489,600	7,456,700
3,623,500	3,801,300	3,860,500	3,859,900
11,054,783	11,205,400	11,350,100	11,316,600
98.7	95.3	98.3	95.6
41.5	42.1	42.1	43.2
140.2	137.4	140.4	138.8
	2013-14 8,456,050 755,186 1,837,601 5,946 11,054,783 7,431,283 3,623,500 11,054,783 98.7 41.5	$\begin{array}{c cccc} \underline{2013-14} & \underline{2014-15} \\ \\ 8,456,050 & 8,433,900 \\ 755,186 & 767,800 \\ 1,837,601 & 1,986,400 \\ \underline{5,946} & 17,300 \\ 11,054,783 & 11,205,400 \\ \hline \\ 7,431,283 & 7,404,100 \\ \underline{3,623,500} & 3,801,300 \\ 11,054,783 & 11,205,400 \\ \hline \\ 98.7 & 95.3 \\ \underline{41.5} & 42.1 \\ \hline \end{array}$	$\begin{array}{c ccccc} \underline{2013-14} & \underline{2014-15} & \underline{2014-15} \\ \hline 8,456,050 & 8,433,900 & 8,515,300 \\ 755,186 & 767,800 & 767,800 \\ 1,837,601 & 1,986,400 & 1,972,000 \\ \hline 5,946 & 17,300 & 95,000 \\ \hline 11,054,783 & 11,205,400 & 11,350,100 \\ \hline 7,431,283 & 7,404,100 & 7,489,600 \\ \hline 3,623,500 & 3,801,300 & 3,860,500 \\ \hline 11,054,783 & 11,205,400 & 11,350,100 \\ \hline 98.7 & 95.3 & 98.3 \\ \hline 41.5 & 42.1 & 42.1 \\ \hline \end{array}$

### PUBLIC LIBRARY CENTRAL LIBRARY

### Organization



### **Critical Processes**

- Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- Provide support and outreach services to members of the Monroe County Library System
- Provide Internet service to libraries county-wide, the City of Rochester, and the County of Monroe

#### 2015-16 Strategic Goals & Objectives

Objective	Priorities Supp	orted	Projected Completio	n
Complete design of second and third phase of Central Master Space Plan, Arts/Literature and Rundel restoration, and Teen Central	Better Education	nal Opportunities	First Quart	er
Public rollout of interactive local history website and applications, <i>Rochestervoices.org</i> , highlighting Library collections and oral histories	Innovation and Better Education	Efficiency nal Opportunities	Second Qu	larter
Training of Division Managers under revised organizational structure; including planning for the final phase of the Master Space Plan, technology center	Better Education	nal Opportunities	Third Quar	ter
Complete construction of Master Space Plan phases two and three	Better Education	nal Opportunities	Fourth Qua	arter
Key Performance Indicators CUSTOMER PERSPECTIVE	Actual <u>2013-14</u>	Estimated 2014-15	Budget <u>2014-15</u>	Budget 2015-16
Users: • Total Users Reference Questions:	744,391	641,809	660,000	635,000
Total Reference Questions     Program Presented:	181,680	174,637	190,000	180,000
Total Programs	1,575	1,665	1,000	1,200

# PUBLIC LIBRARY **CENTRAL LIBRARY**

	Actual	Estimated	Budget	Budget				
Program attendance:	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>				
Total Program Attendance	44,423	48,390	32,000	40,000				
EFFICIENCY								
Circulation per service hour:	225	219	233	240				
Users per service hour Reference assistance per service hour:	284 69	242 66	252 73	253 72				
Internet sessions per service hour:	53	50	57	58				
WORKLOAD Internet Sessions:								
<ul> <li>Total Internet Sessions</li> </ul>	138,296	132,551	150,000	145,000				
Service hours: • Total Internet Sessions	2,624	2,649	2,615	2,505				
	2,024	2,049	2,015	2,505				
RESULTS								
Total circulation:	591,456	580,000	610,000	600,000				
• E-Book circulation (System-wide collection	290,681	365,000	220,000	355,000				
circulation)								
Year-To-Year Comparison								
<u>2014-15</u> <u>2015-16</u>	<u>Change</u>							
Budget 7,489,600 7,456,700	-32,900							
Employee Years 98.3 95.6	-2.7							
Change Detail								
Salary & Wage General	Vacancy							
Adjustment Inflation Chargebacks	Allowance	Miscellaneous	Major Change	<u>Total</u>				
82,500 6,200 -9,900	-700	0	-111,000	-32,900				
Major Change								
Reduce overtime and part-time wages associated w	with Control I	Library Sunday	hours due to	-64,400				
County Budget constraints		Library Suriday I		-04,400				
Reorganization of administrative and management positions results in reduced personnel allocation at the Central Library								
Allotment for Library materials decreases due to budget constraints								
A one-time budget increase for New York State Department of Education Grant does not recur								
Funds increase for Bausch and Lomb Display Maintenance								
Funds decrease in service costs for other governme Services	ents due to e	expiration of Dov	wntown Special	-8,100				
Productivity improvements result in savings				-7,700				
Professional services increase due to outsourcing o	of digitization	services		6,500				
	. agitzation		FIDIESSIONAL SERVICES INCLEASE QUE LO DUISOURCING OF DIGILIZATION SERVICES					

Funds increase for miscellaneous service expenses for parking and content materials insurance 4,600 Funds increased for cell phones supported by E-Rate 1,500

# Program Change

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

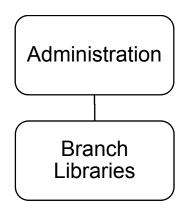
# PUBLIC LIBRARY CENTRAL LIBRARY EXPENDITURE SUMMARY

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

# PUBLIC LIBRARY CENTRAL LIBRARY PERSONNEL SUMMARY

Budget Proposed           Br. Title         2014-15         2015-16           36         Library Director III         1.0         1.0         1.0           31         Manager of Library Finance         1.0         1.0         1.0         1.0           28         Computer Operations Supervisor         1.0         1.0         1.0         1.0           24         Children's Services Consultant         1.0         1.0         1.0         1.0           24         Extinctal Services Consultant         1.0         1.0         1.0         1.0           24         Senior Administrative Analyst         1.0         1.0         1.0         1.0           24         Senior Cammunications Technician         2.0         2.0         2         2           21         Human Resource Consultant II // Bilingual         0.0         1.0         1.0         2           21         Environ Supervisor         1.0         1.0         1.0         2         2           22         Human Resource Consultant II // Bilingual         0.0         1.0         1.0         2           21         Human Resource Conductart         0.3         0.5         0.5         1           20         <		FULL TIME POSITIONS			Administration	Public Services	Technical & Support Services
Br.         Title         2014-15         2015-16           36         Library Director         1.0         1.0         1.0           31         Assistant Library Director III         1.5         1.5         0.5         1           31         Assistant Library Director III         1.5         1.0         1.0         1.0         1.0           28         Computer Operations Supervisor         1.0         1.0         1.0         1.0         1.0           24         Library Administration         1.0         1.0         1.0         1.0         1.0           24         Estoricas Consultant         1.0		FOLL TIME FOSTIONS	Budget	Proposed	∢	ш	нω
36         Library Director         1.0         1.0         1.0         1.0           31         Assistant Library Director III         1.5         1.5         0.5         1           31         Manager of Library Striance         1.0         1.0         1.0         1.0           28         Computer Operations Supervisor         1.0         1.0         1.0         1.0           24         Children's Services Consultant         1.0         1.0         1.0         1.0           24         Librarian IV         3.3         2.3         1.3         1           24         Senior Administrative Analyst         1.0         1.0         1.0         1.0           23         Supervisor Library Buildings         1.0         1.0         1.0         1.0           21         Luman Resource Consultant IV Bilingual         0.0         1.0         1.0         2           21         Librarian I         10.0         1.0         1.0         1.0         2           22         Librarian I         10.0         1.0         1.0         1.0         1.0           20         Supervision Audio Visual Services         1.0         1.0         1.0         1.0	Br.	Title	-				
31       Assistant Library Director III       1.5       1.5       0.5       1         31       Manager of Library Finance       1.0       1.0       1.0       1.0         28       Computer Operations Supervisor       1.0       1.0       1.0       1.0         24       Chitoren's Services Consultant       1.0       1.0       1.0       1.0         24       Historical Services Consultant       1.0       1.0       1.0       1.0         24       Librarian IV       3.3       2.3       1.3       1         24       Supervisor Library Buildings       1.0       1.0       1.0       20         21       Computer Communications Technician       2.0       2.0       2       21         21       Library Automation Specialist       3.0       3.0       3       31       31         20       Circulation Supervisor       1.0					1.0		
31         Manager of Library Finance         1.0         1.0         1.0         1.0           28         Computer Operations Supervisor         1.0         1.0         1.0         1.0           24         Children's Services Consultant         1.0         1.0         1.0         1.0           24         Children's Services Consultant         1.0         1.0         1.0         1.0           24         Librarian IV         3.3         2.3         1.3         1           24         Senior Administrative Analyst         1.0         1.0         1.0         1.0           23         Supervisor Library Buildings         1.0         1.0         1.0         1.0         1.0           21         Computer Communications Technician         2.0         2.0         2         2           21         Human Resource Consultant II / Bilingual         0.0         1.0         1.0         1.0         20         2         2         1.0         1.0         1.0         20         2         2         2         1         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0		-				0.5	1.0
27         Manager of Library Administration         1.0         0.0           24         Children's Services Consultant         1.0         1.0         1.0           24         Historical Services Consultant         1.0         1.0         1.0           24         Librarian IV         3.3         2.3         1.3         1           24         Supervisor Library Buildings         1.0         1.0         1.0         1           23         Supervisor Library Buildings         1.0         1.0         1.0         1           21         Computer Communications Technician         2.0         2.0         2         2           21         Human Resource Consultant II / Bilingual         0.0         1.0         1.0         2           20         Circulation Specialist         3.0         3.0         3         3         3           20         Circulation Supervisor         1.0         1.0         1.0         1         1           20         Supervisor Audio Visual Services         1.0         1.0         1.0         1         1           20         Supervisor Audio Visual Services         1.0         1.0         1.0         1         1         1         1 <td< td=""><td></td><td></td><td>1.0</td><td>1.0</td><td>1.0</td><td></td><td></td></td<>			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         2.3         1.3         1           24         Supervisor Library Buildings         1.0         1.0         1.0         1.0           23         Supervisor Library Buildings         1.0         1.0         1.0         2           21         Human Resource Consultant II / Bilingual         0.0         1.0         1.0         2           21         Library Automation Specialist         3.0         3.0         3         3         3           21         Senior Graphic Designer         1.0         1.0         1.0         1.0         1.0         3           20         Supervising Library Materials Handler         1.0 </td <td>28</td> <td>Computer Operations Supervisor</td> <td>1.0</td> <td>1.0</td> <td></td> <td></td> <td>1.0</td>	28	Computer Operations Supervisor	1.0	1.0			1.0
24         Historical Services Consultant         1.0         1.0         1.0           24         Librarian IV         3.3         2.3         1.3         1           24         Senior Administrative Analyst         1.0         1.0         1.0         1.0           23         Supervisor Library Buildings         1.0         1.0         1.0         2           21         Library Automation Specialist         3.0         3         3         3           21         Senior Graphic Designer         1.0         1.0         1.0         1.0           20         Circulation Supervisor         1.0         1.0         1.0         1.0           20         Librarian II         10.0         10.0         1.0         1.0           20         Supervising Library Materials Handler         1.0         1.0         1.0         1.0           20         Supervisor Audio Visual Services         1.0         1.0         1.0         1.0         1.0           20         Youth Services Coordinator         0.3         0.5         0.5         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0	27	Manager of Library Administration	1.0	0.0			
24         Librarian IV         3.3         2.3         1.3         1           24         Senior Administrative Analyst         1.0         1.0         1.0         1.0           23         Supervisor Library Buildings         1.0         1.0         1.0         1.0         2           21         Computer Communications Technician         2.0         2         2         1         Human Resource Consultant II / Bilingual         0.0         1.0         1.0         1.0         2           21         Exercise Corputer Communications Technician         3.0         3.0         3         3         2         3         Senior Graphic Designer         1.0         1.0         1.0         2         1.0         1.0         1.0         1.0         1.0         3         <	24	Children's Services Consultant	1.0	1.0		1.0	
24         Senior Administrative Analyst         1.0         1.0         1.0         1.0           23         Supervisor Library Buildings         1.0         1.0         1.0         1.0           21         Computer Communications Technician         2.0         2.0         2.0         2.0           21         Library Automation Specialist         3.0         3.0         3.0         3.0         3.0           21         Senior Graphic Designer         1.0         1.0         1.0         1.0         1.0           20         Circulation Supervisor         1.0         1.0         1.0         1.0         1.0           20         Supervising Library Materials Handler         1.0         1.0         1.0         1.0           20         Supervisor Audio Visual Services         1.0         1.0         1.0         1.0           20         Supervisor Audio Visual Services         1.0         1.0         1.0         1.0           20         Supervisor Audio Visual Services         1.0         1.0         1.0         1.0           21         Burnistrative Assistant         1.0         1.0         1.0         1.0         1.0           216         Administratitve Assistant         1.0	24	Historical Services Consultant	1.0	1.0		1.0	
23         Supervisor Library Buildings         1.0         1.0         1.0         2.0         2.0         2.0           21         Human Resource Consultant II / Bilingual         0.0         1.0         1.0         3.0         3.0           21         Senior Graphic Designer         1.0         1.0         1.0         1.0         1.0         3.0         3.0           20         Circulation Supervisor         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         3.0	24	Librarian IV	3.3	2.3		1.3	1.0
21         Computer Communications Technician         2.0 <t< td=""><td>24</td><td>Senior Administrative Analyst</td><td>1.0</td><td>1.0</td><td>1.0</td><td></td><td></td></t<>	24	Senior Administrative Analyst	1.0	1.0	1.0		
21         Human Resource Consultant II / Bilingual         0.0         1.0         1.0         3.0           21         Senior Graphic Designer         1.0         1.0         1.0         1.0         3.0           20         Circulation Supervisor         1.0         1.0         1.0         1.0         1.0           20         Librarian II         10.0         10.0         1.0         1.0         1.0           20         Supervising Library Materials Handler         1.0         1.0         1.0         1.0           20         Supervisor Audio Visual Services         1.0         1.0         1.0         1.0           20         Youth Services Coordinator         0.3         0.5         0.5         1.0           18         Historical Researcher         1.0         1.0         1.0         1.0         1.0           18         Secretary to Library Director         1.0         1.0         1.0         1.0         1.0         1.0           14         Graphic Assistant         1.0         1.0         1.0         1.0         1.0           14         Junior Accountant         1.0         1.0         1.0         1.0         1.0           14         Junior	23	Supervisor Library Buildings			1.0		
21       Library Automation Specialist       3.0       3.0       3.0         21       Senior Graphic Designer       1.0       1.0       1.0         20       Circulation Supervisor       1.0       1.0       1.0         20       Librarian II       10.0       10.0       9.0       1         20       Supervising Library Materials Handler       1.0       1.0       1.0       1.0         20       Supervisor Audio Visual Services       1.0       1.0       1.0       1.0         20       Supervisor Audio Visual Services       1.0       1.0       1.0       1.0         20       Youth Services Coordinator       0.3       0.5       0.5       1.0       1.0         21       Eberatry to Library Director       1.0       1.0       1.0       1.0       1.0         18       Secretary to Library Director       1.0 <td< td=""><td>21</td><td>Computer Communications Technician</td><td>2.0</td><td>2.0</td><td></td><td></td><td>2.0</td></td<>	21	Computer Communications Technician	2.0	2.0			2.0
21       Senior Graphic Designer       1.0       1.0       1.0         20       Circulation Supervisor       1.0       1.0       1.0         20       Librarian II       10.0       10.0       9.0       1         20       Supervising Library Materials Handler       1.0       1.0       1.0         20       Supervisor Audio Visual Services       1.0       1.0       1.0         20       Youth Services Coordinator       0.3       0.5       0.5         18       Historical Researcher       1.0       1.0       1.0         20       Youth Services Saistant       1.0       1.0       1.0         18       Secretary to Library Director       1.0       1.0       1.0       1.0         16       Administrative Assistant       1.0       1.0       1.0       1.0         14       Graphic Assistant       1.0       1.0       1.0       1.0       1.0         13       Administrative Secretary       1.5       1.5       1.0       0.5       1.3       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0 <td>21</td> <td>Human Resource Consultant II / Bilingual</td> <td></td> <td></td> <td>1.0</td> <td></td> <td></td>	21	Human Resource Consultant II / Bilingual			1.0		
20       Circulation Supervisor       1.0       1.0       1.0         20       Librarian II       10.0       10.0       9.0       1         20       Supervising Library Materials Handler       1.0       1.0       1         20       Supervising Library Materials Handler       1.0       1.0       1         20       Supervisor Audio Visual Services       1.0       1.0       1.0         20       Supervising Library Materials Handler       1.0       1.0       1.0         20       Supervising Library Materials Handler       1.0       1.0       1.0         20       Youth Services Coordinator       0.3       0.5       0.5         18       Historical Researcher       1.0       1.0       1.0         18       Eibrarian I       14.0       14.0       12.0       2         18       Secretary to Library Director       1.0       1.0       1.0       1         16       Supervising Security Guard       1.0       1.0       1.0       1         14       Junior Accountant       1.0       1.0       1.0       1       1.0       1.0         14       Administrative Secretary       1.5       1.5       1.0       0.	21	Library Automation Specialist					3.0
20       Librarian II       10.0       10.0       9.0       1         20       Supervising Library Materials Handler       1.0       1.0       1         20       Supervisor Audio Visual Services       1.0       1.0       1.0         20       Youth Services Coordinator       0.3       0.5       0.5         18       Historical Researcher       1.0       1.0       1.0         18       Librarian I       14.0       14.0       12.0       2         18       Secretary to Library Director       1.0       1.0       1.0       1         16       Administrative Assistant       1.0       1.0       1.0       1         14       Graphic Assistant       1.0       1.0       1.0       1       1         14       Graphic Assistant       1.0       1.0       1.0       1					1.0		
20         Supervising Library Materials Handler         1.0         1.0         1.0           20         Supervisor Audio Visual Services         1.0         1.0         1.0           20         Youth Services Coordinator         0.3         0.5         0.5           18         Historical Researcher         1.0         1.0         1.0           18         Librarian I         14.0         14.0         12.0         22           16         Administrative Assistant         1.0         1.0         1.0         1           16         Supervising Security Guard         1.0         1.0         1.0         1           14         Graphic Assistant         1.0         1.0         1.0         1           14         Junior Accountant         1.0         1.0         1.0         1           13         Administrative Secretary         1.5         1.5         1.0         0.5           13         Sr. Maintenance Mechanic Buildings         1.0         1.0         1.0         1.0           14         Building Maintenance Foreman         1.0         1.0         1.0         1.0         1.0           14         Building Maintenance Worker - Library         2.0         2.0 <td></td> <td>•</td> <td></td> <td></td> <td></td> <td></td> <td></td>		•					
20         Supervisor Audio Visual Services         1.0         1.0         1.0           20         Youth Services Coordinator         0.3         0.5         0.5           18         Historical Researcher         1.0         1.0         1.0           18         Librarian I         14.0         14.0         12.0         2           18         Secretary to Library Director         1.0         1.0         1.0         1           16         Administrative Assistant         1.0         1.0         1.0         1           14         Graphic Assistant         1.0         1.0         1.0         1           14         Junior Accountant         1.0         1.0         1.0         1           14         Junior Accountant         1.0         1.0         1.0         1           14         Library Assistant         1.0         1.0         1.0         1           13         Sr. Maintenance Mechanic Buildings         1.0         1.0         1.0         1           14         Building Maintenance Foreman         1.0         1.0         1.0         1         1           14         Building Maintenance Worker - Library         2.0         2.0						9.0	1.0
20         Youth Services Coordinator         0.3         0.5         0.5           18         Historical Researcher         1.0         1.0         1.0         1.0           18         Librarian I         14.0         14.0         12.0         22           18         Secretary to Library Director         1.0         1.0         1.0         12.0         22           18         Secretary to Library Director         1.0         1.0         1.0         1.0         12.0         22           18         Secretary to Library Director         1.0 <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td>1.0</td></td<>							1.0
18         Historical Researcher         1.0         1.0         1.0           18         Librarian I         14.0         14.0         12.0         22           18         Secretary to Library Director         1.0         1.0         1.0         1.0           16         Administrative Assistant         1.0         1.0         1.0         1.0           16         Supervising Security Guard         1.0         1.0         1.0         1.0           14         Graphic Assistant         1.0         1.0         1.0         1.0           14         Junior Accountant         1.0         1.0         1.0         1.0           13         Administrative Secretary         1.5         1.5         1.0         0.5           13         Sr. Maintenance Mechanic Buildings         1.0         1.0         1.0         1.0           11         Assistant to Circulation Supervisor         1.0         1.0         1.0         1.0           11         Building Maintenance Foreman         1.0         1.0         1.0         1.0           11         Building Maintenance Foreman         1.0         1.0         1.0         1.0           12         Berior Library Page <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>							
18         Librarian I         14.0         14.0         12.0         22           18         Secretary to Library Director         1.0         1.0         1.0         1.0         1.0           16         Administrative Assistant         1.0         1.0         1.0         1.0         1.0           16         Supervising Security Guard         1.0         1.0         1.0         1.0         1.0           14         Graphic Assistant         1.0         1.0         1.0         1.0         1.0           14         Junior Accountant         1.0         1.0         1.0         1.0         1.0           14         Library Assistant         1.0         1.0         1.0         1.0         1.0           13         Administrative Secretary         1.5         1.5         1.0         0.5         1.0							
18         Secretary to Library Director         1.0         1.0         1.0         1.0           16         Administrative Assistant         1.0         1.0         1.0         1.0           16         Supervising Security Guard         1.0         1.0         1.0         1.0           14         Graphic Assistant         1.0         1.0         1.0         1.0           14         Junior Accountant         1.0         1.0         1.0         1.0           14         Library Assistant         1.0         1.0         1.0         1.0           14         Library Assistant         1.0         1.0         1.0         1.0           13         Administrative Secretary         1.5         1.5         1.0         0.5           13         Sr. Maintenance Mechanic Buildings         1.0         1.0         1.0         1.0           11         Assistant to Circulation Supervisor         1.0         1.0         1.0         1.0         1.0           11         Building Maintenance Foreman         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0							
16       Administrative Assistant       1.0       1.0       1.0       1.0         16       Supervising Security Guard       1.0       1.0       1.0       1.0         14       Graphic Assistant       1.0       1.0       1.0       1.0         14       Junior Accountant       1.0       1.0       1.0       1.0         14       Library Assistant       1.0       1.0       1.0       1.0         13       Administrative Secretary       1.5       1.5       1.0       0.5         13       Sr. Maintenance Mechanic Buildings       1.0       1.0       1.0       1.0         11       Assistant to Circulation Supervisor       1.0       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0       22         8       Truck Driver       3.0       3.0       3.0       3.0       3.0       3.0         7       Clerk III with Typing       2.0       2.0       2.0       1.0       1         2       Senior Library Page       5.0       4.0       1.0       2.0       1 <td></td> <td></td> <td></td> <td></td> <td></td> <td>12.0</td> <td>2.0</td>						12.0	2.0
16         Supervising Security Guard         1.0         1.0         1.0           14         Graphic Assistant         1.0         1.0         1.0           14         Junior Accountant         1.0         1.0         1.0           14         Library Assistant         1.0         1.0         1.0           14         Library Assistant         1.0         1.0         1.0           13         Administrative Secretary         1.5         1.5         1.0         0.5           13         Sr. Maintenance Mechanic Buildings         1.0         1.0         1.0         1.0           11         Assistant to Circulation Supervisor         1.0         1.0         1.0         1.0           11         Building Maintenance Foreman         1.0         1.0         1.0         1.0           11         Building Maintenance Foreman         1.0         1.0         1.0         2.0           2         Ibrary Catalog Clerk II         2.0         2.0         2.0         3.0         3.0         3.0         3.0         3.0         3.0         3.0         3.0         3.0         3.0         3.0         3.0         1.0         1.0         1.0         1.0         1.0					1.0		
14       Graphic Assistant       1.0       1.0       1.0         14       Junior Accountant       1.0       1.0       1.0         14       Library Assistant       1.0       1.0       1.0         13       Administrative Secretary       1.5       1.5       1.0       0.5         13       Sr. Maintenance Mechanic Buildings       1.0       1.0       1.0       1.0         11       Assistant to Circulation Supervisor       1.0       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0       1.0         9       Library Catalog Clerk II       2.0       2.0       2       2         8       Truck Driver       3.0       3.0       1.0       1.0       1         7       Clerk III with Typing       2.0       2.0       2.0       3       3         7       Materials Processor       1.0       1.0       1       1       1       1         2       Senior Library Page       5.0       4.0       1.0       2.0       1         1       Cleaner       3.0       3.0       3.0       3.0       3.0       3         52 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td>1.0</td></t<>							1.0
14       Junior Accountant       1.0       1.0       1.0         14       Library Assistant       1.0       1.0       1.0         13       Administrative Secretary       1.5       1.5       1.0       0.5         13       Sr. Maintenance Mechanic Buildings       1.0       1.0       1.0       1.0         14       Assistant to Circulation Supervisor       1.0       1.0       1.0       1.0         11       Assistant to Circulation Supervisor       1.0       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0       1.0         9       Library Catalog Clerk II       2.0       2.0       2.0       2.0         8       Truck Driver       3.0       3.0       1.0       1.0       1.0         7       Clerk III with Typing       2.0       2.0       2.0       3.0       3.0       3.0         3       Materials Processor       1.0       1.0       1.0       1.0       1       1         2       Senior Library Page       5.0       4.0       1.0       2.0       1       1         2       Security Guard       3.0       3.0       3.0							
14       Library Assistant       1.0       1.0       1.0         13       Administrative Secretary       1.5       1.5       1.0       0.5         13       Sr. Maintenance Mechanic Buildings       1.0       1.0       1.0       1.0         11       Assistant to Circulation Supervisor       1.0       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0       1.0         9       Library Catalog Clerk II       2.0       2.0       2.0       2.0         8       Truck Driver       3.0       3.0       3.0       3.0       3.0         7       Clerk III with Typing       2.0       3.0       1.0       1.0       1.0         7       Maintenance Worker - Library       2.0       2.0       2.0       3.0       3.0       3.0       3.0         3       Materials Processor       1.0       1.0       1.0       1.0       1.0       1.0       1.0         2       Senior Library Page       5.0       4.0       1.0       2.0       1.1       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0       1.0 <td< td=""><td></td><td>•</td><td></td><td></td><td></td><td></td><td></td></td<>		•					
13       Administrative Secretary       1.5       1.5       1.0       0.5         13       Sr. Maintenance Mechanic Buildings       1.0       1.0       1.0       1.0         11       Assistant to Circulation Supervisor       1.0       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0       1.0         9       Library Catalog Clerk II       2.0       2.0       22         8       Truck Driver       3.0       3.0       3.0       3.0         7       Clerk III with Typing       2.0       2.0       2.0       3.0         7       Maintenance Worker - Library       2.0       2.0       2.0       3.0         3       Materials Processor       1.0       1.0       1.0       1.0         2       Senior Library Page       5.0       4.0       1.0       2.0       1.0         1       Cleaner       3.0       3.0       3.0       3.0       3.0       1.0         52       Security Guard       3.0       3.0       3.0       3.0       3.0       1.0         1       Cleaner       3.0       3.0       3.0       3.0       3.0 <td< td=""><td></td><td></td><td></td><td></td><td>1.0</td><td></td><td></td></td<>					1.0		
13       Sr. Maintenance Mechanic Buildings       1.0       1.0       1.0         11       Assistant to Circulation Supervisor       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0         9       Library Catalog Clerk II       2.0       2.0       22         8       Truck Driver       3.0       3.0       3.0         7       Clerk III with Typing       2.0       2.0       2.0         3       Materials Processor       1.0       1.0       1.0         2       Senior Library Page       5.0       4.0       1.0       2.0         1       Cleaner       3.0       3.0       3.0       3.0       3.0         52       Security Guard       3.0       3.0       3.0       3.0       3.0         EMPLOYEE YEARS       78.6       76.8       22.0       33.8       21.0         Full Time       78.6       76.8       3.0       3.0       0.1       0.0         Part Time, Temporary, Seasonal       20.4       20.4       2.6       13.6       4.0							
11       Assistant to Circulation Supervisor       1.0       1.0       1.0         11       Building Maintenance Foreman       1.0       1.0       1.0       1.0         9       Library Catalog Clerk II       2.0       2.0       2       2         8       Truck Driver       3.0       3.0       3.0       3       3         7       Clerk III with Typing       2.0       3.0       1.0       1.0       1         7       Maintenance Worker - Library       2.0       2.0       2.0       3       1.0       1         3       Materials Processor       1.0       1.0       1.0       1       1       1         2       Senior Library Page       5.0       4.0       1.0       2.0       1       1         1       Cleaner       3.0       2.0       2.0       1       1       1       1       1       2.0       1       1         52       Security Guard       3.0       3.0       3.0       3.0       3.0       1       0         Full Time       78.6       76.8       22.0       33.8       21.         Overtime       1.7       0.8       0.3       0.1       0						0.5	
11       Building Maintenance Foreman       1.0       1.0       1.0       1.0       2.0         9       Library Catalog Clerk II       2.0       2.0       2.0       3.3		•			1.0		
9       Library Catalog Clerk II       2.0       2.0       2.0       3						1.0	
8       Truck Driver       3.0       3.0       3.0       3.0         7       Clerk III with Typing       2.0       3.0       1.0       1.0       1         7       Maintenance Worker - Library       2.0       2.0       2.0       2.0       1       1         3       Materials Processor       1.0       1.0       1.0       1       1         2       Senior Library Page       5.0       4.0       1.0       2.0       1         1       Cleaner       3.0       2.0       2.0       2.0       1       1         52       Security Guard       3.0       3.0       3.0       3.0       3.0       3.0       1.0       1         EMPLOYEE YEARS       Full Time       78.6       76.8       22.0       33.8       21.0         Overtime       1.7       0.8       0.3       0.1       0.0         Part Time, Temporary, Seasonal       20.4       20.4       2.6       13.6       4.0		•			1.0		
7       Clerk III with Typing       2.0       3.0       1.0       1.0       1         7       Maintenance Worker - Library       2.0       2.0       2.0       2.0       1         3       Materials Processor       1.0       1.0       1       1         2       Senior Library Page       5.0       4.0       1.0       1         1       Cleaner       3.0       2.0       2.0       1         52       Security Guard       3.0       3.0       3.0       3.0       1.0         EMPLOYEE YEARS       78.6       76.8       22.0       33.8       21.0         Overtime       1.7       0.8       0.3       0.1       0.0         Part Time, Temporary, Seasonal       20.4       20.4       2.6       13.6       4.0							2.0
7       Maintenance Worker - Library       2.0       2.0       2.0       10       1         3       Materials Processor       1.0       1.0       1.0       1       1         2       Senior Library Page       5.0       4.0       1.0       2.0       1         1       Cleaner       3.0       2.0       2.0       2.0       1         52       Security Guard       3.0       3.0       3.0       3.0       3.0         EMPLOYEE YEARS       78.6       76.8       22.0       33.8       21.0         Overtime       1.7       0.8       0.3       0.1       0.0         Part Time, Temporary, Seasonal       20.4       20.4       2.6       13.6       4.0					1.0	1.0	3.0
3       Materials Processor       1.0       1.0       1.0       1.0         2       Senior Library Page       5.0       4.0       1.0       2.0       1         1       Cleaner       3.0       2.0       2.0       1       1         52       Security Guard       3.0       3.0       3.0       3.0       3.0       1         EMPLOYEE YEARS       78.6       76.8       22.0       33.8       21.0         Overtime       1.7       0.8       0.3       0.1       0.0         Part Time, Temporary, Seasonal       20.4       20.4       2.6       13.6       4.0						1.0	1.0
2       Senior Library Page       5.0       4.0       1.0       2.0       1         1       Cleaner       3.0       2.0       2.0       1       1         52       Security Guard       3.0       3.0       3.0       3.0       3.0       1       1         EMPLOYEE YEARS       78.6       76.8       22.0       33.8       21.0         Overtime       1.7       0.8       0.3       0.1       0.0         Part Time, Temporary, Seasonal       20.4       20.4       2.6       13.6       4.0		<b>J</b>			2.0		1.0
1       Cleaner       3.0       2.0       2.0         52       Security Guard       3.0       3.0       3.0       3.0         EMPLOYEE YEARS       78.6       76.8       22.0       33.8       21.0         Full Time       78.6       76.8       0.3       0.1       0.0         Part Time, Temporary, Seasonal       20.4       20.4       2.6       13.6       4.0					4.0	2.0	1.0 1.0
52         Security Guard         3.0         3.0         3.0         3.0           EMPLOYEE YEARS         78.6         76.8         22.0         33.8         21.           Full Time         78.6         76.8         0.3         0.1         0.           Overtime         1.7         0.8         0.3         0.1         0.           Part Time, Temporary, Seasonal         20.4         20.4         2.6         13.6         4.						2.0	1.0
EMPLOYEE YEARS         78.6         76.8         22.0         33.8         21.           Full Time         1.7         0.8         0.3         0.1         0.           Part Time, Temporary, Seasonal         20.4         20.4         2.6         13.6         4.							
Full Time78.676.822.033.821.Overtime1.70.80.30.10.Part Time, Temporary, Seasonal20.420.42.613.64.			3.0	3.0	3.0		
Overtime         1.7         0.8         0.3         0.1         0.           Part Time, Temporary, Seasonal         20.4         20.4         2.6         13.6         4.			70.0	76.0	22.0	22.0	04.0
Part Time, Temporary, Seasonal         20.4         20.4         2.6         13.6         4.							
							0.4
[1255. vacancy Anowance [ 2.4] 2.4] 0.5 [ 1.0] 0.							4.2
		-					<u>0.5</u> 25.1

### Organization



### **Critical Processes**

- □ Acquire materials, schedules and deploy personnel to branch libraries
- □ Maintain and repair branch libraries
- Provide convenient access to library services through:
  - Loans of printed materials, audio recordings, compact discs, dvds, and electronic materials
  - Collections of popular interest for area residents
  - Reference services with access to the resources of the Monroe County Library System
  - Programs such as story hours, lectures, artistic performances, English language learning, and school tutoring
  - Referral services to community agencies
  - Facilities for meetings and programs sponsored by non-library groups
  - Access to the Internet and personal computing needs

### 2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue evaluation and expansion of K-6 literacy and educational enrichment partnerships with the City School District	More Jobs Better Educational Opportunities	First Quarter
Expand early childhood enrichment programming, including <i>Raising A Reader</i> , utilizing AmeriCorps service members and staff	Better Educational Opportunities Safer Neighborhoods	Second Quarter
Develop and deploy branch outreach services targeted to neighborhoods and schools, including staff engagement in Rochester Families Read	Safer Neighborhoods Better Educational Opportunities	Third Quarter
Connect Federal, State and local anti-poverty initiatives to progress in areas of computer and financial literacy, family literacy, and services to new Americans, increasing library access to services	Better Educational Opportunities Innovation and Efficiency	Ongoing

# Key Performance Indicators

Rey Terrormance indicators	Actual <u>2013-14</u>	Estimated <u>2014-15</u>	Budget 2014-15	Budget <u>2015-16</u>
CUSTOMER PERSPECTIVE Arnett	2010 11	201110	201110	2010 10
Internet sessions Reference assistance per service hour Average attendance per program Circulation per service hour Program attendance Library materials circulated Door count Library card registrations	33,226 9 38 29 16,867 58,353 110,251 666	32,638 14 47 30 22,913 60,272 113,868 640	34,000 10 40 34 12,000 68,000 105,000 900	34,200 11 44 31 20,000 62,000 116,000 700
Charlotte Internet sessions Reference assistance per service hour Average attendance per program Circulation per service hour Program attendance Library materials circulated Door count Library card registrations	11,779 8 29 50 14,511 99,332 87,540 355	12,238 8 32 48 14,231 96,123 86,589 345	$ \begin{array}{r} 11,000\\ 9\\ 32\\ 55\\ 12,000\\ 110,000\\ 91,000\\ 550\end{array} $	11,500 8 32 47 14,200 95,000 86,000 400
Highland Internet sessions Reference assistance per service hour Average attendance per program Circulation per service hour Program attendance Library materials circulated Door count Library card registrations	10,146 3 25 37 10,921 67,704 68,988 227	9,871 3 21 35 10,854 63,575 68,453 192	11,500 4 33 51 10,000 76,000 58,000 280	7,125 3 20 34 8,000 51,225 51,000 158
Lincoln Internet sessions Reference assistance per service hour Average attendance per program Circulation per service hour Program attendance Library materials circulated Door count Library card registrations	31,424 5 21 33 16,889 65,521 126,413 974	30,590 6 20 36 18,954 72,118 125,555 1,030	33,000 6 30 31 21,000 62,000 128,000 1,100	32,000 5 20 33 19,000 67,500 130,000 1,000
Lyell Internet sessions Reference assistance per service hour Average attendance per program Circulation per service hour Program attendance Library materials circulated Door count Library card registrations	22,277 9 23 41 8,210 74,328 86,180 496	19,519 9 17 39 7,477 70,491 83,762 519	25,000 9 25 46 10,500 82,000 94,000 650	20,000 10 19 42 8,500 76,000 90,000 600

	Actual	Estimated	Budget	Budget
	2013-14	2014-15	<u>2014-15</u>	<u>2015-16</u>
Maplewood				
Internet sessions	40,523	38,561	41,000	38,000
Reference assistance per service hour	9	9	10	9
Average attendance per program Circulation per service hour	37 39	39 39	56 43	30 38
Program attendance	32,128	30,634	39,000	30,000
Library materials circulated	78,005	78,233	85,000	76,000
Door count	230,251	193,924	252,000	220,000
Library card registrations	683	686	1,000	650
Monroe				
Internet sessions	14,756	12,664	18,000	13,500
Reference assistance per service hour	5	5	5	5
Average attendance per program	14	12	13	11
Circulation per service hour	50	44	55	45
Program attendance	3,212	3,436	2,800	3,200
Library materials circulated	100,673	87,616	115,000	90,000
Door count	80,674	73,062	88,000	72,000
Library card registrations	406	363	600	370
Sully	26.027	26 406	22.000	25.000
Internet sessions	26,937 7	26,196 8	22,000 5	25,000
Reference assistance per service hour Average attendance per program	35	35	57	7 39
Circulation per service hour	27	33	25	31
Program attendance	21,893	23,976	25,500	25,500
Library materials circulated	54,869	66,601	50,000	63,000
Door count	127,612	127,171	128,000	135,000
Library card registrations	644	784	700	750
Wheatley				
Internet sessions	29,955	26,941	39,000	27,000
Reference assistance per service hour	8	8	11	8
Average attendance per program	40	51	58	55
Circulation per service hour Program attendance	18 11,062	18 16,941	19 11,500	19 16,500
Library materials circulated	36,319	36,142	40,000	38,000
Door count	89,166	91,624	90,000	92,000
Library card registrations	434	403	600	425
Winton				
Internet sessions	14,511	14,556	15,000	14,900
Reference assistance per service hour	6	6	6	6
Average attendance per program	14	13	16	14
Circulation per service hour	68	59	78	60
Program attendance	2,762	2,139	3,500	2,600
Library materials circulated	136,410	117,145	155,000	120,000
Door count Library card registrations	97,255 479	79,235 434	120,000 700	90,000 430
Library card registrations	4/9	404	700	430

			Actua 2013-1		Budget <u>2014-15</u>	Budget 2015-16
Total All Branches			20101	<u> </u>	<u> 1011 10</u>	2010 10
Internet sessions			235,53	4 223,774	249,500	223,225
Reference assistan	ice per servio	ce hour	7	0 71	73	75
Average attendanc		m	2		38	29
Circulation per serv			42		423	380
Program attendance			138,45	,	147,800	147,500
Library materials ci	rculated		771,51	,	843,000	738,725
Door count			1,104,33			1,082,000
Library card registra	ations		5,36	4 5,396	7,080	5,483
Year-To-Year Com	nparison					
	<u>2014-</u> 1	<u>15</u> <u>2015-16</u>	Change	2		
Budget	3,860,50	0 3,859,900	-600	)		
Employee Years	42.	1 43.2	1.1			
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	Total
119,000	2,900	<u>6,100</u>	-900	0	-127,700	-600
,	_,000	0,.00	000	Ũ	,. 00	

# Major Change

Funding expense for telecommunications costs shift to Monroe County Library System in accordance with Federal E-Rate Program eligibility	-78,100
A one-time budget increase for New York State Department of Education discretionary funds does not recur	-45,000
A part-time Youth Services Assistant is converted to full-time to facilitate branch reorganization	27,300
A New York State Department of State New Americans Grant does not recur	-21,800
Funds decrease for collection agency services to reflect need	-20,000
Funds are added to support Summer Literacy Initiative with additional seasonal staff and materials	18,200
An administrative position is shared with Central as an efficiency measure	-11,800
Professional fees increase to cover cost of per capita formula for Monroe County Library Services Agreement	3,500

# PUBLIC LIBRARY COMMUNITY LIBRARY EXPENDITURE SUMMARY

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	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	2,689,500	2,823,300	2,823,300	2,969,500
Materials & Supplies	65,200	63,200	63,200	63,700
Services	862,854	904,800	954,000	806,700
Other	5,946	10,000	20,000	20,000
Total	3,623,500	3,801,300	3,860,500	3,859,900
Appropriation by Activity				
Administration	835,400	1,100,800	1,101,000	1,063,400
Branch Libraries	2,788,100	2,700,500	2,759,500	2,796,500
Total	3,623,500	3,801,300	3,860,500	3,859,900
Employee Years by Activity				
Administration	2.7	4.3	4.3	7.0
Branch Libraries	38.8	37.8	37.8	36.2
Total	41.5	42.1	42.1	43.2

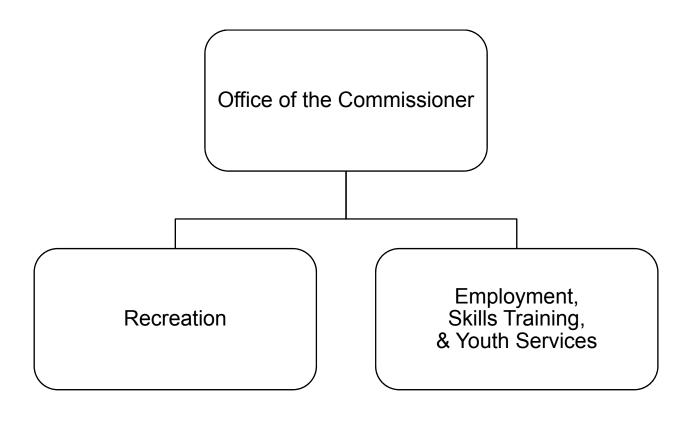
## PUBLIC LIBRARY COMMUNITY LIBRARY PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration	Branch Libraries
			Proposed		
	Title	2014-15			
	Assistant Library Director III	0.5	0.5	0.5	
	Library Area Coordinator	2.0	2.0		
	Youth Services Manager	1.0	1.0	1.0	
24	Librarian IV	0.7	0.7	0.7	
20	Librarian II	10.0	10.0		10.0
20	Youth Services Coordinator	0.7	0.5	0.5	
18	Librarian I	2.0	2.0		2.0
18	Librarian I/Bilingual	1.0	1.0		1.0
13	Administrative Secretary	0.5	0.5	0.5	
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0	
7	Youth Services Assistant	0.0	1.0		1.0
EMF	PLOYEE YEARS				
Full	Time	19.4	20.2	6.2	14.0
Ove	rtime	0.3	0.3	0.0	0.3
Part	Time, Temporary, Seasonal	22.8	23.1	0.9	22.2
	: Vacancy Allowance	<u>0.4</u>	0.4	<u>0.1</u>	0.3
То	tal	42.1	43.2	7.0	36.2

### Mission Statement

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

DRYS nurtures and inspires the inner potential of all citizens of Rochester through recreational, educational, creative arts and employment readiness programs, thereby supporting the development of a healthy, educated and self-sustaining community. We recognize that the youth of our community are in particular need of support during their formative years, and as such, we have a special focus on youth programming.



### Department Highlights

The department will provide oversight on several capital improvement projects, including general rehabilitation projects at R-Centers, play apparatus renovations and the installation of a kitchen exhaust hood.

Construction will begin on Phase 1 of the Public Market Improvement Plan. This investment will provide significant modernization upgrades to the Market, including a new wintershed. Due to project construction, the occupancy rate of the wintershed is expected to decrease from 100% to 90%.

The department will collaborate with the Rochester City School District to implement a summer literacy program to be deployed at various R-Centers throughout the City.

Several grants show partial funding as they complete their final grant cycle year. Following the mid-year conclusion of the grants, personnel expenses for the full-time and some part-time positions become City funded.

### **Benchmarks for Success**

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

- Reduce conflict incidents at R-Centers while increasing preventive violence outreach cases.
- □ Increase enrollment in life skills and job training programs and increase success rate.
- □ Increase ties to the business community to provide more employment opportunities.
- □ Increase attendance at R-Centers.
- □ Increase participation in recreation programming.
- Increase structured programming at R-Centers, including STEM, literacy, and health-focused activities.
- □ Increase community-wide second party use of recreation facilities.

#### **Glossary of Acronyms**

CAPPComprehensive Adolescent Pregnancy PreventionDREAM BIG2Believe in Guys and GirlsGEDGeneral Equivalency DiplomaOYOVPOffice of Youth Outreach and Violence PreventionOTROperation Transformation RochesterPLTIParent Leadership Training InstitutePRIMEProviding Realistic Incentives to Maintain EmploymentPTPPathways to PeaceRASARochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	Acronym	Description
DREAM BIG2Believe in Guys and GirlsGEDGeneral Equivalency DiplomaOYOVPOffice of Youth Outreach and Violence PreventionOTROperation Transformation RochesterPLTIParent Leadership Training InstitutePRIMEProviding Realistic Incentives to Maintain EmploymentPTPPathways to PeaceRASARochester After School AcademyRCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion		
GEDGeneral Equivalency DiplomaOYOVPOffice of Youth Outreach and Violence PreventionOTROperation Transformation RochesterPLTIParent Leadership Training InstitutePRIMEProviding Realistic Incentives to Maintain EmploymentPTPPathways to PeaceRASARochester After School AcademyRCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	-	
OTROperation Transformation RochesterPLTIParent Leadership Training InstitutePRIMEProviding Realistic Incentives to Maintain EmploymentPTPPathways to PeaceRASARochester After School AcademyRCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	GED	•
PLTIParent Leadership Training InstitutePRIMEProviding Realistic Incentives to Maintain EmploymentPTPPathways to PeaceRASARochester After School AcademyRCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	OYOVP	Office of Youth Outreach and Violence Prevention
PRIMEProviding Realistic Incentives to Maintain EmploymentPTPPathways to PeaceRASARochester After School AcademyRCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	OTR	Operation Transformation Rochester
PTPPathways to PeaceRASARochester After School AcademyRCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	PLTI	Parent Leadership Training Institute
RASARochester After School AcademyRCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	PRIME	Providing Realistic Incentives to Maintain Employment
RCSDRochester City School DistrictRYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	PTP	Pathways to Peace
RYVPRochester Youth Violence PartnershipsSOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	RASA	Rochester After School Academy
SOOPSummer of Opportunity ProgramTASCTest Assessing Secondary Completion	RCSD	Rochester City School District
TASC Test Assessing Secondary Completion	RYVP	Rochester Youth Violence Partnerships
<b>5 7</b> 1	SOOP	Summer of Opportunity Program
	TASC	Test Assessing Secondary Completion
TPP Teenage Pregnancy Prevention	TPP	Teenage Pregnancy Prevention
YET Youth Employment Training	YET	Youth Employment Training
YTA Youth Training Academy	YTA	Youth Training Academy

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

Highlights	Priorities Supported	Projected Completion
Commissioner's Office:		
Implementation of key findings from the external evaluation of the Office of Youth Outreach and Violence Prevention	Safer Neighborhoods	Ongoing
Begin and oversee construction on Phase 1 of Public Market improvements	Safer Neighborhoods; More Jobs	Ongoing
Recreation:		
Collaborate with RCSD to implement a summer literacy program at R-Centers	Better Educational Opportunities	First Quarter
Restructure management practices, programming, and communications strategy to reflect recommendations from the external evaluation of Recreation programs and services	Safe Neighborhoods	Second Quarter
Develop a facilities improvement plan to outline immediate and short- and long-term goals based of Recreation mission and vision	Safe Neighborhoods	Fourth Quarter
BEST & YS:		
Establish private sector workforce development partnerships to expand Operation Transformation Rochester program	More Jobs	Ongoing
Year-To-Year Comparison		
Recreation7BEST & YS1	Budget         Budget           2014-15         2015-16         Change           ,105,500         2,106,300         800           ,359,700         7,356,700         -3,000           ,942,900         1,810,800         -132,100           ,408,100         11,273,800         -134,300	0 0.0% 0 0.0% 0 <u>-6.8%</u>
Change Detail		
	/acancy l <u>owance</u> <u>Miscellaneous</u> <u>Major Chang</u> 0 0 -308,60	
Major Change Highlights Partial year funding for HEART grant		-112,000
Two full-time recreation positions are added		98,400
Partial year funding for HEALTH grant		-93,700

CDBG funding for ten year-round youth workers and Citizen U does not recur	-85,600
Funding for summer literacy program with RCSD, including 30 literacy aides, is added	78,900
Partial year funding for Teenage Pregnancy Prevention grant	-75,600
Additional CDBG funds brought on budget to fund Summer of Opportunity Program youth wages	64,000
Net reduction in Recreation temporary wages due to programming and R-Center site consolidation	-53,200
Communications Assistant position transfers to the Bureau of Communications	-46,900
Youth Bureau funding adjusted to reflect revenue allocation	-45,700

# DEPARTMENT OF RECREATION & YOUTH SERVICES EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	7,009,554	7,051,700	7,141,700	7,288,900
Materials & Supplies	360,369	279,000	300,700	336,700
Services	3,659,299	3,560,900	3,861,300	3,623,400
Other	0	0	104,400	24,800
Total	11,029,222	10,891,600	11,408,100	11,273,800
Appropriation by Activity				
Office of the Commissioner	439,068	1,931,700	2,105,500	2,106,300
Recreation	8,262,149	7,250,000	7,359,700	7,356,700
BEST & YS	0	1,709,900	1,942,900	1,810,800
Employment Opportunities	1,259,428	0	0	0
Youth Services	1,068,577	0	0	0
Total	11,029,222	10,891,600	11,408,100	11,273,800
Employee Years by Activity				
Office of the Commissioner	5.5	20.0	22.2	22.1
Recreation	172.5	154.1	156.6	156.7
BEST & YS	0	20.4	23.4	22.7
Employment Opportunities	12.8	0	0	0
Youth Services	12.9	0	0	0
Total	203.7	194.5	202.2	201.5

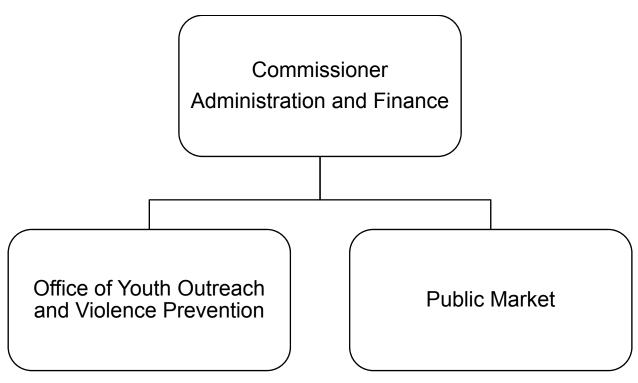
### **Mission Statement**

The Commissioner's Office supports the City of Rochester's *Vision Statement and its Values and Guiding Principles* by setting management policy, goals, and performance standards. It coordinates the Department's annual budget and capital planning processes; maintains fiscal operations and payroll matters; coordinates the purchasing of supplies; and manages the City Council submission process.

The Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace, operates a team of outreach workers to prevent violence, channeling city residents likely to be involved in serious violence, as either a victim or offender, toward an array of community resources. This highly motivated team establishes essential linkages among service providers, participating youth, and their families. This office also monitors the young participants' progress to ensure that they do not re-engage in violent behavior.

The Bureau also manages and operates the Rochester Public Market in a manner that ensures its financial viability, fosters local economic development, promotes and sustains farmers and vendors, and provides consumers with access to a fresh, nutritious, and affordable food source.

### Organization



#### Vital Customers

Administration and Finance

- Internal staff
- City Council

Office of Youth Outreach and Violence Prevention

- □ Youth and young adults at risk of or involved in serious violent incidents
- □ Families of violent youth or in a crisis involving youth
- Community service providers
- □ The community at large

#### Public Market

- Residents and visitors of all agesVendors and customers at the Public Market

#### **Critical Processes**

Administration and Finance

- Coordinate and manage the Department's annual budget, grant operations, and capital planning processes
- □ Maintain fiscal operations and payroll matters
- □ Manage the Department's City Council submission process

Office of Youth Outreach and Violence Prevention

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

Public Market

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

### 2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Institute pilot program for offsite parking and shuttle from East End Garage for Public Market patrons on Saturdays	Safer neighborhoods	Second Quarter
Implement organic waste composting pilot program at the Public Market	Innovation and Efficiency	Second Quarter
Reissue request for proposals for public and/ or private development at the Public Market lot site	Safer neighborhoods	Fourth Quarter
Implement key findings of external evaluation of the Office of Youth Outreach and Violence Prevention, including Pathways to Peace	Safer neighborhoods	Ongoing
Begin and oversee construction on Phase 1 of the Public Market Improvement Plan	More Jobs; Safer neighborhoods	Ongoing

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

Key Performance Indicators				
Rey renormance indicators	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	2014-15	2014-15	<u>2015-16</u>
Public Market				
Market days held	156	156	156	156
Special event days	44	52	52	54
Occupancy Rate (%):				
Shed A	100	100	100	100
• Shed C	100	100	100	100
• Winter Shed	100	100	100	90
Public market fees revenue (\$)	779,121	750,000	700,000	725,000
Office of Youth Outreach and Violence				
Prevention: Pathways to Peace (PTP)				
New Client Intake	69	N/A	N/A	N/A
Youth referred to PTP who are linked to other	243	N/A	N/A	N/A
services				
Youth who recidivate	8	N/A	N/A	N/A
Youth discharged	38	N/A	N/A	N/A
Interventions – gang related	N/A	568	3,120	N/A
Interventions – not gang related	N/A	406	1,560	N/A
Outreach contacts	N/A	5,250	3,500	N/A
Outreach contacts – crisis	N/A	1,100	2,500	N/A
Youth conflict incidents mediated	235	342	250	N/A
Rochester and Youth Violence Partnership (RYVP) contacts	N/A	45	45	N/A
Assessment and Intervention				
Referrals made to PTP services	175	454	250	500
Referrals assessed	N/A	454 N/A	250 N/A	500
Of referrals to PTP, number eligible for PTP				500
crisis response interventions	N/A	N/A	N/A	100
Of eligible, number successfully engaged in	80	195	90	75
services	00	100		
Recidivism – client returned to hospital for				
penetrating injury within 1 year of initial injury	N/A	1	5	5
Recidivism – client arrested for a violent				
offense	N/A	1	15	5
Of PTP referrals, number referred to external				
community resources/service providers (non-				
eligible for PTP crisis response intervention)	495	693	125	400
Referred to Safety Nets (multiple community				
resources/service providers)	N/A	N/A	N/A	200
Referred to other community resources/service				
providers	N/A	N/A	N/A	200
Outreach contacts for violent incidents	N/A	N/A	N/A	1,000
Summer Food Program				
Breakfast sites	31	34	35	30
Lunch sites	37	41	42	35
Breakfasts served	39,146	49,246	46,900	56,600
Lunches served	58,281	57,638	70,000	62,000

Year-To-Year Com	parison					
	<u>2014-15</u>	<u>2015-16</u>	Chang	<u>ge</u>		
Budget	2,105,500	2,106,300	8	00		
Employee Years	22.2	22.1	-(	D.1		
Change Detail						
Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation Cha	rgebacks	Allowance	Miscellaneous	Major Change	<u>Total</u>
21,600	14,900	-100	0	1,200	-36,800	800
Major Change						
One full-time temporary Clerk III/Typing and one part-time Clerk III/Typing position added 54,100				54,100		
Communications As	sistant position	transfers to t	he Bureau	of Communication	ons	-46,900
Pathways to Peace	part-time Clerk	III/Typing po:	sition is elin	ninated		-16,400
Vacant Senior Youth	n Intervention St	upervisor pos	sition is elin	ninated and a ter	mporary Youth	-15,600
Summer Food part-f	time position is e	eliminated				-10,100

Productivity improvements result in savings

### **Program Changes**

The Communications Assistant position will transfer to the Bureau of Communications to centralize Citywide marketing, graphics production, and information services.

The full-time temporary Clerk III/Typing position will assist with department-wide payroll and personnel functions. The City is currently engaging in a payroll study to streamline City-wide payroll services. Since the study is expected to result in efficiencies, the position is temporary to allow for future staffing flexibility.

As a result of the evaluation by the RIT Center for Public Safety Initiatives, the staffing of The Office of Youth Outreach and Violence Prevention (OYOVP) is restructured by eliminating a vacant Senior Youth Intervention Specialist position and creating a Youth Intervention Specialist position. Per the evaluation, the strategic focus of the OYOVP will also change, including a narrowed focus on young adults involved in serious violent incidents, increased reporting measures, and development of an advisory board. Staff work load and reporting requirements shift to reflect the new priorities.

Per recommendations from the RIT evaluation, the names of several OYOVP KPIs have changed to more accurately reflect the information measured. The KPIs and their new names are below.

2014-15 KPI	2015-16 KPI
Youth conflict incidents referred to PTP	Referrals made to PTP services
Client Load	Of eligible, number successfully engaged in services
Recidivism (client returned to hospital for penetrating injury)	Recidivism – client returned to hospital for penetrating injury within 1 year of initial injury
In need of resources referrals (non-client)	Of PTP referrals, number referred to external community resources/service providers (non-eligible for PTP crisis response intervention)
Outreach contacts/Outreach contacts – crisis	Outreach contacts for violent incidents

-1.900

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

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	384,991	1,086,000	1,179,500	1,163,300
Materials & Supplies	3,996	6,400	8,800	15,800
Services	50,081	839,300	917,200	927,200
Other	0	0	0	0
Total	439,068	1,931,700	2,105,500	2,106,300
Appropriation by Activity				
Administration and Finance	439,068	899,300	927,000	943,000
Office of Youth Outreach and				
Violence Prevention	0	340,000	420,600	396,600
Public Market	0	692,400	757,900	766,700
	439,068	1,931,700	2,105,500	2,106,300
Employee Years by Activity				
Administration and Finance	5.5	9.3	9.8	9.9
Office of Youth Outreach and				
Violence Prevention	0	6.2	7.2	6.9
Public Market	0	4.5	5.2	5.3
	5.5	20.0	22.2	22.1

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

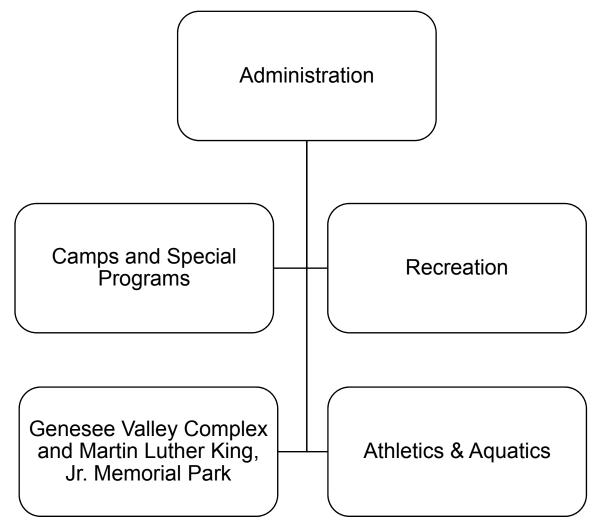
	FULL TIME POSITIONS			Administration and Finance	Office of Youth Outreach and Violence Prevention	Public Market
		•	Proposed			
	Title	2014-15	2015-16			
	Commissioner of Recreation and Youth Services	1.0	1.0	1.0		
	Assistant Manager of Parks & Recreation	0.3	0.3			0.3
	Manager of Youth Outreach and Violence Prevention	1.0	1.0		1.0	
	Program Development Specialist	1.0	1.0	1.0		
	Senior Administrative Analyst	1.0	1.0	1.0		
	Executive Assistant	1.0	1.0	1.0		
	Sr. Youth Intervention Specialist	1.0	0.0			
-	Communications Assistant	1.0	0.0			
	Secretary to Commissioner	1.0	1.0	1.0		
	Supervisor of Markets	1.0	1.0			1.0
	Youth Intervention Specialist	2.0	3.0		3.0	
	Youth Intervention Specialist Bilingual	1.0	1.0		1.0	
	Assistant Supervisor of Markets	1.0	1.0			1.0
	Receptionist Typist	1.0	1.0	1.0		
41	Parks Operations Worker	1.0	1.0			1.0
	LOYEE YEARS					
		15.3	14.3	6.0	5.0	3.3
Over	-	15.3 0.8	14.3	0.0 0.1	5.0 0.6	3.3 0.5
	Time, Temporary, Seasonal	0.8 6.1	6.7	3.8		0.5 1.6
	Vacancy Allowance	0.1	0.7	3.8 0.0	0.0	0.1
Tota	•	<u>0.0</u> 22.2	<u>0.1</u> 22.1	<u>0.0</u> 9.9		<u>0.1</u> 5.3
101	ai	22.2	ZZ. I	9.9	0.9	5.3

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## **Mission Statement**

The Bureau of Recreation supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing opportunities for the community to learn, socialize, exercise, and play, while promoting healthy behaviors and with an emphasis on youth. This is accomplished by using a positive youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as a steward, interpreter, and champion of our city's R-Centers, parks, playgrounds, aquatics, green spaces, and other facilities.

### Organization



## **Vital Customers**

- City youth and their families
- □ Residents and visitors of all ages
- Parks patrons
- Rochester City School District
- □ Community partners and collaborators

## Critical Processes

- Conduct community recreation and youth development at 13 school year sites, 17 summer sites, and 7 pools
- □ Conduct structured after-school programming to support out-of-school educational opportunities
- Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness
- Conduct community aquatics programs at numerous sites
- □ Organize a variety of community special events to promote youth development and social skills
- Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- □ Use a Program System Management model to provide quality management of existing and new programs, which includes marketing, staff development, and community input

2015-16 Strategic Goals & Objectives		
Objective	Priorities Supported	Projected Completion
Collaborate with RCSD to launch summer literacy program in R-Centers	Better Educational Opportunities	First Quarter
Implement after school programming at twelve R-Center sites, with a focus on education and enrichment activities	Better Educational Opportunities	Second Quarter
Work with Communications to develop new communications strategy to promote bureau's new mission, vision, and values statements	Safer Neighborhoods	Second Quarter
Develop a strategic facilities plan to outline short- and long-term goals and usages	Safer Neighborhoods	Fourth Quarter
Complete enterprise process analysis and develop requirements for One Card Access control system with Library	Better Educational Opportunities	Fourth Quarter

# DEPARTMENT OF RECREATION, & YOUTH SERVICES BUREAU OF RECREATION

Key Performance Indicators				
Rey i enemanee maleaters	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Recreation Registrations:				
<ul> <li>School #42</li> </ul>	N/A	N/A	N/A	330
Adams	2,508	3,000	3,400	3,000
Avenue D	1,108	1,600	1,500	1,600
Campbell	1,396	1,600	1,600	1,600
Carter	1,108	1,200	1,000	1,200
<ul> <li>Edgerton/Pierpont/LaGrange</li> </ul>	1,765	1,700	2,500	1,700
• Flint	1,415	1,400	1,400	1,400
David F. Gantt	2,870	4,000	3,900	4,000
Humboldt	N/A	N/A	N/A	400
Roxie A. Sinkler	N/A	N/A	N/A	600
• South	1,570	800	1,300	500
Thomas P. Ryan	2,327	2,100	<u>3,100</u>	<u>2,100</u>
<ul> <li>Total registrations</li> </ul>	16,067	17,400	19,700	18,430
Attendance per year:				
School #42	N/A	N/A	N/A	19,000
Adams	60,985	55,000	55,000	55,000
Avenue D	35,395	35,000	55,000	40,000
<ul> <li>Campbell</li> </ul>	27,574	24,000	30,000	24,000
Carter	42,904	45,000	45,000	45,000
<ul> <li>Edgerton/Pierpont/LaGrange</li> </ul>	93,546	75,000	75,000	75,000
● Flint	59,486	45,000	45,000	45,000
<ul> <li>David F. Gantt</li> </ul>	59,711	110,000	70,000	110,000
<ul> <li>Humboldt</li> </ul>	N/A	N/A	N/A	18,000
<ul> <li>Roxie A. Sinkler</li> </ul>	N/A	N/A	N/A	10,000
South	82,530	40,000	40,000	30,000
Thomas P. Ryan	174,874	150,000	150,000	150,000
Rec On The Move	<u>5,795</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
Total attendance	599,896	585,000	571,000	627,000
Genesee Valley Park Complex:				
Attendance per year:				
GVP Ice Rink	35,302	35,000	40,000	40,000
GVP Pool	14,602	15,000	20,000	15,000
<ul> <li>Martin Luther King, Jr. Memorial Park</li> </ul>	25,907	17,000	40,000	20,000
Water Spray Park Attendance	67,966	60,000	67,000	60,000
Athletics:				
Adult softball games held	1,310	855	800	700
Beach attendance per year:				
<ul> <li>Durand Beach – total visitors</li> </ul>	93,979	120,590	124,000	122,000
<ul> <li>Durand Beach – bathers</li> </ul>	18,117	21,000	26,000	23,500
High School Pool attendance per year: (4 to 5 po	ools used per vea	ar based on R(	CSD availability	/)
• Douglass	N/A	2,249	2,900	2,200
• East	4,333	N/A	4,900	4,500
Wilson Magnet	N/A	N/A	N/A	N/A
Freddie Thomas Learning Center/Winter				
Swim only	144	586	180	600
-				

# DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF RECREATION

<ul> <li>Jefferson</li> <li>Marshall</li> <li>Monroe</li> <li>Wilson Academy/formerly known as Madison</li> <li>Franklin</li> <li>Total H.S. Pool attendance</li> <li>Average number of training hours per employee</li> </ul>	Actual <u>2013-14</u> 3,200 1,932 1,200 1,149 <u>N/A</u> 8,758 25	Estimated <u>2014-15</u> N/A 1,697 1,888 2,680 <u>943</u> 10,043 25	Budget <u>2014-15</u> N/A 2,000 1,400 3,000 <u>2,600</u> 18,180 20	Budget <u>2015-16</u> 3,000 N/A N/A 3,000 <u>N/A</u> 13,700 25
Rochester After-School Academy (RASA) Participants School attendance rate Math/ELA increase School attendance rate increase N/A – Not Applicable	24 90 18 N/A	28 90 21 N/A	50 90 50 N/A	50 N/A 25 15
Year-To-Year Comparison           2014-15         2015-16           Budget         7,359,700         7,356,700           Employee Years         156.6         156.7	<u>Change</u> -3,000 0.1			
91,900 36,700 -37,800	Vacancy Allowance Misc 0	<u>ellaneous</u> <u>Ma</u> 5,100	<u>jor Change</u> -98,900	<u>Total</u> -3,000
Major Change Partial year funding for HEART grant				-112,000
Two full-time recreation positions are added				98,400
Partial year funding for HEALTH grant				-93,700
Funding is added for summer literacy program with	th RCSD, includ	ling 30 literacy a	aides	78,900
Net reduction in temporary wages due to program		•		-53,200
Biz Kid\$ and Jr. Rec operations transfers to BEST&YS				
Partial year funding for two Grant Support Associates is added				
Rochester After School Academy transfers in from BEST&YS				
Youth Bureau funding adjusted to reflect revenue allocation				-45,700
One full-time administrative position created mid-year is added				
Senior Recreation Supervisor transfers in from TPP grant				38,800
Reduction in rent paid to RCSD				-32,400
Overtime and miscellaneous personnel expenses	reduced			-31,800

### Major Change

Productivity improvements result in efficiencies	-16,900
Transfer one part-time Senior Recreation Assistant to BEST&YS	-16,700

### **Program Change**

The Bureau will consolidate Recreation programming to larger sites by closing five satellite sites. These sites are: School #43, School #35/Field Street, School #17, Marshall High School, and Marketview Heights. Recreation participants at these closed sites will be redirected to larger, full-service R-Centers. Full- and part-time staff will be relocated to the larger R-Centers to support increased programming demand.

Two Senior Recreation Supervisor positions are converted to Center Director positions. One additional Center Director position is also created. These staff changes are necessary as programming and staff consolidation results in increased supervisory and programming responsibilities at larger R-Center sites.

Two full-time temporary Area Coordinator positions are converted to permanent positions, which allows the Bureau to continue to operate on a quadrant-based management model.

One new Recreation Supervisor position is created to oversee department-wide athletics and aquatics programming.

The Bureau will focus on developing new and enhancing existing structured after-school programs at R-Centers, to increase opportunities for out-of-school learning opportunities. Restructuring R-Center site locations and staff will allow for increased staff time to be dedicated to educational programming.

School #42, Roxie A. Sinkler, and Humboldt Recreation sites will now be considered stand alone sites. KPI data, including attendance and registrations, for these sites will be collected and reported individually.

Biz Kid\$ and Jr. Recreation programming will transfer to BEST&YS to centralize all youth employment operations.

RASA will transfer to the Recreation Bureau to centralize all after school and academic programming at R-Centers.

The Bureau will collaborate with the Rochester City School District to coordinate a summer youth literacy program in the R-Centers.

The HEALTH grant is partially funded and will end in December. At the conclusion of the grant, one fulltime staff position will transition to a City-funded position with corresponding new duties.

The HEART grant is partially funded and will end in September. At the conclusion of the grant, one fulltime staff position will transition to a City-funded position with corresponding new duties.

The Youth Voice One Vision (YVOV) program will expand to include the Mayor's Youth Advisory Council and will operate as Youth Voice, One Vision Youth Advisory Council. The program will assist youth in creating long-lasting change in Rochester through dialogue with City leaders and participation in the City's decision-making efforts.

## DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF RECREATION EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	5,053,394	4,765,000	4,627,200	4,878,500
Materials & Supplies	328,262	261,000	274,400	290,000
Services	2,880,493	0	2,368,500	2,168,200
Other	0	2,224,000	89,600	20,000
Total	8,262,149	7,250,000	7,359,700	7,356,700
Appropriation by Activity				
Administration	1,872,808	1,636,000	1,658,800	1,806,200
Camps and Special Programs	1,055,812	1,023,000	1,122,700	1,103,400
Recreation	3,385,699	3,492,600	3,525,300	3,349,100
Genesee Valley & Martin Luther King Jr.				
Memorial Park	519,960	574,000	532,200	522,300
Athletics and Aquatics	701,231	524,400	520,700	575,700
Public Market	726,639	0	0	0
Total	8,262,149	7,250,000	7,359,700	7,356,700
Employee Year by Activity				
Administration	22.3	7.5	7.9	10.4
Camps and Special Programs	22.6	18.7	21.0	20.9
Recreation	98.4	98.5	99.2	96.1
Genesee Valley & Martin Luther King Jr.				
Memorial Park	10.7	15.9	15.1	15.0
Athletics and Aquatics	10.0	13.5	13.4	14.3
Public Market	<u>8.5</u>	0.0	0.0	0.0
Total	172.5	154.1	156.6	156.7

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

	FULL TIME POSITIONS			Administration	Camps and Special Programs	Recreation	Genesee Valley & Martin Luther King Jr. Memorial Park	Athletics & Aquatics
		Budget	Proposed					
Br.	Title	2014-15						
	Deputy Commissioner	1.0	1.0	1.0				
	Asst. Mgr. of Parks & Recreation	0.7	0.7	0.7				
26	Coordinator, Athletics & Aquatics	0.0	1.0	0.5				0.5
	Coordinator, Athletics & Aquatics	1.0	0.0					
	Area Coordinator	2.0	4.0		4.0			
23	Coordinator, Horticultural and	1.0			1.0			
	Environmental Programming		1.0					
21	Assistant Program Development Specialist	1.0	1.0		1.0			
21	Recreation Center Director	6.0	9.0			9.0		
18	Senior Recreation Supervisor	3.0	1.0			1.0		
16	Administrative Assistant	1.0	1.0	1.0				
15	Recreation Supervisor	9.2	10.0			9.0		1.0
15	Recreation supervisor - Bilingual	0.0	1.0			1.0		
15	Youth Camp Supervisor	0.0	1.0		0.5	0.5		
13	Grant Support Associate	2.0	2.0	1.2	0.8			
12	Youth Camp Supervisor	1.0	0.0					
11	Secretary to the Deputy Commissioner	0.0	1.0	1.0				
	Clerk II with Typing	1.0	1.0	1.0				
	Recreation Leader	17.0	17.9		2.0	15.9		
9	Recreation Leader Bilingual	3.0	2.0			2.0		
	LOYEE YEARS							
Full 1	-	49.9	55.6	6.4	9.3	38.4		1.5
Over		1.4	0.8	0.2	0.0	0.1		0.5
	Time, Temporary, Seasonal	107.9	109.7	4.0	11.6	66.6		12.3
	Vacancy Allowance	<u>2.6</u>	<u>9.4</u>	0.2	<u>0.0</u>	<u>9.0</u>	<u>0.2</u>	<u>0.0</u>
Tota	al	156.6	156.7	10.4	20.9	96.1	15.0	14.3

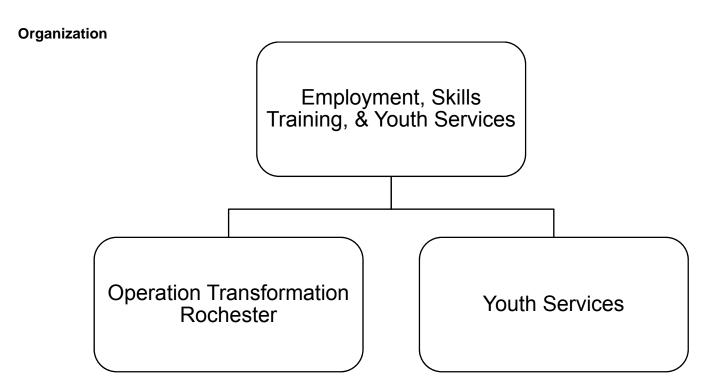
## DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES

### 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.



## **Vital Customers**

Operation Transformation Rochester: Dream BIG<sup>2</sup>, Employment Readiness, Fresh Start, Youth Employment Training

- ☐ Youth
- Parents and families of youth
- Adults at risk
- Rochester City School District

Youth Services

- Youth and adults
- Parents and families of youth
- □ Teenage parents and their children
- Rochester City School District
- □ Youth-focused local agencies and collaborations

#### 12–20

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

### **Critical Processes**

Operation Transformation Rochester: Dream BIG<sup>2</sup>, Employment Readiness, Fresh Start, Youth Employment Training

- □ Provide outreach and recruitment for employment
- □ Provide participants (youth and adults) with access to resources
- D Provide employment readiness training for youth and adults
- □ Provide leadership, professional development, and life enrichment opportunities
- Post-placement monitoring and follow-up support

Youth Services

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

## 2015-16 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Redevelop Fresh Start to provide pre- employment support services	More Jobs	Second Quarter
Restructure Dream BIG <sup>2</sup> to two sessions of twenty students per year	More Jobs	Third Quarter
Develop comprehensive database to provide program participant tracking and follow-up services	More Jobs	Fourth Quarter
Identify and submit applications for relevant grant funding	Safer Neighborhoods	Ongoing
Establish workforce development partnerships with the private sector	More Jobs	Ongoing

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

Kay Darformanaa Indiaatara				
Key Performance Indicators	Actual	Estimated	Budget	Budget
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Youth services	2010 11	201110	201110	2010 10
COMET reports (outcome data not yet				
available)	6	0	8	N/A
Parent/Adult workshops (PLTI)	20	20	4	20
Parent/Adult workshop participants (PLTI)	25	27	60	20
City Youth Art Squad Participants: youth artists	10	0	0	N/A
City Youth Art Squad – Public art developed	17	0	0	N/A
Comprehensive Adolescent Pregnancy				
Prevention (CAPP) Participants (SOAR				
program)	855	1260	790	790
Teenage Pregnancy Prevention Participants				
(THRIVE program)	348	382	420	N/A
Parent/Adult workshop participants in CAPP		40	400	
Family Talk series	11	19	100	6
Summer of Opportunity Program (SOOP)				
Applicants	3090	3124	3,000	3,300
Applicants employed	.90	412	400	415
Parent orientation attendees	865	728	800	800
Number of employers participating	13	18	20	20
OTR: Employment Readiness [formerly				
PRIME]				0.50
Applicants	883	750	850	850
Participants enrolled	260 235	305 246	350 280	350 280
Participants trained in job readiness Resumes developed	235	240 246	280	280
Participants receiving vocational training	255	10	30	200 N/A
Participants placed	166	120	120	150
New employment partnerships developed	10	25	50	25
Recurring employment partnerships developed	N/A	N/A	N/A	30
OTR: Dream BIG <sup>2</sup> [formerly YTA]				
Applicants	N/A	160	60	160
Participants	N/A	60	40	80
Program orientation attendees	N/A	120	80	120
Number completing Dream BIG <sup>2</sup>	N/A	50	36	72
OTR: Fresh Start (GED Component)				
Applicants	N/A	150	150	N/A
Participants	N/A	100	100	N/A
Number taking test to assess secondary	N/A	25	45	N/A
completion				
% passing the test to assess secondary	N/A	35	35	N/A
completion	<b>.</b>			/
Enrolled in OTR employment readiness	N/A	15	30	N/A
Applicants assessed	N/A	N/A	N/A	150
Applicants receiving mentorship	N/A	N/A	N/A	100
Applicants referred	N/A	N/A	N/A	120
Applicants placed	N/A	N/A	N/A	100

# 12–22 DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT, SKILLS TRAINING, & YOUTH SERVICES

	Actual 2013-14	Estimated 2014-15	Budget 2014-15	Budget 2015-16
Mentor partnership agreements	N/A	<u>N/A</u>	N/A	50
Mentor development training	N/A	N/A	N/A	6
OTR talks attendees (participants and mentors)	N/A	N/A	N/A	300
OTR: Youth Employment Training (YET)				
Applicants	N/A	250	250	N/A
Participants graduated	N/A	120	180	120
Graduates employed	N/A	75	126	75
Participants who received a portfolio	N/A	120	180	120
Employers participating	N/A	10	10	10
New employment partnerships developed	N/A	10	10	10

## N/A – Not Applicable

## Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	Change
Budget	1,942,900	1,810,800	-132,100
Employee Years	20.4	22.7	2.3

## **Change Detail**

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	Total
54,800	8,700	-12,200	0	0	-183,400	-132,100

## Major Change

CDBG funding for ten year-round youth workers and Citizen U does not recur	-85,600
Biz Kid\$ and Jr. Rec operations transfer in from Recreation	50,900
Rochester After School Academy transfers to Recreation	-46,200
Increase in funding for RASA does not recur	-43,100
Two part-time Teenage Pregnancy Prevention grant positions eliminated due to partial year funding	-40,700
Senior Recreation Supervisor transfers from TPP grant to Recreation	-38,800
Part-time grant support position for CAPP is eliminated	-21,700
Two seasonal administrative positions added	16,900
Transfer one part-time Senior Recreation Assistant in from Recreation	16,700
Adjustments in SOOP part-time staffing (3,100), materials (-8,000), and services (-10,900)	-15,800
Increase BEST Administration materials and services	10,800
Convert part-time SRA to Clerk III part-time and Summer Program Coordinator seasonal	8,900
Partial year funding for Recreation Leader position for the TPP grant	4,300

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

#### Program Change

Biz Kid\$ and Jr. Rec programming will transfer in to BEST&YS to centralize all youth employment operations.

RASA will transfer to Recreation to centralize all after school and academic programming at R-Centers.

Some BEST Admin and SOOP part-time staff positions are restructured to provide year-round coverage and support.

One temporary Professional Development Specialist (PDS) position converts to permanent.

The TPP grant is partially funded and will end in February. The department will identify and apply for relevant grants that may expand on the research and findings of the TPP grant.

Year five of five of the CAPP grant will end in December 2015. The budget reflects the anticipated renewal of the grant for another five year funding cycle at that time.

Operation Transformation Rochester (OTR) programming will continue to expand, with an emphasis on private sector participation and job placement opportunities. Fresh Start will transition to provide support services to and address the employment barriers of adults seeking employment. Dream BIG<sup>2</sup> will restructure to expand services from forty to eighty participants. BEST&YS will maintain and develop streamlined database to provide evaluation, tracking, and participant follow-up services.

As a result of the OTR programming changes above, the KPIs below will also change.

2014-15 KPI – OTR: Employment Readiness	2015-16 KPI – Fresh Start		
Participants receiving vocational training	Participants receiving vocational training		

2014-15 KPI	2015-16 KPI
Number completing OTR YSD (Youth Skills	Number completing Dream BIG <sup>2</sup>
Development)	

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

12–24

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	1,200,700	1,335,000	1,247,100
Materials & Supplies	0	11,600	17,500	30,900
Services	0	497,600	575,600	528,000
Other	0	0	14,800	4,800
Total	0	1,709,900	1,942,900	1,810,800
Appropriation by Activity				
Administration	0	687,600	678,500	780,300
OTR	0	644,500	761,700	710,600
Youth Services	0	377,800	502,700	319,900
	0	1,709,900	1,942,900	1,810,800
Employee Years by Activity				
Administration	0	5.1	5.0	6.3
OTR	0	8.5	10.4	10.1
Youth Services	0	6.8	8.0	6.3
	0	20.4	23.4	22.7

# 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 2014-15	Proposed 2015-16			
	Director of Employment, Skills Training, & Youth Svs	1.0	1.0	1.0		
	Manager of Employment Services	1.0	1.0	1.0		
	Supervisor of Administrative Services	1.0	1.0			1.0
	Sr. Professional Development Specialist	3.0			3.0	
	Professional Development Specialist	2.0	3.0		3.0	
	Program Coordinator	1.0	1.0			1.0
	Recreation Supervisor	0.8				
	Grant Support Associate	2.0	2.0			2.0
	Project Assistant/Bilingual	0.0	1.0	1.0		
	Secretary Bilingual	1.0	0.0			
9	Recreation Leader	2.0	2.1			2.1
EMPI	OYEE YEARS					
Full T	ime	14.8	15.1	3.0	6.0	6.1
Overt	Overtime		0.0	0.0	0.0	0.0
Part 7	Part Time, Temporary, Seasonal		7.6	3.3	4.1	0.2
Less:	Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u> 6.3	<u>0.0</u>	<u>0.0</u>
Tota	al	23.4	22.7	6.3	10.1	6.3

## DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT OPPORTUNITIES EXPENDITURE SUMMARY

Appropriation by Major Object	Actual <u>2013-14</u>	Estimated 2014-15	Amended <u>2014-15</u>	Proposed 2015-16
Personnel Expenses	876,283	0	0	0
Materials & Supplies	7,139	0	0	0
Services	376,006	0	0	0
Other	0	0	0	0
Total	1,259,428	0	0	0
Appropriation by Activity				
Administration	214,133	0	0	0
PRIME	65,434	0	0	0
Summer of Opportunity Program	613,209	0	0	0
Pathways to Peace	366,652	0	0	0
	1,259,428	0	0	0
Employee Years by Activity				
Administration	2.9	0	0	0
PRIME	0.8	0	0	0
Summer of Opportunity Program	4.1	0	0	0
Pathways to Peace	5.0	0	0	0
	12.8	0	0	0

## DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF YOUTH SERVICES EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	694,886	0	0	0
Materials & Supplies	20,972	0	0	0
Services	352,719	0	0	0
Other	0	0	0	0
Total	1,068,577	0	0	0
Appropriation by Activity				
Administration	282,679	0	0	0
Contract Services	507,505	0	0	0
Summer Food Service	278,393	0	0	0
Total	1,068,577	0	0	0
Employee Years by Activity				
Administration	3.4	0	0	0
Contract Services	8.9	0	0	0
Summer Food Service	0.6	0	0	0
Total	12.9	0	0	0

### Purpose

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

#### Year-To-Year Comparison

·····	Budget	Budget		Percent
Main Functions	2014-15	2015-16	<u>Change</u>	<u>Change</u>
Employee Benefits - Current	105,692,100	106,915,800	1,223,700	1.2%
Employee Benefits - Non-Current	24,529,000	26,286,100	1,757,100	7.2%
General Risk Management	988,100	1,021,600	33,500	3.4%
Other	2,045,400	1,743,400	-302,000	-14.8%
	133,254,600	135,966,900	2,712,300	2.0%
Interfund Credit*	-244,000	-249,000	-5,000	2.0%
Intrafund Credit*	-127,900	-161,900	-34,000	26.6%
Total	132,882,700	135,556,000	2,673,300	2.0%

\*Reflects chargeback for Worker's Compensation costs.

### **Major Change Highlights**

Employee Benefits - Current:

Social Security costs increase with wages and salaries	501,500
Hospital and medical costs assume inflationary increase in January 2016	438,000

Employee Benefits – Non-Current:

Hospital and medical costs for retirees assume inflationary increase in January 2016, plus 1,666,400 adjustment for actual experience

Other:

Adjustment to Motor Equipment benefits credit

-394,400

# UNDISTRIBUTED EXPENSES EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	90,467,016	103,941,600	105,692,100	106,915,800
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	28,608,635	26,476,700	27,562,500	29,051,100
	119,075,651	130,418,300	133,254,600	135,966,900
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	-220,598	-154,400	-127,900	-161,900
Total	118,484,469	130,049,800	132,882,700	135,556,000
Appropriation by Activity				
Employee Benefits - Current	90,467,016	103,941,600	105,692,100	106,915,800
Employee Benefits - Non-Current	22,501,082	24,096,700	24,529,000	26,286,100
General Risk Management	1,983,018	963,100	988,100	1,021,600
Other	4,124,535	1,416,900	2,045,400	1,743,400
	119,075,651	130,418,300	133,254,600	135,966,900
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	-220,598	-154,400	-127,900	-161,900
Total	118,484,469	130,049,800	132,882,700	135,556,000

\*Reflects chargeback for Worker's Compensation costs.

## UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – CURRENT

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in multiple programs, based on an employee's date of hire. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

#### Tier <u>Hire Date (by any qualified public employer)</u>

	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 City's pension payment to the state is the product of the projected 2015-16 wage base times the contribution rate for each tier. The 2015-16 wage base is projected by the Comptroller based upon wages and salaries earned during the period April 1, 2014 to March 31, 2015. The Comptroller sets the contribution rates which vary from year to year. The City's pension bill includes a reconciliation of under or over payment based on the prior year's actual wages. The bill also includes the annual repayment amount of prior amortizations. Amortization of pension is not assumed for 2015-16. The repayment amount from the 2013-14 amortization is \$1,359,100.

A Voluntary Defined Contribution (VDC) option instead of joining the New York State Retirement System is available to all unrepresented employees hired on or after July 1, 2013 who earn more than \$75,000. The plan is administered by the State University of New York (SUNY). The current employer contribution rate is 8% of gross salary.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	43,933,700	43,995,500	61,800

### Major Change

Higher contribution based on increased wages due to Police contract settlement prior to March 31, 2015 is offset by lower overall contribution rates, resulting in only a slight increase in the budgeted amount. IAFF contract settlement occurred after the close of the State's fiscal year, so the impact to the retirement contributions will not be realized until the 2016-17 Budget 61,800

## UNDISTRIBUTED EMPLOYEE BENEFITS – CURRENT

SOCIAL SECURITY: under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first \$118,500, then 1.45 percent after that for salaries and wages earned by each eligible employee. Certain earnings and deductions are not subject to these rates, such as flexible spending and payments to disabled employees.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	16,269,400	16,770,900	501,500

### **Major Change**

Increase due to wage base growth, including police and fire contract settlements 501,500

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

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	Change
Budget	38,533,700	38,971,700	438,000

### **Major Change**

An inflationary adjustment in January 2016 is assumed; also adjusted for current claims 438,000 experience trended forward.

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

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	4,915,200	5,043,200	128,000
Interfund Credit*	-244,000	-249,000	-5,000
Intrafund Credit*	-127,900	-161,900	-34,000
	4,543,300	4,632,300	89,000

# UNDISTRIBUTED EXPENSES **EMPLOYEE BENEFITS – CURRENT**

Major Change			
	<u>2014-15</u>	2015-16	Change
Current Year Claims	371,900	410,900	39,000
Administrative Charge	58,800	58,800	0
State Assessments	240,000	260,000	20,000
Prior Years' Claims	4,244,500	4,313,500	69,000
Total	4,915,200	5,043,200	128,000
Interfund Credit	-244,000	-249,000	-5,000
Intrafund Credit	-127,900	-161,900	-34,000
	4,543,300	4,632,300	89,000

Chargebacks for Current Year Claims

Department/Bureau	<u>2014-15</u>	<u>2015-16</u>	Department/Bureau	<u>2014-15</u>	<u>2015-16</u>
NEIGHBORHOOD & BUSINESS DEVELOPMENT	10,000	10,000	RECREATION & YOUTH SERVICES	10,000	20,000
ENVIRONMENTAL SERVICES	318,500	322,000	FINANCE	2,000	2,000
EMERGENCY COMMUNICATIONS	3,400	3,400	LIBRARY	4,000	6,500
POLICE	20,000	33,000	UNDISTRIBUTED	2,000	12,000
FIRE	2,000	2,000	Total Interfund Total Intrafund CITY TOTAL	244,000 <u>127,900</u> 371,900	249,000 <u>161,900</u> 410,900

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts or otherwise provided.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	1,887,400	1,981,800	94,400

Major Change A 5% increase is assumed

94,400

## UNDISTRIBUTED EMPLOYEE BENEFITS – CURRENT

LIFE INSURANCE: the City provides term life insurance for all active full time employees.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	Change
Budget	84,000	84,000	0

#### **Major Change**

No change made in allocation

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	68,700	68,700	0

## Major Change

No change made in allocation

## UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – CURRENT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	90,467,016	103,941,600	105,692,100	106,915,800
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	90,467,016	103,941,600	105,692,100	106,915,800
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	-220,598	-154,400	-127,900	-161,900
Total	89,875,834	103,573,100	105,320,200	106,504,900
Appropriation by Activity				
New York State Retirement	32,716,065	44,154,900	43,933,700	43,995,500
Social Security	15,277,154	15,468,200	16,269,400	16,770,900
Hospital and Medical	36,828,280	37,430,600	38,533,700	38,971,700
Worker's Compensation	3,655,482	4,960,800	4,915,200	5,043,200
Dental Insurance	1,831,448	1,787,400	1,887,400	1,981,800
Life Insurance	101,168	76,000	84,000	84,000
Disability Insurance	57,419	63,700	68,700	68,700
	90,467,016	103,941,600	105,692,100	106,915,800
Interfund Credit*	-370,584	-214,100	-244,000	-249,000
Intrafund Credit*	-220,598	-154,400	-127,900	-161,900
Total	89,875,834	103,573,100	105,320,200	106,504,900

\*Reflects chargeback for Worker's Compensation costs.

## UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – NON-CURRENT

DISABLED FIREFIGHTERS/OLD PENSION: this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for the surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

### Year-To-Year Comparison

·	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,741,800	2,824,300	82,500

#### **Major Change**

Current sixty-four disabled firefighters are assumed unchanged, salary increase per contract 82,500

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	20,575,700	22,242,100	1,666,400

#### **Major Change**

An inflationary adjustment in January 2016 is assumed; also adjusted for current claims 1,666,400 experience trended forward.

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	140,400	147,400	7,000

#### **Major Change**

Allocation increased based on projected need

7,000

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	72,000	73,200	1,200

#### **Major Change**

Allocation increased based on projected need

## UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – NON-CURRENT

UNEMPLOYMENT COMPENSATION: individuals terminated from City employment under qualifying circumstances are eligible for unemployment benefits according to Federal guidelines. Quarterly payments are made to New York State based on actual claim experience.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	999,100	999,100	0

Major Change

No change made in allocation

# UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – NON-CURRENT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	22,501,082	24,096,700	24,529,000	26,286,100
Total	22,501,082	24,096,700	24,529,000	26,286,100
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,543,761	2,600,800	2,741,800	2,824,300
Hospital and Medical - Retirees	19,318,112	20,682,200	20,575,700	22,242,100
Dental Insurance - Retirees	128,861	133,400	140,400	147,400
Life Insurance - Retirees	65,098	72,300	72,000	73,200
Unemployment Compensation	445,250	608,000	999,100	999,100
Total	22,501,082	24,096,700	24,529,000	26,286,100

## UNDISTRIBUTED EXPENSES GENERAL RISK MANAGEMENT

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm administers the total insurance program and handles all claims. Contributions to Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

## Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	888,100	921,600	33,500
Major Change			
Cost Components	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Administrative Charge	96,000	110,000	14,000
Insurance Premium - Major Claims	714,000	714,000	0
Contribution to the Insurance Reserve	78,100	97,600	19,500
	888,100	921,600	33,500

JUDGMENTS AND CLAIMS: this account is used to pay the City's liability for minor judgment-based obligations that may occur outside of the normal tort litigation covered by the City's general insurance.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	100,000	100,000	0

# UNDISTRIBUTED EXPENSES GENERAL RISK MANAGEMENT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	1,983,018	963,100	988,100	1,021,600
Total	1,983,018	963,100	988,100	1,021,600
Appropriation by Activity				
General Insurance	1,983,018	888,100	888,100	921,600
Judgments and Claims	0	75,000	100,000	100,000
Total	1,983,018	963,100	988,100	1,021,600

## UNDISTRIBUTED EXPENSES OTHER

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the City and other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by State law. Payments are also made to Monroe County for services provided to City Court facilities.

Year-To-Year Comparison				
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	
Budget	978,100	988,100	10,000	
Major Change A small increase in required payments is project	cted		10,000	
EMPLOYEE DEVELOPMENT: this activity prover training programs and tuition reimbursement.	vides for the dev	elopment of City	employees through various	
Year-To-Year Comparison				
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	
Budget	383,100	383,100	0	
Major Change No change made to allocation				
	includos an agro	omont with WXX	LTV to operate City 12 as	

CITY CHANNEL 12 OPERATION: this activity includes an agreement with WXXI-TV to operate City 12 as the government access channel providing programming to inform and entertain City residents.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	206,700	213,900	7,200

### Major Change

An inflationary adjustment is made

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison			
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	250,000	250,000	0

Major Change

No change made to allocation

7,200

## UNDISTRIBUTED EXPENSES OTHER

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	425,000	425,000	0

#### **Major Change**

No change made to allocation

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Bureau of Equipment Services. These costs are allocated to this Bureau so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	-1,855,600	-2,250,000	-394,400

#### **Major Change**

An adjustment is made to reflect projected benefit costs

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.

-394,400

### Year-To-Year Comparison

2014-15	<u>2015-16</u>	Change		
1,658,100	1,733,300	75,200		
l			100,000	
Funding transferred to Bureau of Communications for special events				
Funding added for developmental screening for three-year-olds				
Credit card fees projected to increase				
Increase in City Clerk advertising notices				
Increases in contracts for Employee Assistance Program and drug testing				
			1,700	
	1,658,100 I cations for specia g for three-year-c	1,658,100 1,733,300 cations for special events g for three-year-olds	1,658,100 1,733,300 75,200 cations for special events g for three-year-olds	

# UNDISTRIBUTED EXPENSES OTHER EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	2015-16
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	4,124,535	1,416,900	2,045,400	1,743,400
Total	4,124,535	1,416,900	2,045,400	1,743,400
Appropriation by Activity				
Payments to Other Governments	820,042	904,300	978,100	988,100
Employee Development	240,195	225,000	383,100	383,100
Clty Channel 12 Operation	197,932	206,700	206,700	213,900
Time Bank Accrual	47,880	0	0	0
Title Reports	118,859	250,000	250,000	250,000
Efficiency & Effectiveness Initiatives	99,204	375,000	425,000	425,000
Motor Equipment Benefits Credit	-1,983,200	-1,855,600	-1,855,600	-2,250,000
Citizen Budgeting for Public Safety	171,563	0	0	0
Miscellaneous	4,412,060	1,311,500	1,658,100	1,733,300
Total	4,124,535	1,416,900	2,045,400	1,743,400

# CONTINGENCY

Contingency provides funds for difficult to project or otherwise unforeseen expenditures. The City Council specifically authorizes each expenditure through a budget transfer to the department incurring the expense.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	Change
Budget	3,670,700	1,750,000	-1,920,700	-52.3%

### **Major Change**

Allocation is made for difficult to project or unforeseen expenditures.

-1,920,700

Percent

# CONTINGENCY EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	3,670,700	3,670,700	1,750,000
Total	0	3,670,700	3,670,700	1,750,000
Appropriation by Activity				
General Contingency*	0	3,670,700	3,670,700	1,750,000

\*Reflects remaining contingency after amendments. The original 2014-15 Contingency was \$10,182,100; the orginal 2013-14 Contingency was \$4,509,800. Both years included allowances for Locust Club and IAFF contract settlements.

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of "capital object or purpose" included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called "debt service." Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan. Major changes reflect the difference between the amended 14-15 budget and the proposed 15-16 budget.

## Year-To-Year Comparison

	Budget	Budget		Percent
<u>Category</u>	<u>2014-15</u>	<u>2015-16</u>	Change	Change
Cash Capital	30,034,900	21,226,000	-8,808,900	-29.3%
Debt Service	36,081,000	36,631,500	550,500	1.5%
Total	66,115,900	57,857,500	-8,258,400	-12.5%

## **Major Change Highlights**

## CASH CAPITAL

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Police Vehicles	-1,410,000
Hazardous Sidewalks	500,000
Residential Street Rehabilitation	-498,000
Asphalt Milling, Resurfacing and Curb Replacement	-484,000
Video Surveillance Camera Network	-375,000
Fire Fighter Turnout Gear	-354,000
Client Services and Revitalization	-300,000
Network Revitalization	-150,000
Printer Consolidation	150,000
Public Safety Building UPS	-126,000
Telephony Expansion	-75,000
Network Security Remediation	-50,000
Charlotte Street/Haags Alley	37,000

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# CAPITAL EXPENSE

Projects not shown in 2015-16 CIP but Funded with Prior Years Cash Capital:	
Downtown Development	600,000
Land Acquisition	500,000
Investigation & Remediation	100,000
Projects impacted by use of Prior Years Cash Capital:	
Investigation & Remediation - shown above, but funded at increased level	442,000
New Projects:	
Roofing Program	700,000
Bridge and River Crossing	585,000
Animal Services HVAC Improvements	350,000
Home Rochester	285,000
MS Office 2013	190,000
CVMF Building 200	188,000
Neighborhood Builders	180,000
CVMF Building 101 Roof	98,000
Terminal Dock Wall	75,000
Goodman Street	58,000
Distribution System Water Main Renewal	57,000
Bausch and Lomb Library HVAC Upgrades	50,000
Heat Pump Replacement	39,000
Charlotte Street/Haags Alley	37,000
Felix Street Training Room	25,000
Changes in Existing Projects from 2014-15:	
Funding decreases for Motor Equipment in the Department of Environmental Services, as planned	-3,803,000
Funding increases for Motor Equipment in the Solid Waste Collections Division, as planned	2,538,000
Funding decreases for Demolition as Cash Capital is reassigned to CDBG	-1,000,000
Funding increases for Market Rate Housing	500,000
Funding decreases for Garage Program as Cash Capital is reduced and reassigned to Debt	-500,000
Funding increases for Homeownership Program	420,000
Funding decreases for Hockey Rink Dasher Boards Replacement at Blue Cross Arena at Rochester War Memorial	-365,000
Funding increases for Motor Equipment in Water Bureau	357,000
Funding increases for Upland Bridge Rehabilitation	332,000
-	

# CAPITAL EXPENSE

Funding decreases for Bridge Maintenance	-319,000
Funding increases for Cars, Vans and Utility Vehicles in the Fire Department	256,000
Funding decreases for Mortimer Garage Surface Lot as Cash Capital is reassigned to Debt	-250,000
Funding decreases for Cemetery Development	-250,000
Funding decreases for Fire Facilities as Cash Capital is reassigned to Debt	-225,000
Funding decreases for Street Treatment and Traffic Control	-221,000
Funding decreases for Distribution System Vault Rehabilitation	-200,000
Funding decreases for Emergency Communications Facility as Cash Capital is reassigned to Debt	-196,000
Funding decreases for Water Main Pipe Maintenance	-156,300
Funding increases for Cemeteries Facilities	155,000
Funding decreases for Crossroad Garage Rehabilitation	150,000
Funding increases for Disaster Recovery Assessment	150,000
Projects or Project Elements that will not recur:	
Funding for Water Operations Center Garage Floors are complete	-400,000
One time allocation for Land Bank	-395,000
One time FEMA Firefighter Assistance Grant	-365,000
One time allocation for Street Rehabilitation related to RG&E Reimbursement	-361,900
One time allocation for Asset Forfeiture	-316,600
Funding for Department of Environmental Services Toter Replacement is complete	-300,000
Funding for CVMF Fuel Station Emergency Generator is complete	-278,000
Funding for CVMF Building 100 Natural Gas Detection System is complete	-250,000
Funding for Parking Meters/Pay Station complete	-250,000
Funding for Exchange 2013 Upgrade	-240,000
Purchasing Power Parity Increments:	
Cemeteries Site Improvements	51,000
Department of Environmental Services Small Equipment	9,000
DEBT SERVICE	
Expenditures increase in accordance with debt repayment schedules	550,500

# CAPITAL EXPENSE EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	66,808,241	66,076,500	66,076,500	57,818,100
Total	66,847,641	66,115,900	66,115,900	57,857,500
Appropriation by Activity				
Cash Capital	32,187,500	30,034,900	30,034,900	21,226,000
Debt Service	34,660,141	36,081,000	36,081,000	36,631,500
Total	66,847,641	66,115,900	66,115,900	57,857,500

## **TRANSPORTATION & INFRASTRUCTURE**

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

#### Year-To-Year Comparison

	2014-15	<u>2015-16</u>	Change
Budget	4,316,400	2,550,000	-1,766,400

#### Major Change

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Hazardous Sidewalks	500,000
Residential Street Rehabilitation	-498,000
Asphalt Milling, Resurfacing and Curb Replacement	-484,000
Charlotte Street/Haags Alley	37,000
New Projects:	
Goodman Street	58,000
Scottsville Road & Elmwood Avenue	5,000
Changes in Existing Projects from 2014-15:	
Funding decreases for Bridge Maintenance	-319,000
Funding decreases for Street Treatment and Traffic Control	-221,000
Funding decreases for Ridgeway Avenue, as planned	-150,000
Funding decreases for City wide Pavement Preventive Program as Cash Capital is reassigned to Debt	-75,000
Funding increases for South Avenue, as planned	87,000
Funding decreases for Street Planning & Design	-67,000
Funding decreases for Winton Road North	-46,000
Projects or Project Elements that will not recur:	
One time allocation for Street Rehabilitation related to RG&E Reimbursement	-361,900
One time allocation for Pavement Program at Crittenden Blvd	-216,000
One time allocation for Street Rehabilitation related to Joseph Avenue	-15,500

## PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	25,000	55,000	30,000

New Projects:

Port Overlook

#### WATER SYSTEM

The Water System category encompasses both the supply and distribution systems, which provide safe and reliable sources of water to the City. Improvements funded in this category include the cleaning and lining of water mains; replacement of hydrants, valves and meters; and conduit and watershed improvements.

#### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	3,303,300	4,191,000	887,700

#### **Major Change**

New Projects:	
Bridge and River Crossing	585,000
Distribution System Water Main Renewal	57,000

#### Changes in Existing Projects from 2014-15:

Funding increases for Upland Bridge Rehabilitation	332,000
Funding decreases for Distribution System Vault Rehabilitation	-200,000
Funding decreases for Water Main Pipe Maintenance	-156,300
Funding increases for Filtration Plant Filter Underdrain Joint Rehabilitation	144,000
Funding decreases for Filtration Plant and Related Renovations	-72,000
Funding increases for Filtration Plant Small Equipment Replacement	50,000
Funding increases for Holly Station related renovations	50,000
Funding increases for Laboratory and SCADA Equipment	50,000
Funding increases for Hydrant and Valve Replacement Program	23,000
Funding increases for Water Meter Replacement Program	17,000
Funding increases for Water Security	5,000
Funding increases for Conduit Valve & Vault Rehabilitation	3,000

30,000

# PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Com	parison			
	2014-15	<u>2015-16</u>	<u>Change</u>	
Budget	3,035,700	1,004,000	-2,031,700	
Major Change				
Projects impacted b	y Grants through	h the Dormitory	Authority of the State of NY (DASN)	Y):
Police Vehicles				-1,410,000
Fire Fighter Turnout	t Gear			-354,000
Changes in Existing	r Projects from 2	014-15:		
Funding increases f	or Cars, Vans ar	nd Utility Vehic	les in the Fire Department	256,000
Funding increases f	or Police Equip	nent		106,900
Funding increases f	or Fire Commun	ications Equip	ment	40,000
Funding increases f	or Small Equipm	nent in the Fire	Department	11,000
Projects or Project I	Elements that wi	ll not recur:		
One time FEMA Fire	efighter Assistan	ice Grant		-365,000
One time allocation	for Asset Forfeit	ure		-316,600

### **PARKS & OPEN SPACE**

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Con	n <b>parison</b> 2014-15	2015-16	Change	
Budget	1,965,500	1,576,000	-389,500	
Major Change				
New Projects:				
Brewery Line Trail				45,000
Statue & Monumer	nt Repair			10,000
Changes in Existin	g Projects from 2	014-15:		
Funding decreases	for Cemetery De	evelopment		-250,000
Funding increases	for Cemeteries F	acilities		155,000
Funding increases	for Ash Tree Mai	ntenance Progra	ım	111,000
Funding decreases	for Forestry Tree	e Program		-100,000

## Major Change

Funding decreases for Genesee Riverway Rehabilitation	-60,000
Funding increases for General Rehabilitation in the Department of Recreation and Youth Services	25,000
Funding decreases for Public Market	-28,000
Funding increases for Cemeteries Memorialization	10,000
Projects or Project Elements that will not recur:	
One time allocation for Clinton/Baden Playground	-250,000
One time allocation for Mt. Hope Gatehouse	-96,000
One time allocation for Cemeteries	-12,500
Purchasing Power Parity Increments:	
Cemeteries Site Improvements	51,000

## ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Co	mparison		
	<u>2014-15</u>	<u>2015-16</u>	Change
Budget	2,334,000	2,602,000	268,000
Major Change			
Projects not show	n in 2015-16 CIP I	out Funded with	Prior Years Cash Capital:
Downtown Develo	pment		600,000
Land Acquisition			500,000
Investigation & Re	mediation		100,000
Projects impacted	by Grants through	h the Dormitory	Authority of the State of NY (DASNY):
Midtown Redevelo	pment		-500,000
Bulls Head			-200,000
Projects impacted	by use of Prior Ye	ears Cash Capita	al:
Investigation & Re	mediation - showr	n above, but fund	ded at increased level 442,000
•			
New Projects:			
Roofing Program			700,000

Major Change	
Home Rochester	285,000
Neighborhood Builders	180,000
Changes in Existing Projects from 2014-15:	
Funding decreases for Demolition as Cash Capital is reduced and reassigned to CDBG	-1,000,000
Funding increases for Market Rate Housing	500,000
Funding increases for Homeownership Program	420,000
Funding decreases for Neighborhood Development	-100,000
Funding decreases for Goodman/Main Street Intersection	-72,000
Funding decreases for Downtown Streetscape	-52,000
Funding increases for Investigation & Remediation at Jefferson Avenue	50,000
Funding increases for Investigation & Remediation at Genesee Street	25,000
Funding decreases for East Main Arts & Market District	-15,000
Desise (s. e.g. Desise () Elseverente (h.e.())) es ( es energi	
Projects or Project Elements that will not recur:	
One time allocation for Land Bank	-395,000
ARTS & CULTURE The Arts and Culture category includes library material support and cultural improvements to	the City.
Year-To-Year Comparison	
2014-152015-16ChangeBudget520,000527,0007,000	
Major Change	
Changes in Existing Projects from 2014-15:	

Funding increases for Traditional Materials at Branch Libraries

7,000

# **PUBLIC FACILITIES**

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison				
	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>	
Budget	820,000	333,000	-487,000	

# **Major Change**

*New Projects:* Terminal Dock Wall

## Major Change

Changes in Existing Projects from 2014-15: Funding decreases for Hockey Rink Dasher Boards Replacement at Blue Cross Arena at -365,000 **Rochester War Memorial** Funding decreases for Blue Cross Arena at War Memorial Tunnel repairs -75,000 Funding decreases for High Falls District -50,000 Funding decreases for Joseph A. Floreano Riverside Convention Center Facilities -30,000 Improvements Funding decreases for Blue Cross Arena at War Memorial Facility Improvements -25,000 Funding decreases for Soccer Stadium -17,000 Funding increases for River Street Marina Facility 15,000 -15,000 Funding decreases for Port of Rochester

# 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 Cor Budget Major Change	<b>mparison</b> <u>2014-15</u> 4,541,000	<u>2015-16</u> 1,882,000	<u>Change</u> -2,659,000	
Projects impacted	by Grants through	h the Dormitory	Authority of the State of NY (DASNY):	
Public Safety Build	ling UPS			-126,000
New Projects:				
Animal Services H	VAC Improvemer	nts		350,000
CVMF Building 20	0			188,000
CVMF Building 10	1 Roof			98,000
Bausch and Lomb	HVAC Upgrades			50,000
Heat Pump Replace	cement			39,000
Felix Street Trainir	ng Room			25,000

#### Changes in Existing Projects from 2014-15:

Funding decreases for Garage Program as Cash Capital is reassigned to Debt	-500,000
Funding decreases for Mortimer Garage Surface Lot as Cash Capital is reassigned to Debt	-250,000
Funding decreases for Fire Facilities as Cash Capital is reassigned to Debt	-225,000
Funding decreases for Emergency Communications Facility as Cash Capital is reassigned to Debt	-196,000
Funding decreases for Crossroad Garage Rehabilitation	-150,000
Funding decreases for General Rehabilitation of non-public safety facilities	-100,000
Funding decreases for Library Renovations as Cash Capital is reassigned to Debt	-100,000
Funding decreases for DRYS Kitchen Exhaust Hoods	-87,000
Funding decreases for Public Safety Building	-86,000
Funding decreases for Asbestos Management	-80,000
Funding decreases for Clinton Baden Recreation Center Improvements as Cash Capital is reassigned to Debt	-74,000
Funding decreases for Roof Improvements	-70,000
Funding decreases for City Hall	-66,000
Funding increases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	49,000
Funding decreases for Branch Facilities	-42,000

## Major Change

Funding decreases for Central Library	-40,000
Funding increases for Mt. Read Facilities Electrical Site Improvements	28,000
Projects or Project Elements that will not recur:	
Funding for Water Operations Center Garage Floors are complete	-400,000
Funding for CVMF Fuel Station Emergency Generator is complete	-278,000
Funding for CVMF Building 100 Natural Gas Detection System is complete	-250,000
Funding for West Side Garage Structural Floor Repairs is complete	-206,000
Funding for New York State Power Authority is complete	-160,000

# **BUSINESS EQUIPMENT**

The Business Equipment category consists of the ongoing replacement programs for general office equipment, non-motorized field equipment, and information processing systems.

### Year-To-Year Comparison

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Budget	2,657,000	1,021,000	-1,636,000

## **Major Change**

Projects impacted by Grants through the Dormitory Authority of the State of NY (DASNY):

Video Surveillance Camera Network	-375,000
Client Services and Revitalization	-300,000
Network Revitalization	-150,000
Printer Consolidation	150,000
Telephony Expansion	-75,000
Network Security Remediation	-50,000

New Projects:	
MS Office 2013	190,000
Police Technology Sytech Upgrade	42,000
Future Technology Initiatives and Planning	30,000
Upland Pc's	10,000

Changes in Existing Projects from 2014-15:	
Funding increases for Disaster Recovery Assessment	150,000
Funding decreases for Police Records Management System	-100,000
Funding decreases for Library Computer Replacements	-70,000
Funding decreases for Blue Cross Arena at War Memorial Small Equipment	-68,000
Funding decreases for Neighborhood and Business Development Office Furnishings	-50,000

# CASH (

Major Change	
Funding decreases for Fire Department Office Furnishings	-50,000
Funding decreases for Small Equipment in Emergency Communications	-35,000
Funding decreases for Emergency Communications Office Furnishings	-25,000
Funding decreases for Environmental Services Water Bureau Office Equipment	-14,000
Funding decreases for Database Management and GIS	-13,000
Funding decreases for Recreation and Youth Services Office Furnishings	-12,000
Funding decreases for Small Equipment in Department of Recreation & Youth Services	-10,000
Funding decreases for Cemeteries Small Equipment	-10,000
Funding decreases for Environmental Services Commissioner's Office Furnishings	-10,000
Funding decreases for Branch Libraries Equipment	-10,000
Purchasing Power Parity Increments: Department of Environmental Services Small Equipment	9,000
Projects or Project Elements that will not recur:	
Funding for Department of Environmental Services Toter Replacement is complete	-300,000
Funding for Parking Meters/Pay Station complete	-250,000
Funding for Exchange 2013 Upgrade	-240,000

# **Non-Public Safety Fleet**

The Non-Public Safety Fleet category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood and Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

Year-To-Year Comparison				
	<u>2014-15</u>	<u>2015-16</u>	Change	
Budget	6,517,000	5,485,000	-1,032,000	
Major Change				
New Projects:				
Public Market				7,000
Changes in Existi	ng Projects from 20	014-15:		
Funding decrease planned	s for Motor Equipn	nent in the Dep	partment of Environmental Services, as	-3,803,000
Funding increases	s for Motor Equipm	ent in the Soli	d Waste Collections Division, as planned	2,538,000
Funding increases	s for Motor Equipm	ent in Water B	Bureau	357,000
Funding decrease	s for Motor Equips	nent in Departi	ment of Recreation & Youth Services	-79,000
Funding decrease	es for Motor Equipn	nent at Cemete	eries	-42,000
Funding increases	s for Motor Equipm	ent in Archited	cture and Engineering	23,000
Funding decrease	s for Motor Equips	nent in Human	Resource Management	-21,000
Funding decrease	s for Motor Equips	nent at Neighb	orhood and Business Development	-20,000
Funding increases	s for Motor Equipm	ent at Parking		6,000
Funding increases	s for Motor Equipm	ent in Informa	tion Technology	2,000

# CAPITAL EXPENSE CASH CAPITAL EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	32,187,500	30,034,900	30,034,900	21,226,000
Total	32,187,500	30,034,900	30,034,900	21,226,000
Appropriation by Activity				
Transportation & Infrastructure	5,570,500	4,316,400	4,316,400	2,550,000
Public Waterfront	25,000	25,000	25,000	55,000
Water System	3,277,000	3,303,300	3,303,300	4,191,000
Public Safety	843,000	3,035,700	3,035,700	1,004,000
Parks & Open Space	1,207,000	1,965,500	1,965,500	1,576,000
Economic Development	1,596,000	2,334,000	2,334,000	2,602,000
Arts & Culture	527,000	520,000	520,000	527,000
Public Facilities	1,061,000	820,000	820,000	333,000
Municipal Facilities	7,029,000	4,541,000	4,541,000	1,882,000
Business Equipment	6,117,000	2,657,000	2,657,000	1,021,000
Non-Public Safety Fleet	4,935,000	6,517,000	6,517,000	5,485,000
Total	32,187,500	30,034,900	30,034,900	21,226,000

# CAPITAL EXPENSE DEBT SERVICE

Principal payments consist of annual installment payments on long-term borrowing (Serial Bonds) and short-term borrowing (Bond Anticipation Notes).

#### Year-To-Year Comparison

	Budget	Budget	
	<u>2014-15</u>	<u>2015-16</u>	Change
Serial Bonds	27,025,000	23,580,000	-3,445,000
Bond Anticipation Notes	1,207,000	4,935,000	3,728,000
Total	28,232,000	28,515,000	283,000

Interest Payment consists of annual payments of interest on long-term borrowing (Serial Bonds) and short-term borrowing (Bond Anticipation Notes).

#### Year-To-Year Comparison

	Budget	Budget	
	<u>2014-15</u>	<u>2015-16</u>	Change
Serial Bonds	7,361,700	7,101,900	-259,800
Bond Anticipation Notes	487,300	1,014,600	527,300
Total	7,849,000	8,116,500	267,500

The following table illustrates the actual rates on borrowing contracted by the City during 2015-16. Rates vary with the type of borrowing, size of the issue, and general market conditions.

<u>Date</u>	Type of Issue	Interest Rate
Aug. 2014	BAN	1.85
Mar 2015	BAN	1.00

Statement of Indebtedness - June 30, 2015

<u>Category</u>	Bonds	<u>Notes</u>	<u>Total</u>
General	111,650,000	43,112,000	154,762,000
Sewer*	975,000	0	975,000
Water	39,590,000	20,383,000	59,973,000
School	137,920,000	20,000,000	157,920,000
	290,135,000	83,495,000	373,630,000

Less: Items not subject to Constitutional Limit: -Sewer (partial) -Water Constitutional Debt Constitutional Debt Limit (equal to 9% of the most recent five year average full assessed value) Estimated Debt Contracting Margin 230,450,135

# CAPITAL EXPENSE DEBT SERVICE

# Bond Debt to Maturities (Principal, All funds) As of June 30, 2015

<u>Fiscal Year</u> 2015-16	<u>City</u> 23,580,000	<u>School</u> 17,530,000	<u>Total</u> 41,110,000
2016-17	20,610,000	17,855,000	38,465,000
2017-18	18,595,000	17,965,000	36,560,000
2018-19	17,355,000	16,755,000	34,110,000
2019-20	14,100,000	15,865,000	29,965,000
2020-21	12,290,000	14,440,000	26,730,000
2021-22	9,935,000	11,025,000	20,960,000
2022-23	9,270,000	9,010,000	18,280,000
2023-24	8,715,000	6,280,000	14,995,000
2024-25	7,860,000	4,435,000	12,295,000
2025-26	3,855,000	2,585,000	6,440,000
2026-27	2,990,000	1,745,000	4,735,000
2027-28	1,230,000	1,630,000	2,860,000
2028-29	540,000	800,000	1,340,000
2029-30	580,000		580,000
2030-31	575,000		575,000
2031-32	135,000		135,000
Total	152,215,000	137,920,000	290,135,000

# CAPITAL EXPENSE DEBT SERVICE EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	34,620,741	36,041,600	36,041,600	36,592,100
Total	34,660,141	36,081,000	36,081,000	36,631,500
Appropriation by Activity				
Principal Payment	25,943,000	28,232,000	28,232,000	28,515,000
Interest Payment	8,717,141	7,849,000	7,849,000	8,116,500
Total	34,660,141	36,081,000	36,081,000	36,631,500

# CAPITAL EXPENSE CIP DOCUMENT NOTES

This CIP Document Notes section shows two things. First, an errata and addendum section makes corrections to the document published April 27, 2015. Second, a tax rate summary of the total expenditures proposed and the financial impact of the CIP program on the City's outstanding debt and tax levy for debt and cash capital. Assessed values and the distribution between the Homestead and Non-Homestead property categories are held at 2015-16 levels throughout the five-year period. The April 27, 2015 version of the CIP concludes this section of the budget.

# ERRATA & ADDENDUM

Errata & Addendum that follow are changes and corrections should be made to the April 27, 2015 version of the CIP: all amounts (000s):

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
<u>Library Materials</u> Library Cash	\$124,000	\$0	\$0	\$0	\$0	\$124,000
<u>Charles Carroll Plaza</u> New York State	<u>a</u> \$0	-\$5,800,000	\$0	\$0	\$0	- \$5,800,000
<u>Soccer Stadium</u> General Cash	\$8,000	\$0	\$0	\$0	\$0	\$8,000
<u>Soccer Stadium Elev</u> General Cash	<u>vator Repairs</u> -\$8,000	\$0	\$0	\$0	\$0	-\$8,000
<u>Mortimer Garage Lig</u> Federal	hting Upgrades -\$117,000	\$0	\$0	\$0	\$0	-\$117,000
<u>Genesee Park Boule</u> General Cash	<u>evard</u> \$0	\$0	\$0	\$0	-\$3,732,000	-\$3,732,000
<u>Genesee Park Boule</u> General Cash	e <u>vard</u> \$0	\$0	\$386,000	\$0	\$0	\$386,000

# CAPITAL EXPENSE TAX RATES

TAX RATES FOR DEBT SERVICE						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	Total
Expense (\$000)						
Existing Debt	36,631.5	36,096.6	36,937.6	39,219.4	39,914.8	188,799.9
New Program		<u>906.3</u>	<u>5,007.3</u>	<u>10,040.9</u>	<u>14,407.8</u>	<u>30,362.3</u>
	36,631.5	37,002.9	41,944.9	49,260.3	54,322.6	219,162.2
Revenue (\$000)						
Premium and Interest Fund	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	12,500.0
Federal Interest Subsidy	82.7				07.4	100.0
Fed. Transportation Reimb.	110.0	91.8	93.6	95.5	97.4 15 622 7	488.3
Enterprise Funds	14,184.9	14,118.8	14,286.9	15,488.2	15,633.7	73,712.5
	16,877.6	16,710.6	16,880.5	18,083.7	18,231.1	86,700.8
Tax Revenue Required (\$000)	19,753.9	20,292.3	25,064.4	31,176.6	36,091.5	132,461.4
Tax Reserve	<u>1,039.7</u>	<u>1,068.0</u>	<u>1,319.2</u>	<u>1,640.9</u>	<u>1,899.6</u>	-47,827.2
Tax Levy Required (\$000)	20,793.6	21,360.3	26,383.6	32,817.5	37,991.1	84,634.2
Tax Rate per \$1,000 Assessed Value						
Homestead	2.44	2.52	3.09	3.87	4.29	
Non-Homestead	5.07	5.23	6.41	8.04	8.9	
TAX RATES FOR CASH CAPITAL						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Expense (\$000)						
General Cash Capital	7,668.0	25,397.0	26,435.0	25,051.0	24,778.0	109,329.0
Animal Cash Capital	350.0	251.0	243.0	-	-	844.0
Library Cash Capital	617.0	757.0	907.0	797.0	813.0	3,891.0
Local Works Cash Capital	3,309.0	7,264.0	5,654.0	5,131.0	4,949.0	26,307.0
Water Cash Capital	5,088.0	5,427.0	5,139.0	5,682.0	6,148.0	27,484.0
War Memorial Cash Capital	155.0	2,418.0	268.0	268.0	268.0	3,377.0
Parking Cash Capital	59.0	1,114.0	889.0	558.0	596.0	3,216.0
Public Market Cash Capital	27.0	48.0	50.0	52.0	54.0	231.0
Cemetery Cash Capital Refuse Cash Capital	665.0 3,288.0	1,458.0 3,996.0	1,149.0 1,302.0	1,093.0 2,201.0	1,271.0 2,193.0	5,636.0 12,980.0
Refuse Cash Capital	21,226.0	48,130.0	42,036.0	40,833.0	41,070.0	193,295.0
	21,220.0	-10,100.0	42,000.0	-10,000.0	41,070.0	100,200.0
Revenue (\$000)						
CHIPS	4,066.7	4,066.7	4,066.7	4,066.7	4,066.7	20,333.5
New York State Grant	-	-	-	-	-	-
Enterprise Funds	12,271.0	24,171.0	17,630.0	11,669.0	12,226.0	77,967.0
	16,337.7	28,237.7	21,696.7	15,735.7	16,292.7	98,300.5
Tax Revenue Required (\$000)	4,888.3	19,892.3	20,339.3	25,097.3	24,777.3	94,994.5
Tax Reserve	257.3	1,047.0	1,070.5	1,320.9	1,304.1	4,999.7
Tax Levy Required (\$000)	5,145.6	20,939.3	21,409.8	26,418.2	26,081.4	99,994.2
Tax Rate per \$1,000 Assessed Value						
Homestead	0.61	3.25	3.09	2.87	2.86	
Non-Homestead	1.25	6.74	6.41	5.95	5.93	



# Capital Improvement Program

2015-16 City of Rochester, New York April 27, 2015

# **CITY OFFICIALS**

#### **City Council**

Loretta C. Scott (At-Large) President

Carolee A. Conklin (At-Large) Matt Haag (At-Large) Adam C. McFadden (South District) Dana Miller (At-Large) Jacklyn Ortiz (At-Large) Carla M. Palumbo (Northwest District) Michael A. Patterson (Northeast District) Elaine M. 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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2015-16 TO 2019-20 Capital Improvement Program

# INTRODUCTION

# CAPITAL EXPENDITURES

The Capital Improvement Program (CIP) is a financing plan for the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in the capital program, a project or item must be consistent with the definition of capital object or purpose included in Section 11 of the New York State Local Finance Law.

The financing of capital projects may occur through three means. First, a direct appropriation may be made; this type of appropriation is known as cash capital. Second, funds for projects may be obtained through the issuance of bonds and notes, two forms of debt. The subsequent repayment of this debt and related interest costs is called debt service. Funding for repayment of debt is included in the Debt Service allocation of the annual operating budget. Third, full or partial funding for some projects is obtained from outside agencies.

# **CIP DOCUMENT**

This document represents a five-year capital investment program organized in three parts.

The first part is a financial summary overview of the recommended program. Categories, funding sources and Departments are summarized in this section.

The second part presents the project detail organized by eleven functional program types: Transportation (T), Public Waterfront (O), Water System (W), Public Safety (P), Parks and Open Space (S), Economic Development, Arts (E) and Culture (A), Public Facilities (F), Municipal Facilities (M), Business Equipment (B), and Non-Public Safety Fleet (N). Each of these types is further divided into Categories (e.g. E-1 Downtown Development). Categories may contain one or more projects (e.g. E-1 Center City Beautification, Midtown Redevelopment III).

Each program type is prefaced by a narrative description, a listing of new programs, and program changes.

Each project is described along with its cost and funding source for each year of the plan.

The third part contains appendices listing funding, program and departmental detail.

FY 2016-20	SUMM	IARY BY	(FUNDI	NG SOU	RCE (000	s)
CAPITAL IMPROVEMENT PROGRAM	2015-16	2016-17	2017-18	2018-19	2019-20	Total
nimal Control Cash Capital	350	251	243	0	0	844
CDBG	2,386	4,236	4,236	4,236	4,236	19,330
Ionroe County Traffic	178	202	158	255	355	1,148
ederal	10,624	5,346	666	4,176	4,734	25,546
eneral Debt	16,146	25,340	21,580	20,160	17,595	100,821
lefuse Debt	0	2,846	0	0	0	2,846
ocal Works Debt	1,168	0	0	0	0	1,168
Ionroe County	1,100	1,100	1,100	1,100	1,100	5,500
lew York State	20,945	6,030	1,880	3,300	0	32,155
arking Debt	3,601	5,909	2,485	1,238	1,275	14,508
rivate	1,286	296	0	0	0	1,582
Vater Debt	4,452	4,116	14,232	4,318	5,032	32,150
eneral Cash Capital	7,490	25,195	26,277	24,796	24,423	108,181
Cemetery Cash Capital	665	1,458	1,149	1,093	1,271	5,636
ibrary Cash Capital	617	757	907	797	813	3,891
ocal Works Cash Capital	3,309	7,264	5,654	5,131	4,949	26,307
arking Cash Capital	59	1,114	889	558	596	3,216
ublic Market Cash Capital	27	48	50	52	54	231
efuse Cash Capital	3,288	3,996	1,302	2,201	2,193	12,980
Vater Cash Capital	5,088	5,427	5,139	5,682	6,148	27,484
Var Memorial Cash Capital	155	2,418	268	268	268	3,377
Grand Total	82,934	103,349	88,215	79,361	75,042	428,901

FY 2016-20		Catego	v Su	ımm	arv		
CAPITAL IMPROVEMENT PROGRAM		<u>2015-16</u>	•	2017-18	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Arts & Culture							
General Cash Capital		0	150	150	150	150	600
Library Cash Capital		527	540	554	568	582	2,771
Arts & Culture	Total	527	690	704	718	732	3,371
Business Equipment							
Cemetery Cash Capital		0	35	40	40	45	160
General Cash Capital		717	2,952	2,056	1,861	1,675	9,261
Library Cash Capital		0	35	165	35	35	270
Local Works Cash Capital		19	24	25	25	26	119
New York State		5,417	0	0	0	0	5,417
Parking Cash Capital		0	550	0	0	0	550
Refuse Cash Capital		223	234	240	246	252	1,195
War Memorial Cash Capital		0	68	68	68	68	272
Water Cash Capital		62	76	92	95	98	423
Business Equipment	Total	6,438	3,974	2,686	2,370	2,199	17,667
Economic Development							
CDBG		2,386	4,186	4,186	4,186	4,186	19,130
Federal		2,620	1,402	0	0	0	4,022
General Cash Capital		2,602	6,040	6,189	6,001	6,458	27,290
General Debt		2,136	8,410	10,015	5,660	3,821	30,042
New York State		1,214	0	0	0	0	1,214
Private		886	96	0	0	0	982
Economic Development	Total	11,844	20,134	20,390	15,847	14,465	82,680

Category Summary 2016-20 CI	Р	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Municipal Facilities							
Animal Control Cash Capital		350	251	243	0	0	844
General Cash Capital		357	1,663	1,856	3,902	4,360	12,138
General Debt		5,047	4,275	662	2,500	0	12,484
Library Cash Capital		90	182	188	194	196	850
Local Works Cash Capital		528	784	399	83	270	2,064
New York State		3,558	500	0	0	0	4,058
Parking Cash Capital		0	500	889	500	500	2,389
Parking Debt		3,601	5,909	2,485	1,238	1,275	14,508
Private		400	200	0	0	0	600
Refuse Cash Capital		527	392	400	83	270	1,672
Water Cash Capital		30	537	5	5	105	682
Municipal Facilities	Total	14,488	15,193	7,127	8,505	6,976	52,289
Non-Public Safety Fleet							
Cemetery Cash Capital		99	240	139	48	154	680
Federal		0	0	0	0	22	22
General Cash Capital		920	3,505	1,127	740	581	6,873
Local Works Cash Capital		1,252	2,125	1,367	1,045	555	6,344
Parking Cash Capital		59	64	0	58	96	277
Public Market Cash Capital		7	0	0	0	0	7
Refuse Cash Capital		2,538	3,370	662	1,872	1,671	10,113
Refuse Debt		0	2,846	0	0	0	2,846
Water Cash Capital		610	978	939	637	854	4,018
Non-Public Safety Fleet	Total	5,485	13,128	4,234	4,400	3,933	31,180
Parks and Open Space							
Cemetery Cash Capital		566	1,183	970	1,005	1,072	4,796
General Cash Capital		990	2,379	2,198	2,070	2,268	9,905
General Debt		0	1,900	1,750	0	0	3,650
New York State		510	4,630	0	0	0	5,140
Public Market Cash Capital		20	48	50	52	54	224
Parks and Open Space	Total	2,086	10,140	4,968	3,127	3,394	23,715

Category Summary 2016-20 CIP		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Public Facilities							
General Cash Capital		178	254	1,651	258	510	2,851
General Debt		0	150	0	743	323	1,216
War Memorial Cash Capital		155	2,350	200	200	200	3,105
Public Facilities	Total	333	2,754	1,851	1,201	1,033	7,172
Public Safety							
CDBG		0	50	50	50	50	200
General Cash Capital		1,004	5,047	7,128	5,723	4,307	23,209
General Debt		888	0	0	0	0	888
New York State		2,411	0	0	0	0	2,411
Public Safety	Total	4,303	5,097	7,178	5,773	4,357	26,708
Public Waterfront							
General Cash Capital		55	195	25	50	497	822
General Debt		0	870	0	0	2,750	3,620
New York State		200	900	1,880	3,300	0	6,280
Public Waterfront	Total	255	1,965	1,905	3,350	3,247	10,722
Transportation & Infrastru	cture						
Federal		8,004	3,944	666	4,176	4,712	21,502
General Cash Capital		667	3,010	3,897	4,041	3,617	15,232
General Debt		8,075	9,735	9,153	11,257	10,701	48,921
Local Works Cash Capital		1,510	4,331	3,863	3,978	4,098	17,780
Local Works Debt		1,168	0	0	0	0	1,168
Monroe County		1,100	1,100	1,100	1,100	1,100	5,500
Monroe County Traffic		178	202	158	255	355	1,148
New York State		7,635	0	0	0	0	7,635
Water Cash Capital		195	91	105	267	148	806
Water Debt		1,562	684	2,958	1,723	2,353	9,280
Transportation &	Total	30,094	23,097	21,900	26,797	27,084	128,972

Category Summary 2016-2	0 CIP	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water System							
Water Cash Capital		4,191	3,745	3,998	4,678	4,943	21,555
Water Debt		2,890	3,432	11,274	2,595	2,679	22,870
Water System	Total	7,081	7,177	15,272	7,273	7,622	44,425
	Grand Total	82,934	103,349	88,215	79,361	75,042	428,901

FY 2016-20		Departr	Department			Summary			
CAPITAL IMPROVEMENT PROGRAM		2015-16	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	2019-20	TOTAL		
Administration									
General Cash Capital		5	5	5	5	5	25		
Parking Cash Capital		0	500	889	500	500	2,389		
Parking Debt		3,301	5,909	2,485	1,238	1,275	14,208		
Administration	Total	3,306	6,414	3,379	1,743	1,780	16,622		
Emergency Communications	Depart	ment							
General Cash Capital		0	70	35	88	35	228		
Emergency Communications	Total	0	70	35	88	35	228		
Environmental Services									
Animal Control Cash Capital		350	251	243	0	0	844		
Cemetery Cash Capital		665	1,458	1,149	1,093	1,271	5,636		
Federal		10,624	5,346	666	4,176	4,734	25,546		
General Cash Capital		3,201	10,721	10,594	10,830	11,325	46,671		
General Debt		12,267	21,175	13,015	14,660	14,674	75,791		
Local Works Cash Capital		3,309	7,264	5,654	5,131	4,949	26,307		
Local Works Debt		1,168	0	0	0	0	1,168		
Monroe County		1,100	1,100	1,100	1,100	1,100	5,500		
Monroe County Traffic		178	202	158	255	355	1,148		
New York State		12,588	3,530	1,880	3,300	0	21,298		
Parking Cash Capital		59	64	0	58	96	277		
Parking Debt		300	0	0	0	0	300		
Private		886	96	0	0	0	<i>982</i>		
Public Market Cash Capital		7	0	0	0	0	7		
Refuse Cash Capital		3,288	3,996	1,302	2,201	2,193	12,980		
Refuse Debt		0	2,846	0	0	0	2,846		
War Memorial Cash Capital		0	1,568	68	68	68	1,772		
Water Cash Capital		5,088	5,427	5,139	5,682	6,148	27,484		
Water Debt		4,452	4,116	14,232	4,318	5,032	32,150		
Environmental Services	Total	59,530	69,160	55,200	52,872	51,945	288,707		

Department Summary 2016-20	CIP	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Fire							
CDBG		0	50	50	50	50	200
General Cash Capital		744	2,610	5,250	3,460	1,814	13,878
General Debt		1,779	0	0	0	0	1,779
New York State		608	0	0	0	0	608
Fire	Total	3,131	2,660	5,300	3,510	1,864	16,465
Information Technology							
General Cash Capital		670	2,365	1,765	1,565	1,375	7,740
New York State		2,420	0	0	0	0	2,420
Parking Cash Capital		0	550	0	0	0	550
Information Technology	Total	3,090	2,915	1,765	1,565	1,375	10,710
Library							
Library Cash Capital		617	757	907	797	813	3,891
New York State		389	500	0	0	0	889
Private		400	200	0	0	0	600
Library	Total	1,406	1,457	907	797	813	5,380
Neighborhood Business Dev	velopment						
CDBG		2,386	4,186	4,186	4,186	4,186	19,130
General Cash Capital		2,173	5,610	5,560	5,560	6,010	24,913
General Debt		1,300	4,165	8,315	3,000	2,921	19,701
New York State		297	0	0	0	0	297
War Memorial Cash Capital		155	850	200	200	200	1,605
Neighborhood Business	Total	6,311	14,811	18,261	12,946	13,317	65,646
Police							
General Cash Capital		337	2,838	2,085	2,348	2,913	10,521
General Debt		600	0	0	0	0	600
New York State		4,178	0	0	0	0	4,178
Police	Total	5,115	2,838	2,085	2,348	2,913	15,299

Department Summary 2016-20 CIP	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL	
<b>Recreation &amp; Youth Services</b>							
General Cash Capital	360	976	983	940	946	4,205	
General Debt	200	0	250	2,500	0	2,950	
New York State	465	2,000	0	0	0	2,465	
Public Market Cash Capital	20	48	50	52	54	224	
Recreation & Youth Services Total	1,045	3,024	1,283	3,492	1,000	9,844	
Grand Total	82,934	103,349	88,215	79,361	75,042	428,901	

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

# **New Projects**

#### T-1 Arterial Improvements

□ Charlotte Street/Haags Alley added.

# **Project Changes**

#### T-1 Arterial Improvements

- Bausch Street/Upper Falls design shifts to 2016-17.
- Seneca Avenue (Norton Street to E. Ridge Road) added in 2018-19.
- Waring Road (Culver Road to Norton Street) delayed to 2019-20 in conjunction with Federal request.

#### T-6 Street Lighting

□ Street Lighting Improvements in conjunction with RG&E System Separation is added.

#### 2015-16 TO 2019-20

#### **Capital Improvement Program**

#### **T-1**

**Arterial Improvements** 

# 131K Broadway (South Union to Goodman St South)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	162	0	162
General Debt	0	0	0	0	974	974
Monroe County	0	0	0	1,100	1,100	2,200
Water Cash Capital	0	0	0	50	0	50
Water Debt	0	0	0	0	504	504
	0	0	0	1,312	2,578	3,890

## 131K Genesee St (Genesee Park Blvd to Brooks Ave)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. Monroe County 131K Street.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	112	0	112
Water Cash Capital	0	0	0	65	0	65
	0	0	0	177	0	177

# Image: 131K South Avenue (Elmwood<br/>Avenue to Bellvue Drive)Elmwood Avenue (Mt. Hope Ave. to South<br/>Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	0	1,312	0	0	1,312
Monroe County	1,100	1,100	1,100	0	0	3,300
Water Cash Capital	87	0	0	0	0	87
Water Debt	0	0	2,242	0	0	2,242
	1,187	1,100	4,654	0	0	6,941

### ■ 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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	1,018	0	0	0	0	1,018
Water Debt	610	0	0	0	0	610
	1,628	0	0	0	0	1,628

### Bausch Street/Upper Falls

#### Genesee River to Hudson Avenue

Street milling and resurfacing, curb and sidewalk repair, receiving basins and in fill landscaping.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	169	0	0	0	169
Monroe County Traffic	0	4	34	0	0	38
Water Debt	0	0	11	0	0	11
	0	173	45	0	0	218

## Bausch Street/Upper Falls Boulevard (Genesee River to Hudson Ave)

Street milling and resurfacing, curb and sidewalk repair, receiving basins and in fill landscaping.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	0	1,722	0	0	1,722
	0	0	1,722	0	0	1,722

## Genesee Park Boulevard

## Brooks Avenue to Genesee Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	386	0	0	386
General Debt	0	0	0	3,732	0	3,732
Monroe County Traffic	0	0	2	21	0	23
Water Cash Capital	0	0	38	0	0	38
Water Debt	0	0	0	371	0	371
	0	0	426	4,124	0	4,550

## Goodman Street

## Bay Street to Clifford Ave.

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. 131K Street

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	48	0	0	0	0	48
General Debt	472	0	0	0	0	472
Monroe County Traffic	8	0	0	0	0	8
Water Cash Capital	2	0	0	0	0	2
	530	0	0	0	0	530

#### **Capital Improvement Program**

## Mt. Hope Avenue Phase II

Raleigh Street to Erie Canal

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Federal	0	0	666	4,176	0	4,842
General Cash Capital	0	0	61	0	0	61
General Debt	0	0	0	1,232	0	1,232
Monroe County Traffic	0	0	0	89	0	89
Water Debt	0	0	0	626	0	626
	0	0	727	6,123	0	6,850

# Scottsville Road & Elmwood West City Line to Mt. Hope Avenue Avenue

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lights.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	2,147	0	0	0	2,147
Monroe County Traffic	5	44	0	0	0	49
New York State	210	0	0	0	0	210
Water Cash Capital	0	14	0	0	0	14
	215	2,205	0	0	0	2,420

Seneca Avenue

#### Norton Street to E. Ridge Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	235	0	235
General Debt	0	0	0	0	2,338	2,338
Monroe County Traffic	0	0	0	19	169	188
Water Cash Capital	0	0	0	13	0	13
Water Debt	0	0	0	0	126	126
	0	0	0	267	2,633	2,900

#### **Capital Improvement Program**

## Street Planning & Design

Staff time for design and construction of street improvement program.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	0	0	0	70	77	147
	200	200	200	270	277	1,147

### Waring Road

#### Culver Road to Norton Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. Design completed in earlier years and Federal funding delayed construction

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Federal	0	0	0	0	4,712	4,712
General Debt	0	0	0	0	907	907
Monroe County Traffic	0	0	0	0	56	56
Water Debt	0	0	0	0	975	975
	0	0	0	0	6,650	6,650

#### Charlotte Street/Haags Alley

### Scio to Pitkins

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Monroe County Traffic	8	0	0	0	0	8
New York State	1,000	0	0	0	0	1,000
Water Cash Capital	29	0	0	0	0	29
Water Debt	214	0	0	0	0	214
	1,251	0	0	0	0	1,251

**Capital Improvement Program** 

## **T-2** Street Rehabilitation

## Milling & Resurfacing Program

Milling and Resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	69	1,165	1,705	1,756	1,809	6,504
General Debt	1,823	2,994	2,578	2,655	2,735	12,785
Monroe County Traffic	65	66	68	70	72	341
New York State	1,772	0	0	0	0	1,772
Water Cash Capital	63	65	67	69	71	335
	3,792	4,290	4,418	4,550	4,687	21,737

## 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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Federal	8,004	3,944	0	0	0	11,948
General Debt	1,909	1,147	0	0	0	3,056
Monroe County Traffic	42	36	0	0	0	78
Water Cash Capital	14	12	0	0	0	26
	9,969	5,139	0	0	0	15,108

## Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	500	500	500	500	2,000
General Debt	322	2,735	2,817	2,902	2,989	11,765
Monroe County Traffic	50	52	54	56	58	270
New York State	2,905	0	0	0	0	2,905
Water Debt	738	684	705	726	748	3,601
	4,015	3,971	4,076	4,184	4,295	20,541

#### **Capital Improvement Program**

### **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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	50	105	99	102	105	461
Local Works Cash Capita	1 1,010	1,040	1,072	1,104	1,137	5,363
	1,060	1,145	1,171	1,206	1,242	5,824

<b>T-4</b>	Traffic

## Traffic Calming

Design and construction of features that improve conditions for non-motorized street users such as speed humps, bump-outs, medians, striping, etc.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	190	201	207	213	811
	0	190	201	207	213	811

#### **T-5**

#### Sidewalk Maintenance

#### Hazardous Sidewalk Remediation Standard Allocation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Local Works Cash Capital	500	2,406	2,478	2,552	2,629	10,565
Local Works Debt	1,168	0	0	0	0	1,168
New York State	730	0	0	0	0	730
	2,398	2,406	2,478	2,552	2,629	12,463

**Capital Improvement Program** 

## Sidewalk Ramp Installation Standard Allocation

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Local Works Cash Capita	1 0	885	313	322	332	1,852
	0	885	313	322	332	1,852

## **T-6**

## Street Lighting System

## Project Uplift

Enhanced street lighting where improvements will add to the public safety.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	78	80	82	84	324
	0	78	80	82	84	324

## **\_\_\_** Street Lighting

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	3,549	256	264	272	280	4,621
	3,549	256	264	272	280	4,621

# Street Lighting - Standard Allocation

Replacement, upgrade and improvement to poles and luminaries.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	131	135	139	143	548
	0	131	135	139	143	548

## Street Lighting Improvements -RGE System Separation

**Capital Improvement Program** 

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	325	325	325	335	1,310
	0	325	325	325	335	1,310

## **T-7**

## **Bridges and Structures**

## Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	300	603	665	685	706	2,959
	300	603	665	685	706	2,959

S	ummary of Fur	nding b	y Prog	ram: T	ransp	ortatio	n
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
<b>T-1</b>	Arterial Improvements						
	Federal	0	0	666	4,176	4,712	9,554
	General Cash Capital	248	369	647	709	200	2,173
	General Debt	472	2,147	3,034	4,964	4,219	14,836
	Monroe County	1,100	1,100	1,100	1,100	1,100	5,500
	Monroe County Traffic	21	48	36	129	225	459
	New York State	2,228	0	0	0	0	2,228
	Water Cash Capital	118	14	38	198	77	445
	Water Debt	824	0	2,253	997	1,605	5,679
		5,011	3,678	7,774	12,273	12,138	40,874
T-2	Street Rehabilitation						
	Federal	8,004	3,944	0	0	0	11,948
	General Cash Capital	69	1,665	2,205	2,256	2,309	8,504
	General Debt	4,054	6,876	5,395	5,557	5,724	27,606
	Monroe County Traffic	157	154	122	126	130	689
	New York State	4,677	0	0	0	0	4,677
	Water Cash Capital	77	77	67	69	71	361
	Water Debt	738	684	705	726	748	3,601
		17,776	13,400	8,494	8,734	8,982	57,386
T-3	Street Surface Treatment						
	General Cash Capital	50	105	99	102	105	461
	Local Works Cash Cap	1,010	1,040	1,072	1,104	1,137	5,363
		1,060	1,145	1,171	1,206	1,242	5,824
T-4	Traffic						
	General Cash Capital	0	190	201	207	213	811
		0	190	201	207	213	811

		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
T-5	Sidewalk Maintenance						
	Local Works Cash Cap	500	3,291	2,791	2,874	2,961	12,417
	Local Works Debt	1,168	0	0	0	0	1,168
	New York State	730	0	0	0	0	730
		2,398	3,291	2,791	2,874	2,961	14,315
T-6	Street Lighting System						
	General Cash Capital	0	78	80	82	84	324
	General Debt	3,549	712	724	736	758	6,479
		3,549	790	804	818	842	6,803
T-7	Bridges and Structures						
	General Cash Capital	300	603	665	685	706	2,959
		300	603	665	685	706	2,959

#### TRANSPORTATION TOTALS

	<u>2015-16</u>	2016-2017	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Federal	8,004	3,944	666	4,176	4,712	21,502
General Cash Capital	667	3,010	3,897	4,041	3,617	15,232
General Debt	8,075	9,735	9,153	11,257	10,701	48,921
Local Works Cash Capital	1,510	4,331	3,863	3,978	4,098	17,780
Local Works Debt	1,168	0	0	0	0	1,168
Monroe County	1,100	1,100	1,100	1,100	1,100	5,500
Monroe County Traffic	178	202	158	255	355	1,148
New York State	7,635	0	0	0	0	7,635
Water Cash Capital	195	91	105	267	148	806
Water Debt	1,562	684	2,958	1,723	2,353	9,280
	30,094	23,097	21,900	26,797	27,084	128,972

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

## **New Projects**

## O-1 Port of Rochester

- Harbor Management added.
- Port Overlook added.

## **Project Changes**

#### O-1 Port of Rochester

Dert Infrastructure Roads deferred one year to 2016-17.

#### O-3 Genesee River

- Erie Harbor Enhancements Phase II construction is delayed to 2016-17.
- **□** East River Wall construction is delayed.

#### O-5 Boat Launch Relocation

Riverfront Development III construction is delayed to 2019-20.

#### O-6 Transient Marina Development

□ Transient Marina Facilities Phase II is delayed to 2019-20.

#### **Capital Improvement Program**

## 0-1

## Port of Rochester

#### Harbor Management Plan

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	25	0	0	0	0	25
	25	0	0	0	0	25

## Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	25	25	50	25	125
	0	25	25	50	25	125

## Port Overlook

Design and construction trail and public scenic overlook upon the remaining abutment of demolished CSX swing bridge over the Genesee River.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	30	0	0	0	0	30
General Debt	0	170	0	0	0	170
New York State	200	0	0	0	0	200
	230	170	0	0	0	400

#### **O-2**

Lake Ontario

## **Durand Eastman Beach Improvements**

Construction of bathhouse and shelter.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
New York State	0	0	1,880	3,300	0	5,180
	0	0	1,880	3,300	0	5,180

**Capital Improvement Program** 

0-3

**Genesee River** 

## Erie Harbor Enhancements Phase II

Landscape enhancements, walks, and park amenities, including the restoration of the river railing and spot repair of existing pavements at the East River Wall.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	170	0	0	0	170
General Debt	0	700	0	0	0	700
New York State	0	900	0	0	0	900
	0	1,770	0	0	0	1,770

0-5

#### **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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	0	0	0	2,750	2,750
	0	0	0	0	2,750	2,750

#### 0-6

**Transient Marina Development** 

#### Transient Marina Facilities Phase II

Design and construction.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	0	472	472
	0	0	0	0	472	472

	Summary of Funding by Program: Public Waterfrom									
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>			
<b>O-1</b>	Port of Rochester									
	General Cash Capital	55	25	25	50	25	180			
	General Debt	0	170	0	0	0	170			
	New York State	200	0	0	0	0	200			
		255	195	25	50	25	550			
O-2	Lake Ontario									
	New York State	0	0	1,880	3,300	0	5,180			
		0	0	1,880	3,300	0	5,180			
O-3	Genesee River									
	General Cash Capital	0	170	0	0	0	170			
	General Debt	0	700	0	0	0	700			
	New York State	0	900	0	0	0	900			
		0	1,770	0	0	0	1,770			
O-5	Boat Launch Relocation									
	General Debt	0	0	0	0	2,750	2,750			
		0	0	0	0	2,750	2,750			
O6	Transient Marina Development									
	General Cash Capital	0	0	0	0	472	472			
		0	0	0	0	472	472			

# Summary of Funding by Program: Public Waterfront

#### **PUBLIC WATERFRONT TOTALS**

	2015-16	2016-17	2017-18	<u>2018-19</u>	<u>2019-20</u>	Total
General Cash Capital	55	195	25	50	497	822
General Debt	0	870	0	0	2,750	3,620
New York State	200	900	1,880	3,300	0	6,280
	255	1,965	1,905	3,350	3,247	10,722

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

## **Project Changes**

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- □ The programs for infrastructure support continue at planned levels.
- Water Main Cleaning & Lining & Water Main Extensions Programs combine into Distribution System Water Main Renewal Program
- Distribution System Vault Rehabilitation delayed to 2018-19.
- Laboratory and SCADA Equipment added.
- Hemlock Treatment Plant Boiler & Water Storage repairs delayed.

#### **Capital Improvement Program**

#### WATER SYSTEM

# W-1 Distribution System

## Bridge and River Crossings

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	585	0	0	0	600	1,185
	585	0	0	0	600	1,185

## **Distribution System Vault Rehabilitation**

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Water Cash Capital	0	0	0	450	0	450
	0	0	0	450	0	450

## **Distribution System Water Main Renewal**

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	1,057	1,500	1,586	1,602	1,654	7,399
Water Debt	2,390	2,432	2,510	2,595	2,679	12,606
	3,447	3,932	4,096	4,197	4,333	20,005

## Holly System

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	125	125	125	129	133	637
Water Debt	500	0	0	0	0	500
	625	125	125	129	133	1,137

## Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	489	510	526	543	560	2,628
	489	510	526	543	560	2,628

#### Capital Improvement Program

## Water Meter Replacement Program

Replacement and modernization of water meters.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	702	720	743	767	791	3,723
	702	720	743	767	791	3,723

## Water Security

Securing Water facilities by facility upgrade and access control.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	80	80	83	85	88	416
	80	80	83	85	88	416

**W-2** 

## Water Supply Structures

#### **Conduit Modernization**

Modernization of City's water supply system.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Debt	0	1,000	8,764	0	0	9,764
	0	1,000	8,764	0	0	9,764

#### Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	86	90	100	50	103	429
	86	90	100	50	103	429

## **Filtration Plant and Related Renovations**

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	171	400	420	655	550	2,196
	171	400	420	655	550	2,196

## Capital Improvement Program

## J Filtration Plant Filter Underdrain Joint Rehabilitation

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Water Cash Capital	144	0	0	0	0	144
	144	0	0	0	0	144

## Filtration Plant Small Equipment Replacement

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Water Cash Capital	120	70	75	130	100	495
	120	70	75	130	100	495

## Holly Station Related Renovations

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	50	0	80	0	90	220
	50	0	80	0	90	220

## Laboratory and SCADA Equipment

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

## Upland Bridge Rehabilitation

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	332	0	0	0	0	332
	332	0	0	0	0	332

## Upland Structures

Improvements to the sites, structures and systems.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	200	200	210	217	224	1,051
	200	200	210	217	224	1,051

	Summary of Funding by Program: Water System								
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>		
W-1	Distribution System								
	Water Cash Capital	3,038	2,935	3,063	3,576	3,826	16,438		
	Water Debt	2,890	2,432	2,510	2,595	2,679	13,106		
		5,928	5,367	5,573	6,171	6,505	29,544		
W-2	Water Supply Structures								
	Water Cash Capital	1,153	810	935	1,102	1,117	5,117		
	Water Debt	0	1,000	8,764	0	0	9,764		
		1,153	1,810	9,699	1,102	1,117	14,881		
WAT	ER SYSTEM TOTALS								
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>		
V	Vater Cash Capital	4,191	3,745	3,998	4,678	4,943	21,555		
V	Vater Debt	2,890	3,432	11,274	2,595	2,679	22,870		
		7,081	7,177	15,272	7,273	7,622	44,425		

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# **PUBLIC SAFETY**

The Public Safety category contains projects that improve the ability of Fire, Police and Emergency Communications Departments to carry out their mission of protecting the public. Equipment replacement is a major component of this category.

□ The programs for equipment and facilities support continue

## **Project Changes**

P-8 Emergency Communication Vehicles

Emergency Communications Vehicle for Director deferred one year to 2016-17.

#### **Capital Improvement Program**

#### **PUBLIC SAFETY**

P-1	Apparatus

## Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	1,300	3,750	2,052	0	7,102
General Debt	888	0	0	0	0	888
	888	1,300	3,750	2,052	0	7,990

#### **P-3**

## Small Equipment

## Police Equipment

Technician equipment, and small equipment.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	260	226	169	177	176	1,008
	260	226	169	177	176	1,008

## SCBA Replacement

Scheduled replacement and new purchase of small equipment.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	80	360	371	382	393	1,586
	80	360	371	382	393	1,586

## Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
CDBG	0	50	50	50	50	200
General Cash Capital	368	379	390	402	414	1,953
	368	429	440	452	464	2,153

#### **Capital Improvement Program**

## Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

	<u>Funding Source</u> General Cash Capital	<u>2015-16</u> 0	<u>2016-17</u> 362	<u>2017-18</u> 373	<u>2018-19</u> 402	<u>2019-20</u> 414	<u>TOTAL</u> 1,551
	New York State	358	0	0	0	0	358
		358	362	373	402	414	1,909
P-5	Technology						
Co	mmunications Equipme	nt - RFD					
Routine r	eplacement of radio receiver	s, mobile an	d portable 1	adios, digi	tal pagers, a	ind transmitte	rs.
	Funding Source	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL

Funding Source	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	40	40	40	40	40	200
	40	40	40	40	40	200

**P-6** 

## Fire Motor Equipment

## Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	256	69	156	82	172	735
	256	69	156	82	172	735

## Fire Rescue Boat

Protect City residents, visitors, recreational boating interests, commercial assets, and industrial operations in the Port of Rochester, on the Genesee River, and on Lake Ontario.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	250	0	0	0	0	250
	250	0	0	0	0	250

## P-7 Police Motor Equipment

## Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	2,276	1,879	2,133	2,698	8,986
New York State	1,803	0	0	0	0	1,803
	1,803	2,276	1,879	2,133	2,698	10,789

## **P-8**

## **Emergency Communications Motor Equipment**

## Emergency Communication Vehicles

Scheduled replacement of vehicles.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	35	0	53	0	88
	0	35	0	53	0	88

	Summary of	Fundin	g by P	rogran	n: Publ	lic Safe	ety
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
P-1	Apparatus						
	General Cash Capital	0	1,300	3,750	2,052	0	7,102
	General Debt	888	0	0	0	0	888
		888	1,300	3,750	2,052	0	7,990
P-3	Small Equipment						
	CDBG	0	50	50	50	50	200
	General Cash Capital	708	1,327	1,303	1,363	1,397	6,098
	New York State	358	0	0	0	0	358
		1,066	1,377	1,353	1,413	1,447	6,656
P-5	Technology						
	General Cash Capital	40	40	40	40	40	200
		40	40	40	40	40	200
P-6	Fire Motor Equipment						
	General Cash Capital	256	69	156	82	172	735
	New York State	250	0	0	0	0	250
		506	69	156	82	172	985
P-7	Police Motor Equipment						
	General Cash Capital	0	2,276	1,879	2,133	2,698	8,986
	New York State	1,803	0	0	0	0	1,803
		1,803	2,276	1,879	2,133	2,698	10,789
<b>P-</b> 8	Emergency Communications	Motor Equipm	ent				
	General Cash Capital	0	35	0	53	0	88
		0	35	0	53	0	88

#### PUBLIC SAFETY TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
CDBG	0	50	50	50	50	200
General Cash Capital	1,004	5,047	7,128	5,723	4,307	23,209
General Debt	888	0	0	0	0	888
New York State	2,411	0	0	0	0	2,411
	4,303	5,097	7,178	5,773	4,357	26,708

# PARKS and OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

## **New Projects**

#### S-1 Trail System

Brewery Line trail added in 2016-17.

## S-4 Recreation

□ Statue & Monument Repair is added.

## S-6 Cemeteries

Cemeteries Facilities is added.

## **Project Changes**

## S-4 Recreation

- Genesee Riverway Rehabilitation deferred one year to 2016-17.
- □ Tennis/Basketball Replacement deferred one year to 2016-17.
- Charles Carroll Plaza construction deferred one year to 2016-17.
- Lighting Courts & Fields deferred one year to 2016-17.
- □ Play Apparatus to be funded by NYS Grant.
- Artin Luther King Jr. Memorial Park Phase III delayed to 2016-17.
- Cemetery Development deferred one year to 2016-17.

## **Capital Improvement Program**

#### PARKS \_OPEN SPACE

S-1 Trail System						
Brewery Line Trail						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTA
General Cash Capital	45	0	0	0	0	45
New York State	45	230	0	0	0	275
	90	230	0	0	0	320
Genesee Riverway Reha	bilitation					
Rehabilitation of trail and trail signa	age.					
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTA
General Cash Capital	0	191	196	202	208	797
	0	191	196	202	208	797
Ash Tree Program						
Ash Tree Program						
Ash Tree Program Treatment of healthy and removal o <u>Funding Source</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u> 223	<u>2018-19</u> 109	<u>2019-20</u> 270	<u>TOTA</u> 877
Ash Tree Program			2017-18 223 223	<b>2018-19</b> 109 109	2019-20 270 270	877
Ash Tree Program Treatment of healthy and removal o <u>Funding Source</u>	<u>2015-16</u> 185	<u>2016-17</u> 90	223	109	270	877
<ul> <li>Ash Tree Program</li> <li>Freatment of healthy and removal of <u>Funding Source</u></li> <li>General Cash Capital</li> <li>Forestry Tree Program</li> </ul>	<u>2015-16</u> 185	<u>2016-17</u> 90	223	109	270	877
Ash Tree Program Treatment of healthy and removal of <u>Funding Source</u> General Cash Capital	<u>2015-16</u> 185	<u>2016-17</u> 90	223	109	270	<u>TOTA</u> 877 877 877
<ul> <li>Ash Tree Program</li> <li>Freatment of healthy and removal of <u>Funding Source</u></li> <li>General Cash Capital</li> <li>Forestry Tree Program</li> <li>Planting and upkeep of City trees.</li> </ul>	2015-16 185 185	2016-17 90 90	223	109	270	877

**Capital Improvement Program** 

S-4	Recreation

## Charles Carroll Plaza

Repair/replace of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	1,900	0	0	0	1,900
New York State	0	2,400	0	0	0	2,400
	0	4,300	0	0	0	4,300

## Downtown Skate Park

Construction of a skate park.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	0	2,000	0	0	0	2,000
	0	2,000	0	0	0	2,000

## DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	350	350	350	350	350	1,750
	350	350	350	350	350	1,750

## Lighting Courts & Fields

Strategic lighting of tennis and baseball facilities.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	103	107	110	113	433
	0	103	107	110	113	433

## Martin Luther King Jr. Memorial Park Phase III

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main enterance, the amphitheater, the lawn and the berm area.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	200	200	250	250	900
New York State	465	0	0	0	0	465
	465	200	200	250	250	1,365

## **Statue & Monument Repair**

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	10	107	110	113	116	456
	10	107	110	113	116	456

## Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	200	200	100	100	600
	0	200	200	100	100	600

**Capital Improvement Program** 

S-5	Public Market

### Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Public Market Cash Capital	20	48	50	52	54	224
	20	48	50	52	54	224

C	6	
S	-0	

## Cemeteries

#### Cemeteries - Facilities

Mount Hope Cemetery barn plumbing upgrades.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Cemetery Cash Capital	155	273	30	35	72	565
	155	273	30	35	72	565

## 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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Cemetery Cash Capital	110	120	130	140	150	650
	110	120	130	140	150	650

## Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Cemetery Cash Capital	301	290	310	330	350	1,581
	301	290	310	330	350	1,581

## Cemetery Development

Allocation for the design and construction of new interment space.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Cemetery Cash Capital	0	500	500	500	500	2,000
	0	500	500	500	500	2,000

S	ummary of Fund	ling by	Progra	am: Pa	rks and	d Oper	n Spac
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
S-1	Trail System						
	General Cash Capital	45	191	196	202	208	842
	New York State	45	230	0	0	0	275
		90	421	196	202	208	1,117
S-2	Urban Forest						
	General Cash Capital	585	878	1,035	945	1,131	4,574
		585	878	1,035	945	1,131	4,574
S-4	Recreation						
	General Cash Capital	360	1,310	967	923	929	4,489
	General Debt	0	1,900	1,750	0	0	3,650
	New York State	465	4,400	0	0	0	4,865
		825	7,610	2,717	923	929	13,004
S-5	Public Market						
	Public Market Cash Capital	20	48	50	52	54	224
		20	48	50	52	54	224
S-6	Cemeteries						
	Cemetery Cash Capital	566	1,183	970	1,005	1,072	4,796
		566	1,183	970	1,005	1,072	4,796

## Summary of Funding by Program: Parks and Open Space

<u>2015-16</u> <u>2016-17</u> <u>2017-18</u> <u>2018-19</u> <u>2019-20</u> <u>Total</u>

#### PARKS AND OPEN SPACE TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	Total
Cemetery Cash Capital	566	1,183	970	1,005	1,072	4,796
General Cash Capital	990	2,379	2,198	2,070	2,268	9,905
General Debt	0	1,900	1,750	0	0	3,650
New York State	510	4,630	0	0	0	5,140
Public Market Cash Capital	20	48	50	52	54	224
	2,086	10,140	4,968	3,127	3,394	23,715

# ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

## **New Projects**

## E-1 Downtown Development

□ Main Street Streetscape & Pedestrian Wayfinding added in 2015-16.

## E-3 Neighborhood Development

- Funds are included for East Henrietta Road (Westfall Road to Canal Bridge)
- □ Funds are included for Neighborhood Builders.

## E-6 Environmental Compliance & Remediation

**□** Funds are included for remediation of Vacuum Oil Refinery Site in 2015-16.

## E-7 Housing

- □ Funds are included for Home Rochester in 2015-16.
- □ Funds are included for Roofing Program in 2015-16.

## **Project Changes**

#### E-1 Downtown Development

- □ Center City Beautification is delayed.
- Gilmore-Merrimac connector delayed.

#### E-3 Neighborhood Development

- Gilmore-Merrimac connector delayed.
- □ Neighborhood Development deferred one year to 2016-17.

#### E-4 Land Acquisition

Demolition of Main Street/Clinton Avenue Buildings delayed.

#### E-8 Focused Investment

□ Focused Investment deferred one year to 2016-17.

#### **Capital Improvement Program**

## E-1 Downtown Development

#### Downtown Development

Downtown development projects.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	1,000	950	950	900	3,800
	0	1,000	950	950	900	3,800

## Main Street Streetscape & Pedestrian Wayfinding

Design and construction of a revitalized streetscape along East Main Street, between the Genesee River and Liberty Pole Plaza/Franklin Street.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Federal	149	1,402	0	0	0	1,551
General Debt	76	745	0	0	0	821
Private	10	96	0	0	0	106
	235	2,243	0	0	0	2,478

### Midtown Redevelopment III

New interconnecting roads and public utilities to support the redevelopment of the Midtown site including reconstruction of the sidewalk and pedestrian facilities along E. Main St., S. Clinton Ave. & E. Broad St.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
New York State	500	0	0	0	0	500
	500	0	0	0	0	500

E-2

Downtown Enhancement District

#### **Downtown Streetscape**

Trees, grates, benches, pavement, lights, etc.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	56	58	60	62	236
	0	56	58	60	62	236

## Capital Improvement Program

#### E-3 Neighborhood Development

#### Bull's Head

Land Acquisition and commercial development.

Funding Source General Debt	<b><u>2015-16</u></b> 0	2016-17 2,165	<u>2017-18</u> 6,315	2018-19 1,000	<u>2019-20</u> 921	<u>TOTAL</u> 10,401
New York State	200	0	0	0	0	200
	200	2,165	6,315	1,000	921	10,601

## East Henrietta Road (Westfall Rd to Canal Bridge)

Design and construction of street improvements to support Citygate development including widening the street to accommodate turning and bike lanes and sidewalks.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Federal	571	0	0	0	0	571
Private	876	0	0	0	0	876
	1,447	0	0	0	0	1,447

## 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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	187	0	0	187
General Debt	0	0	0	1,760	0	1,760
	0	0	187	1,760	0	1,947

## Lyell Avenue Improvements

Lyell Avenue Streetscape Improvements.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	0	500	500
	0	0	0	0	500	500

## Neighborhood Builders

Construction of single family homes for owner occupants on City owned vacant lots.

	<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL	
	General Cash Capital	180	0	0	0	0	180	
		180	0	0	0	0	180	
Neighborhood Development								
Public improvements in neighborhood quadrants.								
	<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL	
	<u>Funding Source</u> General Cash Capital	<b><u>2015-16</u></b> 0	<b>2016-17</b> 100	<b>2017-18</b> 100	<b>2018-19</b> 100	<b>2019-20</b> 100	<b>TOTAL</b> 400	

## Acquisition/Economic Development

This is to purchase land/or site for development or other purposes.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
CDBG	600	2,000	2,000	2,000	2,000	8,600
General Debt	1,300	2,000	2,000	2,000	2,000	9,300
	1,900	4,000	4,000	4,000	4,000	17,900

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# **E-6** Environmental Compliance and Remediation

# Investigation and Remediation

**Capital Improvement Program** 

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, and city environmental staff.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	442	559	594	591	596	2,782
General Debt	60	0	0	900	900	1,860
	502	559	594	1,491	1,496	4,642

# Investigation and Remediation - Genesee Street

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	25	0	0	0	0	25
General Debt	200	400	500	0	0	1,100
	225	400	500	0	0	1,125

# Investigation and Remediation - Jefferson Avenue

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	50	0	0	0	0	50
General Debt	0	400	0	0	0	400
	50	400	0	0	0	450

# Investigation and Remediation - Vacuum Oil Refinery Site

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	150	500	1,000	0	0	1,650
	150	500	1,000	0	0	1,650

## Lyell Lake State Street BOA & Josanna Master Plan

Broad Street Streetscape Enhancements.

<u>Funding Source</u> General Cash Capital	<b>2015-16</b> 0	<u>2016-17</u> 25	<b>2017-18</b> 0	<b>2018-19</b> 0	<b>2019-20</b> 0	<u>TOTAL</u> 25
General Debt	0	0	200	0	0	200
	0	25	200	0	0	225

# J Vacuum Oil BOA Flint Street

Extension & Landscaping.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	250	1,400	0	0	0	1,650
	250	1,400	0	0	0	1,650

# ■ Vacuum Oil BOA River Trail

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	100	800	0	0	0	900
	100	800	0	0	0	900

# **E-7**

# Housing

#### Affordable Housing Acquisition and Support

The support and development of affordable housing city wide.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	500	500	500	500	500	2,500
	500	500	500	500	500	2,500

#### Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	420	500	500	500	500	2,420
	420	500	500	500	500	2,420

#### Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
CDBG	186	186	186	186	186	930
General Cash Capital	285	300	300	300	300	1,485
	471	486	486	486	486	2,415

### Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

<b>Funding Source</b> CDBG	<u>2015-16</u> 1,600	<u>2016-17</u> 2,000	<u>2017-18</u> 2,000	<u>2018-19</u> 2,000	<u>2019-20</u> 2,000	<u>TOTAL</u> 9,600
General Cash Capital	700	1,000	1,000	1,000	1,000	4,700
	2,300	3,000	3,000	3,000	3,000	14,300

#### **E-8**

#### Focused Investment

#### **Dewey Avenue Intersection Realignment**

Realignment of Dewey Ave./Driving Park Ave.; intersection in Northwest Rochester.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Federal	1,900	0	0	0	0	1,900
New York State	514	0	0	0	0	514
	2,414	0	0	0	0	2,414

#### **Focused Investment**

Neighborhood stabilization and improvement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	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

Sı	ummary of Fund	ling by l	Program	m: Ecc	onomic	e Deve	lopmen
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	Total
E-1	Downtown Development						
	Federal	149	1,402	0	0	0	1,551
	General Cash Capital	0	1,000	950	950	900	3,800
	General Debt	76	745	0	0	0	821
	New York State	500	0	0	0	0	500
	Private	10	96	0	0	0	106
		735	3,243	950	950	900	6,778
E-2	Downtown Enhancement Di	strict					
	General Cash Capital	0	56	58	60	62	236
		0	56	58	60	62	236
E-3	Neighborhood Development	t					
	Federal	571	0	0	0	0	571
	General Cash Capital	180	100	287	100	600	1,267
	General Debt	0	2,165	6,315	2,760	921	12,161
	New York State	200	0	0	0	0	200
	Private	876	0	0	0	0	876
		1,827	2,265	6,602	2,860	1,521	15,075
E-4	Land Acquisition						
	CDBG	600	2,000	2,000	2,000	2,000	8,600
	General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	General Debt	1,300	2,000	2,000	2,000	2,000	9,300
		1,900	5,000	5,000	5,000	5,000	21,900

# Summary of Funding by Program: Economic Development

		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
E-6	Environmental Compliance an	d Remediatior	1				
	General Cash Capital	517	584	594	591	596	2,882
	General Debt	760	3,500	1,700	900	900	7,760
		1,277	4,084	2,294	1,491	1,496	10,642
E-7	Housing						
	CDBG	1,786	2,186	2,186	2,186	2,186	10,530
	General Cash Capital	1,905	2,300	2,300	2,300	2,300	11,105
		3,691	4,486	4,486	4,486	4,486	21,635
E-8	Focused Investment						
	Federal	1,900	0	0	0	0	1,900
	General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	New York State	514	0	0	0	0	514
		2,414	1,000	1,000	1,000	1,000	6,414
FCO	NOMIC DEVELOPMENT TOTA	rs					
ECU	MOMIC DEVELOT MENT TOTAL	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
(	CDBG	2,386	4,186	4,186	4,186	4,186	19,130
I	Federal	2,620	1,402	0	0	0	4,022
(	General Cash Capital	2,602	6,040	6,189	6,001	6,458	27,290
(	General Debt	2,136	8,410	10,015	5,660	3,821	30,042
1	New York State	1,214	0	0	0	0	1,214
I	Private	886	96	0	0	0	982
		11,844	20,134	20,390	15,847	14,465	82,680

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# ARTS AND CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

# **New Projects**

A-2 Library Books & Materials

□ Funding is provided for the replacement and purchase of library books and small equipment for branch libraries.

#### **Capital Improvement Program**

A-1	Public Art	ancements					
	<u>Funding Source</u> General Cash Capital	<u>2015-16</u> 0	<u>2016-17</u> 150	<u>2017-18</u> 150	<u>2018-19</u> 150	<u>2019-20</u> 150	<u>TOTAL</u> 600
		0	150	150	150	150	600
4-2	Library Books &	Materials					

# Library Materials Traditional Formats

Replacement of worn and obsolete materials and purchase of new materials and small equipment for branch libraries.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Library Cash Capital	527	540	554	568	582	2,771
	527	540	554	568	582	2,771

	Summary of Funding by Program: Arts and Culture									
		<u>2015-16</u>	<u>2016-17</u>	2017-18	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>			
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	527	540	554	568	582	2,771			
		527	540	554	568	582	2,771			
ART	S AND CULTURE TOTALS									
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>			
C	General Cash Capital	0	150	150	150	150	600			
I	Library Cash Capital	527	540	554	568	582	2,771			
		527	690	704	718	732	3,371			

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

# **New Projects**

F-1 Blue Cross Arena at Rochester War Memorial

□ Funds included for Floor Replacement in 2016-17.

<u>F-4 Port of Rochester Terminal</u> □ Funds included for Terminal Dock Wall in 2015-16.

<u>F-5 Joseph A. Floreano Riverside Convention Center</u>
 □ Funds included for Building Mechanical Upgrades in 2018-19.

# **Project Change**

F-4 Port of Rochester Terminal

- □ North Dock River Wall repairs delayed to 2019-20.
- Terminal Building maintenance funds deferred one year to 2016-17.
- □ Terminal North entrance enhancements deferred one year to 2016-17.

#### F-5 Riverside Convention Center

□ Envelope repairs deferred one year to 2017-18.

#### **Capital Improvement Program**

# **F-1** Blue Cross Arena at Rochester War Memorial

#### **Facility Improvements**

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
War Memorial Cash Capital	25	70	70	70	70	305
	25	70	70	70	70	305

#### HVAC/Electrical

Payments to the New York Power Authority for cooperative major improvements to selected HVAC and electrical systems.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
War Memorial Cash Capital	130	130	130	130	130	650
	130	130	130	130	130	650

#### Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
War Memorial Cash Capital	0	650	0	0	0	650
	0	650	0	0	0	650

# **Roof Recoating and Restoration**

Roof recoating and restoration.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
War Memorial Cash Capital	0	1,500	0	0	0	1,500
	0	1,500	0	0	0	1,500

**Capital Improvement Program** 

F-2 High Falls Distr	ict	*****				
High Falls District Righ	t of Way					
Replacement of public furnishings	and streetscape	features.				
<u>Funding Source</u> General Cash Capital	<b>2015-16</b> 15	<u>2016-17</u> 69	<b>2017-18</b> 71	<b>2018-19</b> 73	<b>2019-20</b> 75	<u>TOTAL</u> 303
	15	69	71	73	75	303
F-3 Soccer Stadium						
Soccer Stadium						
Structural and building repairs.						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	33	50	50	50	50	233
	33	50	50	50	50	233
F-4 Port of Rocheste	er Terminal					
North Dock River Wall						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	150	150
	0	0	0	0	150	150
Port of Rochester						
Improvements, repairs, rehabilitation	on/renovation a	t Port Term	ninal Build	ing.		
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	50	50	50	50	200

0

50

50

50

50

200

#### Terminal Dock Wall

Dredging & navigation channel repairs

F	Funding Source	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Gene	eral Cash Capital	75	0	0	0	100	175
		75	0	0	0	100	175
_ Term	inal North						
Entrance enl	hancements						
Ē	<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Gene	eral Debt	0	150	0	0	0	150
		0	150	0	0	0	150
F-5	Joseph A. Florea	ano Riversid	e Conve	ntion Ce	nter		

# Building Envelope Repairs Phase 2

Masonry, metal panel, concrete and related envelope repairs.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	1,395	0	0	1,395
	0	0	1,395	0	0	1,395

# Building Facilities Improvements

Improvements, repairs, rehabilitation and renovation of the Convention Center and its building system components. Components include structural, architectural, HVAC/Mechanical, electrical, and plumbing elements.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	40	70	70	70	70	320
	40	70	70	70	70	320

# Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	0	0	743	323	1,066
	0	0	0	743	323	1,066

# 2015-16 TO 2019-20 Capital Improvement Program

# **F-7** River Street Marina

# Marina Facility

Improvements, repairs, rehabilitation/renovation at Marina Facility.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

	Summary of F	unding	by Pro	ogram:	Public	c Facil	ities
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	Total
F-1	Blue Cross Arena at Rocheste	r War Memori	al				
	War Memorial Cash Capital	155	2,350	200	200	200	3,105
		155	2,350	200	200	200	3,105
F-2	High Falls District						
	General Cash Capital	15	69	71	73	75	303
		15	69	71	73	75	303
F-3	Soccer Stadium						
	General Cash Capital	33	50	50	50	50	233
		33	50	50	50	50	233
F-4	Port of Rochester Terminal						
	General Cash Capital	75	50	50	50	300	525
	General Debt	0	150	0	0	0	150
		75	200	50	50	300	675
F-5	Joseph A. Floreano Riverside	Convention C	enter				
	General Cash Capital	40	70	1,465	70	70	1,715
	General Debt	0	0	0	743	323	1,066
		40	70	1,465	813	393	2,781
F-7	River Street Marina						
	General Cash Capital	15	15	15	15	15	75
		15	15	15	15	15	75

# Summary of Funding by Program: Public Facilities

#### PUBLIC FACILITIES TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
General Cash Capital	178	254	1,651	258	510	2,851
General Debt	0	150	0	743	323	1,216
War Memorial Cash Capital	155	2,350	200	200	200	3,105
	333	2,754	1,851	1,201	1,033	7,172

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

# **New Projects**

### M-1 City Hall

□ Funds included for Window Replacement in 2017-18.

#### M-2 Operations Center Complex

- □ Funds included for Building 103 CNG Fuel Station Roof in 2016-17.
- □ Funds included for Building 200 heat recovery unit in 2015-16

#### M-3 Central Library Facilities

□ Funding is included for Central Library Master Space Renovations in 2015-16.

#### M-4 Recreation and Parks Facilities

- □ Funding is included for Campbell Street Recreation Center HVAC in 2015-16.
- □ Funding included for Edgerton Recreation Center Roof Restoration in 2015-16.

#### M-6 General Rehabilitation

□ A number of building improvements are funded in 2015-16, including Animal Services HVAC, and Municipal Code Violations Bureau.

#### M-8 Public Safety Facilities

□ Funding is provided for facilities improvements at Police Facilities, Fire stations, and Emergency Communications Building.

# **Project Changes**

#### M-2 Operations Center Complex

Building 100 lower roof replacement deferred one year to 2016-17.

#### M-7 Garages

Crossroad Garage Rehabilitation deferred one year to 2016-17.

#### **Capital Improvement Program**

# City Hall Annual Allocation

Repairs and replacements of building systems and components.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	25	93	95	97	100	410
	25	93	95	97	100	410

# Lity Hall Building A Historic Window Replacement

Historic window replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	583	638	700	1,921
	0	0	583	638	700	1,921

# **City Hall Roof Replacement**

Design and construction of critical roof replacements. Includes removal and replacement of metal shed dormer roof.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	400	0	0	0	0	400
	400	0	0	0	0	400

**M-2** 

#### **Operations Center Complex**

#### **CVMF** Building 100 Roof

Vehicle Maintenance Facility lower roof replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	143	0	0	0	143
Local Works Cash Capital	0	203	0	0	0	203
Refuse Cash Capital	0	204	0	0	0	204
	0	550	0	0	0	550

# **Capital Improvement Program**

# CVMF Building 101 Roof

Vehicle storage building roof replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	196	0	0	0	0	196
Local Works Cash Capital	49	0	0	0	0	49
Refuse Cash Capital	49	0	0	0	0	49
	294	0	0	0	0	294

# CVMF Building 103 CNG Fuel Station Roof

CNG Fuel Station roof replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	75	0	0	0	75
Local Works Cash Capital	0	107	0	0	0	107
Refuse Cash Capital	0	108	0	0	0	108
	0	290	0	0	0	290

### **CVMF** Building 200

Main Operations Center heat recovery unit restoration.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	65	0	0	0	0	65
Local Works Cash Capital	94	0	0	0	0	94
Refuse Cash Capital	94	0	0	0	0	94
	253	0	0	0	0	253

# CVMF Building 300 Roof

Street Maintenance roof replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	393	0	0	0	393
Local Works Cash Capital	0	394	0	0	0	394
	0	787	0	0	0	787

# CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	0	130	130
Local Works Cash Capital	0	0	0	0	185	185
Refuse Cash Capital	0	0	0	0	185	185
	0	0	0	0	500	500

# CVMF Complex Storm & Sanitary Sewer Repairs

System repairs throughout CVMF complex.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	624	0	624
	0	0	0	624	0	624

# **\_\_\_** CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	20	20	20	20	80
Local Works Cash Capital	20	20	20	20	20	100
Refuse Cash Capital	20	20	20	20	20	100
Water Cash Capital	5	5	5	5	5	25
	45	65	65	65	65	305

# **CVMF** Site Electrical Service Replacements

Underground service replacements at building 200 to 201 and overhead service buildings 300 to 301 to 101.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Local Works Cash Capital	306	0	318	0	0	624
New York State	437	0	0	0	0	437
Refuse Cash Capital	305	0	319	0	0	624
	1,048	0	637	0	0	1,685

#### 2015-16 TO 2019-20 Capital Improvement Program

# DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	95	97	99	102	393
Local Works Cash Capital	59	60	61	63	65	308
Refuse Cash Capital	59	60	61	63	65	308
	118	215	219	225	232	1,009

M-3	
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# **Central Library Facilities**

# Bausch & Lomb HVAC Upgrades

Heat pump replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Library Cash Capital	50	52	54	56	58	270
	50	52	54	56	58	270

#### Central Library Annual Allocation

Standard allocation.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Library Cash Capital	40	84	86	88	88	386
	40	84	86	88	88	386

#### Central Library Master Space Renovations

Phased interior renovation.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
New York State	389	500	0	0	0	889
Private	400	200	0	0	0	600
	789	700	0	0	0	1,489

**Capital Improvement Program** 

	Recreation and Parks Facilities
<b>VI-4</b>	Recreation and rarks racinities

# Adams Street Recreation Center Improvements

Various improvements.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	0	1,775	0	0	0	1,775
	0	1,775	0	0	0	1,775

#### **Campbell Street Recreation Center**

HVAC replacements, new gym floor & windows.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	520	0	0	0	0	520
	520	0	0	0	0	520

# Clinton Baden Recreation Center Improvements

Facilities renovation and repair.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	0	0	130	1,250	0	1,380
General Debt	875	0	0	0	0	875
	875	0	130	1,250	0	2,255

### **Edgerton Recreation Center**

Roof restoration; window replacements and building components and renovations and repairs.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Debt	200	0	250	2,500	0	2,950
	200	0	250	2,500	0	2,950

**Capital Improvement Program** 

M-5	Water Facilities

## Felix Street Heat Pump

Replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	0	0	0	0	100	100
	0	0	0	0	100	100

# Felix Street Training Room

Renovations.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Water Cash Capital	25	0	0	0	0	25
	25	0	0	0	0	25

# Hemlock Treatment Plant

Hemlock Pump house and Operations storage building improvements.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	0	329	0	0	0	329
	0	329	0	0	0	329

# Highland Reservoir Upper Gatehouse

Building repairs and roof replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	0	203	0	0	0	203
	0	203	0	0	0	203

#### **M-6**

#### **General Rehabilitation**

### Andrews Street Improvements

Window replacement and masonry and interior repairs.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL	
General Debt	0	0	412	0	0	412	
	0	0	412	0	0	412	
						9 - 6	

# Animal Services HVAC Improvements

HVAC modernization for offices.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Animal Control Cash Capital	350	0	0	0	0	350
	350	0	0	0	0	350
Animal Services Interior						
Interior repairs.						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Animal Control Cash Capital	0	251	0	0	0	251
	0	251	0	0	0	251
Animal Services Roof						
Roof Restoration.						
Funding Source	<u>2015-16</u>	<u>2016-17</u>	2017-18	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Animal Control Cash Capital	0	0	243	0	0	243
	0	0	243	0	0	243
Asbestos Management						
<b>Funding Source</b>	2015-16	2016-17	<u>2017-18</u>	2018-19	2019-20	<b>TOTAL</b>
General Cash Capital	0	82	84	84	87	337
	0	82	84	84	87	337
Branch Facilities						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Library Cash Capital	0	46	48	50	50	194
	0	46	48	50	50	194

# DRYS Kitchen Exhaust Hoods & Fire Suppression Systems

Install code compliant exhaust hoods and fire suppression systems at multiple facilities.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	158	158	158	106	0	580
	158	158	158	106	0	580

### General Rehabilitation

Renovation, rehabilitation, repair, and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	100	206	213	220	226	965
	100	206	213	220	226	965

#### Genesee Valley Park Pool Deck

Swimming pool concrete deck replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	0	0	469	469
	0	0	0	0	469	469

#### Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

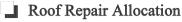
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	39	39	39	39	39	195
	39	39	39	39	39	195

#### Municipal Code Violations Bureau

Renovations to facility, restrooms, and service counter to conform to ADA code standards. Including replacement of HVAC system.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
New York State	1,862	0	0	0	0	1,862
	1,862	0	0	0	0	1,862





Annual allocation for roof repairs.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	73	75	77	80	305
	0	73	75	77	80	305

**M-7** 

Garages

### Crossroad Garage Rehabilitation

Top Slab repair and waterproofing.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Parking Debt	0	3,200	0	0	0	3,200
	0	3,200	0	0	0	3,200

# Garage Elevator Program

Comprehensive elevator rehabilitation program.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Parking Debt	1,700	1,575	1,300	0	0	4,575
	1,700	1,575	1,300	0	0	4,575

# Garage Program

Annual parking garage evaluation and repair program.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Parking Cash Capital	0	500	500	500	500	2,000
Parking Debt	1,601	1,134	1,185	1,238	1,275	6,433
	1,601	1,634	1,685	1,738	1,775	8,433

# Garage Revenue Control Equipment

#### Replacement

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Parking Cash Capital	0	0	389	0	0	389
	0	0	389	0	0	389

# Mortimer Garage Surface Lot

Prepare lot for municipal parking use.

**Capital Improvement Program** 

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Parking Debt	300	0	0	0	0	300
	300	0	0	0	0	300

**M-8** 

# **Public Safety Facilities**

#### Chestnut Street Firehouse

Electrical upgrades and window and skylight replacement.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	0	70	0	281	351
	0	0	70	0	281	351

# **Emergency** Communications Facility

Phased facility improvements.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	0	0	0	410	1,837	2,247
General Debt	1,542	0	0	0	0	1,542
	1,542	0	0	410	1,837	3,789

# Fire Facilities

Installation of exhaust hood and fire suppression systems at various facilities.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	100	100	100	100	400
General Debt	211	0	0	0	0	211
	211	100	100	100	100	611

**Capital Improvement Program** 

# J Fire Facilities HVAC Replacement

HVAC replacement at N. Clinton Avenue & Emerson Street.

<u>Funding Source</u> General Debt	<u>2015-16</u> 680	<b>2016-17</b> 0	<u>2017-18</u> 0	<b><u>2018-19</u></b> 0	<u>2019-20</u> 0	<u>TOTAL</u> 680			
	680	0	0	0	0	680			
<b>Indoor Pistol Range HVAC</b> HVAC replacement.									
<u>Funding Source</u> General Debt	2015-16 158 158	<b>2016-17</b> 0 0	<u>2017-18</u> 0 0	<b>2018-19</b> 0	<b>2019-20</b> 0 0	<u>TOTAL</u> 158 158			
Police Auto Pound Building									
Replace existing trailer with prefabricated building.									
Funding Source General Debt	2015-16 600 600	<u>2016-17</u> 0 0	<u>2017-18</u> 0 0	2018-19 0	2019-20 0	<u>TOTAL</u> 600 600			
Police Facilities Security improvements.									
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL			
General Cash Capital	35	36	37	38	39	185			
	35	36	37	38	39	185			
Public Safety Building									
PSB generator evaluation and UPS upg	rades.								
<u>Funding Source</u> General Debt	<b>2015-16</b> 0	<u>2016-17</u> 2,500	<b>2017-18</b> 0	<b>2018-19</b> 0	<b>2019-20</b> 0	<u>TOTAL</u> 2,500			
New York State	470	0	0	0	0	470			
	470	2,500	0	0	0	2,970			

# Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	150	155	100	150	555
	0	150	155	100	150	555

	Summary of Fur	nding by	y Prog	ram: N	/lunicij	pal Fac	ilities
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
M-1	City Hall						
	General Cash Capital	25	93	678	735	800	2,331
	New York State	400	0	0	0	0	400
		425	93	678	735	800	2,731
M-2	Operations Center Complex						
	General Cash Capital	0	726	117	743	252	1,838
	General Debt	261	0	0	0	0	261
	Local Works Cash Capital	528	784	399	83	270	2,064
	New York State	437	0	0	0	0	437
	Refuse Cash Capital	527	392	400	83	270	1,672
	Water Cash Capital	5	5	5	5	5	25
		1,758	1,907	921	914	797	6,297
M-3	Central Library Facilities						
	Library Cash Capital	90	136	140	144	146	656
	New York State	389	500	0	0	0	889
	Private	400	200	0	0	0	600
		879	836	140	144	146	2,145
M-4	Recreation and Parks Facilitie	S					
	General Cash Capital	0	0	130	1,250	0	1,380
	General Debt	1,595	1,775	250	2,500	0	6,120
		1,595	1,775	380	3,750	0	7,500
M-5	Water Facilities						
	Water Cash Capital	25	532	0	0	100	657
		25	532	0	0	100	657

		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
M-6	General Rehabilitation						
	Animal Control Cash Capital	350	251	243	0	0	844
	General Cash Capital	297	558	569	526	901	2,851
	General Debt	0	0	412	0	0	412
	Library Cash Capital	0	46	48	50	50	194
	New York State	1,862	0	0	0	0	1,862
		2,509	855	1,272	576	951	6,163
<b>M-7</b>	Garages						
	Parking Cash Capital	0	500	889	500	500	2,389
	Parking Debt	3,601	5,909	2,485	1,238	1,275	14,508
		3,601	6,409	3,374	1,738	1,775	16,897
M-8	Public Safety Facilities						
	General Cash Capital	35	286	362	648	2,407	3,738
	General Debt	3,191	2,500	0	0	0	5,691
	New York State	470	0	0	0	0	470
		3,696	2,786	362	648	2,407	9,899

# Summary of Funding by Program: Municipal Facilities

# Summary of Funding by Program: Municipal Facilities

<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>20</u>
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<u>2019-20</u> <u>Total</u>

MUNICIPAL FACILITIES TOTALS						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Animal Control Cash Capital	350	251	243	0	0	844
General Cash Capital	357	1,663	1,856	3,902	4,360	12,138
General Debt	5,047	4,275	662	2,500	0	12,484
Library Cash Capital	90	182	188	194	196	850
Local Works Cash Capital	528	784	399	83	270	2,064
New York State	3,558	500	0	0	0	4,058
Parking Cash Capital	0	500	889	500	500	2,389
Parking Debt	3,601	5,909	2,485	1,238	1,275	14,508
Private	400	200	0	0	0	600
Refuse Cash Capital	527	392	400	83	270	1,672
Water Cash Capital	30	537	5	5	105	682
	14,488	15,193	7,127	8,505	6,976	52,289

#### 2015-16 TO 2019-20 CAPITAL IMPROVEMENT PROGRAM

# **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.

#### **Capital Improvement Program**

# **B-1** Office Equipment

# Branch Libraries Equipment

Routine replacement of office and public furnishings.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Library Cash Capital	0	20	20	20	20	80
	0	20	20	20	20	80

# **Environmental Services**

Routine replacement of office furnishings.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Local Works Cash Capital	0	5	5	5	5	20
Refuse Cash Capital	0	5	5	5	5	20
	0	10	10	10	10	40

### Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	0	14	14	14	14	56
	0	14	14	14	14	56

#### **Environmental Services/Water Bureau**

Routine replacement of office furnishings.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Water Cash Capital	0	17	18	19	19	73
	0	17	18	19	19	73

# Neighborhood & Business Development

Routine replacement of furnishing and equipment.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	25	25	25	25	100
	0	25	25	25	25	100
Recreation and Youth Serv	ices					
Routine replacement of office furnishin	ngs.					
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	16	16	17	17	66
	0	16	16	17	17	66
B-2 Small Equipment						
Blue Cross Arena - Standar	rd Allocat	ion				
Routine replacement of furnishings and	d equipment	at War Mo	emorial.			
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
War Memorial Cash Capital	0	68	68	68	68	272

# Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Cemetery Cash Capital	0	35	40	40	45	160
	0	35	40	40	45	160

68

68

68

0

# **Emergency** Communications

Standard allocation for replacement of equipment.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	35	35	35	35	140
	0	35	35	35	35	140

272

68

#### **Capital Improvement Program**

# Environmental Services

Standard allocation for replacement of equipment.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	0	60	61	62	63	246
Local Works Cash Capital	19	19	20	20	21	99
Refuse Cash Capital	223	229	235	241	247	1,175
Water Cash Capital	52	54	56	58	60	280
	294	362	372	381	391	1,800

#### **B-3**

Technology

### Computer Replacements - Library

Provision for cyclical replacement of computers.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Library Cash Capital	0	15	145	15	15	190
	0	15	145	15	15	190

### Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
Water Cash Capital	0	0	13	13	14	40
	0	0	13	13	14	40

# **I** Future Technology Initiatives and Planning

Staff time for replacement of obsolete information systems.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	30	50	50	50	50	230
	30	50	50	50	50	230

# Police Fingerprint File

**Capital Improvement Program** 

Address high problem areas.

	2015 16	2016 17	2017 10	2010 10	2010 20	TOTAL
<u>Funding Source</u> General Cash Capital	<b>2015-16</b> 0	<u>2016-17</u> 300	<u>2017-18</u> 0	<u>2018-19</u> 0	<b>2019-20</b> 0	<u>TOTAL</u> 300
General Cash Capital	0	500	0	0	0	500
	0	300	0	0	0	300
Police Technology Sytech	n Unorade					
i once reemonogy sytem	ropgiudo					
<b>Funding Source</b>	2015-16	2016-17	<u>2017-18</u>	2018-19	2019-20	TOTAL
General Cash Capital	42	0	0	0	0	42
	42	0	0	0	0	42
	1.000	Ŭ	Ŭ	Ŭ	Ŭ	1 200
Street Pavement Manager	nent Syster	n				
Funding Source	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	90	93	96	99	378
	0	90	93	96	99	378
Upland PC's						
Upland I C S						
<b>Funding Source</b>	2015-16	<u>2016-17</u>	2017-18	2018-19	2019-20	TOTAL
Water Cash Capital	10	5	5	5	5	30
	10	5	5	5	5	30
	10	5	5	5	5	50
B-4 PSI						
B-4 PSI						
<b>Enterprise Document Mar</b>	nagement S	ystem				
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	42	42	42	42	168
New York State	150	0	0	0	0	150
	150	42	42	42	42	318

#### 2015-16 TO 2019-20 Capital Improvement Program

## **Enterprise GIS Transformation**

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	25	0	0	0	25
	0	25	0	0	0	25

# Parking Enforcement System

Replace old mainframe to allow consolidation into one web-based, real-time wireless connected system.

<b>Funding Source</b> Parking Cash Capital	2015-16 0 0	2016-17 550 550	2017-18 0 0	2018-19 0 0	<u>2019-20</u> 0 0	TOTAL           550           550			
Payroll System									
<u>Funding Source</u> General Cash Capital	<u>2015-16</u> 0	<u>2016-17</u> 200	<u>2017-18</u> 200	<u>2018-19</u> 0	<u>2019-20</u> 0	<u>TOTAL</u> 400			
	0	200	200	0	0	400			
Police - Records Management	ent Syster	n							
Upgrade Centralized computer operation.									
<u>Funding Source</u> General Cash Capital	<b>2015-16</b> 0	<b>2016-17</b> 150	<b>2017-18</b> 0	<b>2018-19</b> 0	<b><u>2019-20</u></b> 0	<u>TOTAL</u> 150			

#### PSI - Legacy System

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
General Cash Capital	0	700	700	700	700	2,800
	0	700	700	700	700	2,800

150

0

0

0

150

0

#### 2015-16 TO 2019-20

**Capital Improvement Program** 

# B-5 Business Equipment

#### **Communications - Video Equipment**

Appropriation of annual grant from Time-Warner.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

### Mailing Equipment

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	250	0	0	0	250
	0	250	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.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	320	320	320	320	1,280
New York State	375	0	0	0	0	375
	375	320	320	320	320	1,655

## Client Services Licenses

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	50	50	50	50	200
New York State	50	0	0	0	0	50
	50	50	50	50	50	250

### 2015-16 TO 2019-20 Capital Improvement Program

# MAC Workstations

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>
New York State	20	0	0	0	0	20
	20	0	0	0	0	20
MS Office 2013						
<u>Funding Source</u> General Cash Capital	<b>2015-16</b> 190	<b>2016-17</b> 190	<u>2017-18</u> 190	<b>2018-19</b> 190	<b>2019-20</b> 0	<u>TOTAL</u> 760
	190	190	190	190	0	760
Printer Consolidation						
<b>Funding Source</b>	2015-16	<u>2016-17</u>	2017-18	2018-19	2019-20	TOTAL
General Cash Capital	200	80	80	80	80	520
New York State	400	0	0	0	0	400
	600	80	80	80	80	920
Security Remediation						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	50	0	0	0	0	50
	50	0	0	0	0	50
B-96 Network Telecomm	unicatio	ns & Sec	urity			
Data Center Expansion						
Funding Source	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	50	50	50	50	200
New York State	200	0	0	0	0	200
	200	50	50	50	50	400

#### 2015-16 TO 2019-20

### Disaster Recovery Assessment

**Capital Improvement Program** 

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	250	50	50	50	50	450
	250	50	50	50	50	450

## Joseph A. Floreano Riverside Convention Center Telephone System

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	97	0	0	0	0	97
	97	0	0	0	0	97
Network Revitalization						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	0	250	50	50	50	400
New York State	500	0	0	0	0	500
	500	250	50	50	50	900
Telephony Expansion						
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>TOTAL</u>
General Cash Capital	0	0	25	25	25	75
New York State	1,200	0	0	0	0	1,200
	1,200	0	25	25	25	1,275

#### **B-97**

# Security & Surveillance

#### RPD Body Cameras

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	2,000	0	0	0	0	2,000
	2,000	0	0	0	0	2,000

# Video Surveillance Camera Network

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
New York State	375	0	0	0	0	375
	375	0	0	0	0	375

	Summary of Funding by Program: Business Equipment							
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>	
B-1	Office Equipment							
	General Cash Capital	0	55	55	56	56	222	
	Library Cash Capital	0	20	20	20	20	80	
	Local Works Cash Capital	0	5	5	5	5	20	
	Refuse Cash Capital	0	5	5	5	5	20	
	Water Cash Capital	0	17	18	19	19	73	
		0	102	103	105	105	415	
B-2	Small Equipment							
	Cemetery Cash Capital	0	35	40	40	45	160	
	General Cash Capital	0	95	96	97	98	386	
	Local Works Cash Capital	19	19	20	20	21	99	
	Refuse Cash Capital	223	229	235	241	247	1,175	
	War Memorial Cash Capital	0	68	68	68	68	272	
	Water Cash Capital	52	54	56	58	60	280	
		294	500	515	524	539	2,372	
B-3	Technology							
	General Cash Capital	72	440	143	146	149	950	
	Library Cash Capital	0	15	145	15	15	190	
	Water Cash Capital	10	5	18	18	19	70	
		82	460	306	179	183	1,210	
B-4	PSI							
	General Cash Capital	0	1,117	942	742	742	3,543	
	New York State	150	0	0	0	0	150	
	Parking Cash Capital	0	550	0	0	0	550	
		150	1,667	942	742	742	4,243	

		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
B-5	Business Equipment						
	General Cash Capital	5	255	5	5	5	275
		5	255	5	5	5	275
B-94	Client Technology Solution Su	pport					
	General Cash Capital	390	640	640	640	450	2,760
	New York State	845	0	0	0	0	845
	New York State	50	0	0	0	0	50
		1,235	640	640	640	450	2,810
B-96	Network Telecommunications &	& Security					
	General Cash Capital	250	350	175	175	175	1,125
	New York State	1,997	0	0	0	0	1,997
		2,247	350	175	175	175	3,122
B-97	Security & Surveillance						
	New York State	2,375	0	0	0	0	2,375
		2,375	0	0	0	0	2,375

# Summary of Funding by Program: Business Equipment

# Summary of Funding by Program: Business Equipment

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
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<u>2019-20</u> <u>Total</u>

2,199 17,667

BUSINESS EQUIPMENT TOTALS						
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Cemetery Cash Capital	0	35	40	40	45	160
General Cash Capital	717	2,952	2,056	1,861	1,675	9,261
Library Cash Capital	0	35	165	35	35	270
Local Works Cash Capital	19	24	25	25	26	119
New York State	5,417	0	0	0	0	5,417
Parking Cash Capital	0	550	0	0	0	550
Refuse Cash Capital	223	234	240	246	252	1,195
War Memorial Cash Capital	0	68	68	68	68	272
Water Cash Capital	62	76	92	95	98	423

3,974

2,686

2,370

6,438

# NON-PUBLIC SAFETY FLEET

The Non-Public Safety category provides for the replacement of the City's vehicles.

# **New Projects**

N-1 Motor Equipment

**□** Funding is provided for Parking and Information Technology pool vehicles in 2015-16.

#### 2015-16 TO 2019-20

#### **Capital Improvement Program**

#### N-1

# Motor Equipment

### Bureau of Architecture and Engineering

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	44	23	0	60	0	127
	44	23	0	60	0	127

## **Communications**

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
Federal	0	0	0	0	22	22
	0	0	0	0	22	22

## Department of Recreation and Youth Services

#### Standard allocation.

<u>Funding Source</u> General Cash Capital	<u>2015-16</u> 0 0	2016-17 32 32	2017-18 87 87	2018-19 37 37	2019-20 38 38	<b>TOTAL</b> 194 194
<b>DES Commissioner</b> Standard allocation.						
<u>Funding Source</u> General Cash Capital	2015-16 0 0	<b>2016-17</b> 0 0	2017-18 20 20	2018-19 21 21	2019-20 22 22	TOTAL           63           63

## **DES** Operations

Purchases of heavy equipment used for the maintenance of City roads.

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL
General Cash Capital	823	3,356	941	561	499	6,180
Local Works Cash Capital	1,252	2,125	1,367	1,045	555	6,344
	2,075	5,481	2,308	1,606	1,054	12,524

#### 2015-16 TO 2019-20

# Information Technology

**Capital Improvement Program** 

<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL				
General Cash Capital	23	0	0	0	0	23				
	23	0	0	0	0	23				
Mayor's Office										
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>				
General Cash Capital	0	0	23	61	0	84				
	0	0	23	61	0	84				
Motor Equipment - Cemetery										
Standard allocation used for the replac	ement of mo	otor equipn	nent.							
<b>Funding Source</b>	2015-16	<u>2016-17</u>	2017-18	2018-19	2019-20	TOTAL				
Cemetery Cash Capital	<u>2013 10</u> 99	240	139	48	154	680				
<sub>1</sub>										
	99	240	139	48	154	680				
Neighborhood and Business Development										
<b>Funding Source</b>	2015-16	2016-17	2017-18	2018-19	2019-20	<u>TOTAL</u>				
General Cash Capital	30	62	56	0	22	170				
	20					170				
	30	62	56	0	22	170				
<b>Parking</b>										
<b>Funding Source</b>	<u>2015-16</u>	2016-17	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL				
Parking Cash Capital	59	64	0	58	96	277				
	59	64	0	58	96	277				
	59	04	0	20	90	har 11				
Public Market										
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	2019-20	<u>TOTAL</u>				

7

0

0

0

7

0

#### Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

<u>Funding Source</u> Refuse Cash Capital	<u>2015-16</u> 2,538	<b>2016-17</b> 3,370	<u>2017-18</u> 662	<u>2018-19</u> 1,872	<u>2019-20</u> 1,671	<u>TOTAL</u> 10,113				
Refuse Debt	0	2,846	0	0	0	2,846				
	2,538	6,216	662	1,872	1,671	12,959				
Treasury										
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	TOTAL				
General Cash Capital	0	32	0	0	0	32				
	0	32	0	0	0	32				
Water Bureau										
Standard allocation.										
<b>Funding Source</b>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<b>TOTAL</b>				
Water Cash Capital	610	978	939	637	854	4,018				
	610	978	939	637	854	4,018				

Summary of Funding by Program: Non Public Safety Fleet										
		<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	Total			
N-1	Motor Equipment									
	Cemetery Cash Capital	99	240	139	48	154	680			
	Federal	0	0	0	0	22	22			
	General Cash Capital	920	3,505	1,127	740	581	6,873			
	Local Works Cash Capital	1,252	2,125	1,367	1,045	555	6,344			
	Parking Cash Capital	59	64	0	58	96	277			
	Public Market Cash Capital	7	0	0	0	0	7			
	Refuse Cash Capital	2,538	3,370	662	1,872	1,671	10,113			
	Refuse Debt	0	2,846	0	0	0	2,846			
	Water Cash Capital	610	978	939	637	854	4,018			
		5,485	13,128	4,234	4,400	3,933	31,180			

#### NON PUBLIC SAFETY FLEET TOTALS

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
Cemetery Cash Capital	99	240	139	48	154	680
Federal	0	0	0	0	22	22
General Cash Capital	920	3,505	1,127	740	581	6,873
Local Works Cash Capital	1,252	2,125	1,367	1,045	555	6,344
Parking Cash Capital	59	64	0	58	96	277
Public Market Cash Capital	7	0	0	0	0	7
Refuse Cash Capital	2,538	3,370	662	1,872	1,671	10,113
Refuse Debt	0	2,846	0	0	0	2,846
Water Cash Capital	610	978	939	637	854	4,018
	5,485	13,128	4,234	4,400	3,933	31,180



The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for less than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These "other than full time" positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, defined as the difference between the allocation actually required for personnel compensation, and that which would be required if every position were filled at all times. Some number of positions are always unfilled at a given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced. Personnel resources are approximated in "Employee Years". Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	1.7
Part Time, Temporary, and Seasonal	2.3
LESS: Vacancy Allowance	1.1
-	23.9

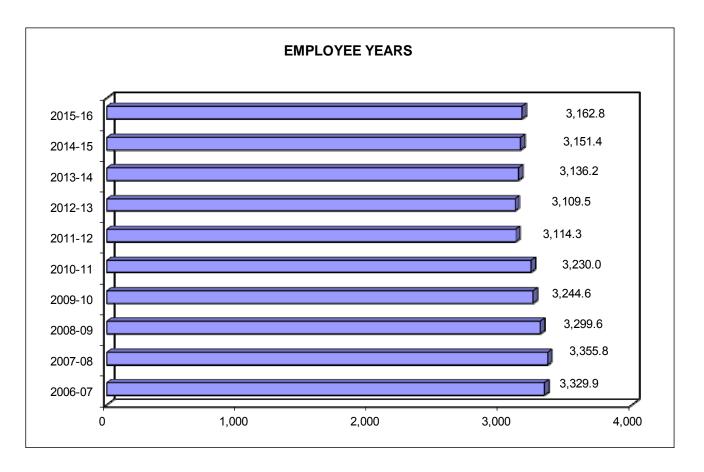
Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. Here workload requirements change throughout the year (e.g., from Leaf Collection in the fall to Snow and Ice Control in the winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

Title	Activities	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	<u>0.9</u>
	Total Authorized	3.0

16–2

Total Employee Years	Budget	Budget	Budget	Budget
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
City Council and Clerk	23.1	23.1	23.1	23.8
Administration				
Mayor's Office	18.3	17.3	20.6	27.8
Office of Management & Budget	9.3	10.7	10.7	10.1
Human Resource Management	29.3	28.7	28.5	29.3
Communications	17.5	17.8	17.6	19.4
Law	<u>19.0</u>	<u>19.0</u>	<u>20.0</u>	<u>20.5</u>
	93.4	93.5	97.4	107.1
Information Technology	49.6	54.2	54.8	54.8
Finance				
Director's Office	2.9	3.0	3.0	4.0
Accounting	18.2	18.6	19.5	18.3
Treasury	17.1	17.9	20.9	20.6
Assessment	13.5	13.3	13.2	13.4
Parking Violations & Adjudication	38.9	42.2	42.1	42.1
Purchasing	<u>12.0</u>	<u>11.9</u>	<u>12.2</u>	<u>12.1</u>
	102.6	106.9	110.9	110.5
Neighborhood & Business Development				
Commissioner	11.0	11.5	10.0	9.4
Business & Development	38.2	39.2	40.2	39.7
Planning & Zoning	21.1	21.1	22.1	22.6
Neighborhood Preservation	19.1	19.1	19.1	17.1
Inspection & Compliance	<u>48.2</u>	<u>47.3</u>	<u>47.3</u>	<u>47.2</u>
	137.6	138.2	138.7	136.0
Environmental Services				
Commissioner	12.8	13.9	51.1	51.2
Architecture & Engineering	58.7	59.1	58.7	59.0
Operations & Parks	256.0	256.2	256.1	257.1
Buildings & Parks	151.1	153.7	154.0	157.6
Equipment Services	65.2	66.2	68.2	69.2
Water	<u>135.4</u>	<u>133.0</u>	<u>133.0</u>	<u>134.2</u>
	679.2	682.1	721.1	728.3
Emergency Communications	231.6	231.7	233.9	233.1
Police	940.0	939.0	905.4	903.6
Fire	518.2	527.2	523.5	525.3

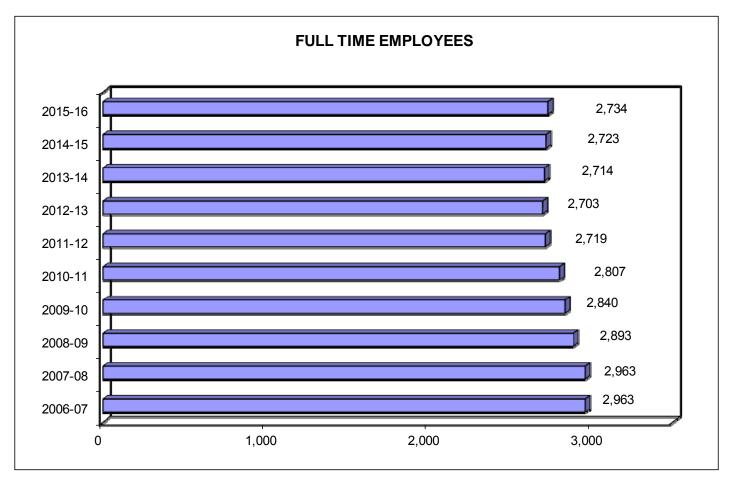
Total Employee Years	Budget	Budget	Budget	Budget
	2012-13	2013-14	2014-15	2015-16
Library				
Central Library	103.8	100.7	98.3	95.6
Community Library	42.4	<u>41.5</u>	42.1	43.2
	146.2	142.2	140.4	138.8
Recreation & Youth Services				
Office of the Commissioner	5.0	5.2	22.2	22.1
Recreation	160.7	165.4	156.6	156.7
BEST & YS	0.0	0.0	23.4	22.7
Employment Opportunities	10.0	13.4	0.0	0.0
Youth Services	<u>12.3</u>	<u>14.1</u>	<u>0.0</u>	0.0
	188.0	198.1	202.2	201.5
Total	3,109.5	3,136.2	3,151.4	3,162.8



16–4

Total Full Time Positions	Pudaat	Pudaat	Pudaat	Rudget
	Budget <u>2012-13</u>	Budget <u>2013-14</u>	Budget <u>2014-15</u>	Budget <u>2015-16</u>
City Council and Clerk	12.0	12.0	12.0	12.0
,				
Administration				
Mayor's Office	16.0	15.0	18.0	24.0
Office of Management & Budget	8.7	10.2	9.2	9.2
Human Resource Management	27.0	26.0	26.0	27.0
Communications	15.0	16.0	16.0	17.0
Law	<u>19.0</u>	<u>19.0</u>	<u>19.0</u>	<u>20.0</u>
	85.7	86.2	88.2	97.2
Information Technology	48.0	52.0	52.0	52.0
Finance				
Director's Office	3.0	3.0	3.0	4.0
Accounting	17.0	18.0	19.0	18.0
Treasury	17.0	17.0	20.0	20.0
Assessment	12.0	12.0	12.0	12.0
Parking Violations & Adjudication	33.0	36.0	36.0	36.0
Purchasing	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>
	93.0	97.0	101.0	101.0
Neighborhood & Business Development				
Commissioner	9.8	9.8	8.8	8.8
Business & Development	36.0	38.0	39.0	39.0
Planning & Zoning	21.0	21.0	22.0	22.0
Neighborhood Preservation	13.0	13.0	13.0	13.0
Inspection & Compliance	45.0	44.0	44.0	44.0
	124.8	125.8	126.8	126.8
Environmental Services				
Commissioner	12.0	13.0	35.0	34.0
Architecture & Engineering	57.0	58.0	58.0	58.0
Operations	204.0	204.0	203.0	199.0
Buildings & Parks	121.0	122.0	122.0	126.0
Equipment Services	59.0	59.0	61.0	62.0
Water	123.0	121.0	121.0	121.0
	576.0	577.0	600.0	600.0
Emergency Communications	214.0	214.0	214.0	214.0
Police	867.5	868.0	849.0	847.0
Fire	499.0	503.0	502.0	502.0

Total Full Time Positions	Budget	Budget	Budget	Budget
	2012-13	2013-14	2014-15	2015-16
Library			<u></u>	
Central Library	85.5	81.3	78.6	76.8
Community Library	20.5	18.7	19.4	20.2
	106.0	100.0	98.0	97.0
Recreation & Youth Services				
Office of the Commissioner	5.0	5.0	15.3	14.3
Recreation	53.2	55.2	49.9	55.6
BEST & YS	0.0	0.0	14.8	15.1
Employment Opportunities	8.0	9.0	0.0	0.0
Youth Services	<u>10.8</u>	<u>9.8</u>	0.0	0.0
	77.0	79.0	80.0	85.0
Total	2,703.0	2,714.0	2,723.0	2,734.0



#### PERSONNEL SUMMARY EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes fringe benefits to appropriate units:

#### **Employee Benefit Distribution**

<u>Department</u>	<u>Amount</u>
City Council and Clerk	982,800
Administration	4,817,500
Information Technology	2,691,700
Finance	3,625,700
Neighborhood & Business Development	5,783,800
Environmental Services	25,778,300
Emergency Communications	7,666,300
Police	46,729,000
Fire	27,404,000
Library	3,982,400
Recreation & Youth Services	4,351,100
	133,812,600

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 plu	s benefits 2015-16
AFSCME Local 1635		2013-10
Department of Environmental Services		
Environmental Services Operator I		83,700
<ul> <li>Supervisor of Structures &amp; Equipment</li> </ul>		93,000
Secretary		69,100
Department of Recreation & Youth Services		
Receptionist-Typist		61,700
Rochester Police Locust Club, Inc.		
Police Department		
<ul> <li>Police Investigator</li> </ul>		129,600
Police Sergeant		130,300
International Association of Firefighters, Local 1071		
Fire Department		
Captain		<u>139,300</u>
	Total	706,700

## PERSONNEL SUMMARY BARGAINING UNITS

# Effective Dates of Current or Most Recent Agreements

Labor Organization	Agreement Dates
AFSCME Local 1635 Full Time	July 1, 2012 to June 30, 2017
AFSCME Local 1635 Part Time	July 1, 2011 to June 30, 2015
Rochester Police Locust Club, Inc.	July 1, 2013 to June 30, 2016
International Association of Firefighters, Local 1071, Uniformed	July 1, 2013 to June 30, 2016
International Association of Firefighters, Local 1071, Non-Uniformed	July 1, 2012 to June 30, 2017
International Union of Operating Engineers, Local 832-S	July 1, 2014 to June 30, 2019
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2013 to June 30, 2017

July 1, 2015

By virtue of the authority vested in me by law, I, Lovely A. Warren, Mayor of the City of Rochester, New York, do hereby create, effective July 1, 2015, all positions set forth in this Budget to be in existence for the fiscal year 2015-16 at the salary and wage brackets indicated for said positions. The salary and wage bracket amounts shall be as set forth herein, except as modified by collective bargaining agreements or further directive of this office. All positions in existence prior to July 1, 2015, which are not set forth in this Budget shall be abolished effective July 1, 2015 except for positions otherwise prescribed by law.

Lody A Farmer

Lovely A. Warren Mayor

Management Salaried Personnel Effective July 1, 2015														
Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N
22	52,517	53,646	54,800	55,978	57,180	58,410	59,667	60,949	62,259	63,599	64,965	66,361	67,789	69,247
23	54,798	55,977	57,181	58,409	59,667	60,949	62,259	63,599	64,964	66,361	67,789	69,246	70,734	72,255
24	57,179	58,408	59,665	60,948	62,258	63,596	64,963	66,360	67,787	69,245	70,733	72,254	73,807	75,394
25	59,667	60,949	62,260	63,599	64,965	66,363	67,789	69,247	70,735	72,257	73,809	75,395	77,018	78,673
26	62,261	63,601	64,966	66,364	67,791	69,248	70,736	72,258	73,810	75,397	77,019	78,675	80,368	82,095
27	64,964	66,361	67,788	69,246	70,734	72,255	73,808	75,394	77,014	78,672	80,365	82,092	83,855	85,659
28	67,633	69,088	70,572	72,090	73,640	75,223	76,840	78,492	80,179	81,904	83,664	85,464	87,300	89,178
29	70,389	71,901	73,447	75,025	76,639	78,287	79,970	81,690	83,446	85,240	87,073	88,945	90,857	92,809
30	73,430	75,008	76,620	78,269	79,952	81,670	83,426	85,219	87,052	88,924	90,835	92,788	94,784	96,821
31	76,436	78,080	79,759	81,473	83,224	85,014	86,843	88,709	90,617	92,564	94,554	96,587	98,665	100,785
32	79,574	81,284	83,031	84,815	86,640	88,502	90,407	92,348	94,334	96,362	98,434	100,551	102,712	104,920
33	82,845	84,626	86,447	88,305	90,203	92,143	94,124	96,147	98,215	100,327	102,483	104,687	106,938	109,238
34	86,262	88,118	90,011	91,948	93,925	95,943	98,006	100,115	102,265	104,464	106,710	109,004	111,349	113,743
35	89,822	91,754	93,726	95,740	97,799	99,902	102,050	104,244	106,486	108,775	111,114	113,503	115,942	118,435
36	102,290	104,489	106,737	109,032	111,376	113,770	116,216	118,715	121,267	123,876	126,539	129,260	132,038	
86	115,178	118,056	121,007	124,033	127,133	128,322	132,171							
87	118,056	121,007	124,033	127,133	129,446	133,329								
88	101,433	103,499	105,610	107,767	109,966	112,212	114,497	116,837	119,221	121,658	124,137	127,861	131,698	135,649
96	115,178	118,056	121,007	124,033	127,133	128,322	132,171							
97	118,056	121,007	124,033	127,133	129,446	133,329								
98	101,433	103,499	105,610	107,767	109,966	112,212	114,497	116,837	119,221	121,658	124,137	127,861	131,698	135,649
197	119,083	122,059	125,111	128,238	130,572	134,489								

Non-Management Salaried Personnel											
Effective July 1, 2015											
Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I		
1	27,179	28,019	28,886	29,804	30,724	31,510	32,150	32,734	33,473		
2	27,871	28,733	29,622	30,564	31,510	32,150	32,734	33,473	34,306		
3	28,433	29,312	30,219	31,190	32,150	32,734	33,473	34,306	35,193		
4	28,950	29,845	30,767	31,754	32,734	33,473	34,306	35,193	35,976		
5	29,600	30,517	31,460	32,465	33,473	34,306	35,193	35,976	36,959		
6	30,341	31,279	32,247	33,280	34,306	35,193	35,976	36,959	37,886		
7	31,132	32,095	33,088	34,137	35,193	35,976	36,959	37,886	38,919		
8	31,818	32,802	33,817	34,897	35,976	36,959	37,886	38,919	40,045		
9	32,692	33,704	34,746	35,851	36,959	37,886	38,919	40,045	41,273		
10	33,509	34,545	35,615	36,753	37,886	38,919	40,045	41,273	42,554		
11	34,423	35,487	36,584	37,752	38,919	40,045	41,273	42,554	43,879		
12	35,423	36,519	37,648	38,844	40,045	41,273	42,554	43,879	45,405		
13	36,509	37,638	38,801	40,037	41,273	42,554	43,879	45,405	46,772		
14	37,641	38,805	40,004	41,273	42,554	43,879	45,405	46,772	48,347		
15	38,812	40,013	41,250	42,566	43,879	45,405	46,772	48,347	49,818		
16	40,154	41,396	42,675	44,041	45,405	46,772	48,347	49,818	51,541		
17	41,369	42,650	43,968	45,368	46,772	48,347	49,818	51,541	53,604		
18	42,758	44,080	45,443	46,895	48,347	49,818	51,541	53,604	55,808		
19	44,058	45,419	46,823	48,323	49,818	51,541	53,604	55,808	58,063		
20	45,585	46,994	48,447	49,995	51,541	53,604	55,808	58,063	60,427		
21	47,406	48,871	50,383	51,992	53,604	55,808	58,063	60,427	62,933		
110	29,268	36,584	37,752	38,919	40,045	41,273	42,554	43,879	45,194		
150	33,000	41,250	42,566	43,879	45,405	46,772	48,347	49,818	51,314		
170	35,175	43,968	45,368	46,772	48,347	49,818	51,541	53,604	55,215		
180	36,354	45,443	46,895	48,347	49,818	51,541	53,604	55,808	57,483		
190	37,458	46,823	48,323	49,818	51,541	53,604	55,808	58,063	59,804		
200	38,758	48,447	49,995	51,541	53,604	55,808	58,063	60,427	62,237		
210	48,871	50,383	51,992	53,604	55,808	58,063	60,427	62,932	64,821		

#### CITY OF ROCHESTER SALARY SCHEDULE

Weekly and Hourly Personnel Effective July 1, 2015

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	15.75	16.23	16.73	17.32	17.83	18.22	18.63	19.15	19.65
41	16.26	16.78	17.29	17.83	18.37	18.79	19.49	19.69	20.41
42	16.87	17.40	17.93	18.53	19.16	19.65	20.09	20.79	21.31
51	13.75	14.17	14.61	15.01	15.44	15.76	16.05	16.28	16.57
52	13.94	14.38	14.82	15.30	15.76	16.05	16.28	16.57	16.96
53	14.14	14.57	15.02	15.53	16.05	16.28	16.57	16.96	17.34
54	14.41	14.86	15.32	15.78	16.28	16.57	16.96	17.34	17.73
55	14.65	15.10	15.58	16.10	16.57	16.96	17.34	17.73	18.14
56	14.98	15.44	15.92	16.53	16.96	17.34	17.73	18.14	18.45
57	15.34	15.81	16.30	16.86	17.34	17.73	18.14	18.45	19.15
58	15.66	16.14	16.63	17.19	17.73	18.14	18.45	19.15	19.49
59	16.04	16.54	17.04	17.56	18.14	18.45	19.15	19.49	20.06
60	16.32	16.82	17.34	17.90	18.45	19.15	19.49	20.06	20.51
61	16.86	17.39	17.92	18.52	19.15	19.49	20.06	20.51	21.21
62	17.25	17.77	18.33	18.86	19.49	20.06	20.51	21.22	21.79
63	17.72	18.28	18.84	19.49	20.06	20.51	21.21	21.79	22.41
64	18.16	18.73	19.31	19.95	20.51	21.21	21.79	22.41	23.08
65	18.79	19.36	19.96	20.57	21.21	21.79	22.41	23.08	23.77
66	15.13	15.60	16.09	16.56	17.08	18.14			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	131.83	135.90	140.11					
69	159.28	164.19	169.28	180.07	190.85	201.66	207.65	213.65
70	169.39	174.63	179.89	185.94	191.60	198.23		
71	184.44	190.65	196.85	203.05	209.25	215.45		

#### CITY OF ROCHESTER SALARY SCHEDULE

			med Police I ective July 1							
Bracket	Step 1	Step 2	Step 3	Step 4	Step 5					
90 191 92 94 95	43,297	53,417	62,835 81,132 81,647 92,328 104,180	72,041 86,055 86,570 97,895 110,463	75,606					
			Fire Personi July 1, 2015							
Bracket	Start	Step 1A	Step 1B	Step 2	Step 3	Step 4				
80 82 84 85	41,327	46,157	50,985 78,739 89,035 100,467	59,977 82,633 93,440 105,438	68,763	72,168				
			Ν	lon-Uniforme	d Fire Perso July 1, 2015					
Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
						·				
73 75 78	43,104 45,258 48,495	44,436 46,658 49,995	46,098 48,460 52,671	47,746 50,259 55,347	49,421 52,060 58,023	51,082 53,861 60,699	52,743 55,662 63,375	54,405 57,463 66,051	56,066 59,264 68,727	57,728 61,065 71,403

#### Operating Engineers Effective July 1, 2015

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	16.72	17.22	17.75	18.99	19.56
150	Asst. HVAC Engineer	24.56	25.30	26.10	27.95	28.81
151	HVAC Engineer	25.56	26.34	27.15	29.09	29.98
152	Lead HVAC Engineer	27.52	28.37	29.23	31.28	32.31
153	Supervising HVAC Engineer	29.64	30.56	31.48	33.70	34.80

#### Fixed Salary Rates Effective July 1, 2015 or as otherwise noted

Title	Amount
Elected and Appointed Officials President of the Council*	44,368
Council Member*	34,368
Mayor*	143,227
Deputy Mayor	139,337
Examining Board Members	
Examiner-Chair**	1,250
Examiner Plumber	1,250
Clerk to the Board	1,250
Examiner-Vice Chair**	1,250
Examiner-Secretary**	1,250
Examiner-Stationary	1,250
Examiner-Electrician	1,000

\*These salaries are fixed by local legislation on a calendar year basis; amounts shown above represent calendar 2015. Every four years City Council sets the annual salaries of the Mayor and Councilmembers and provides for a cost of living adjustment for each of the next three years with a 3% annual cap; the last base year set was for calendar 2015. The Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries.

\*\*These positions are not compensated if filled by a City or RG&E employee.

CSEA Library Part Time Effective July 1, 2015											
TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F				
Administrative Assistant	N165	21.12	21.77	22.49	23.19	23.65	21.12				
Class 5 Truck Driver	N085	16.77	17.29	17.84	18.40	18.77	19.15				
Cleaner Library	N015	14.29	14.73	15.20	15.70	16.00	16.30				
Clerk II Library	N095	17.20	17.73	18.30	18.87	19.25	19.64				
Clerk III with Typing Library	N075	16.37	16.88	17.40	17.95	18.32	18.68				
Clerk Typist Library	N035	14.96	15.42	15.89	16.41	16.75	17.07				
Duplicating Operator	N065	15.95	16.44	16.96	17.54	17.86	18.22				
Graphic Assistant	N145	19.80	20.41	21.09	21.74	22.17	22.63				
Librarian I	N185	21.90	22.57	23.27	24.00	24.75	25.51				
Librarian II	N195	23.18	23.90	24.66	25.44	25.95	26.47				
Library Assistant	N145	19.80	20.41	21.09	21.74	22.17	22.63				
Maintenance Worker	N575	16.01	16.50	17.01	17.55	18.09	18.46				
Retrieval Room Aide	N304	8.82	9.10	9.40	9.70	9.89	10.09				
Security Guard Library	N015	14.29	14.73	15.20	15.70	16.00	16.30				
Shipping Aide	N402	8.67	8.93	9.18	9.38	9.57	9.76				
Sr. Retrieval Room Aide	N305	14.28	14.72	15.16	15.66	15.96	16.27				
Youth Services Assistant	N075	16.37	16.88	17.40	17.95	18.32	18.68				
Youth Services Coordinator	N145	19.80	20.41	21.09	21.74	22.17	22.63				

AFSCME PART TIME								
	Effective Ju	uly 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		
Victim Assistance Counselor	N714	20.28	20.91	21.54	22.25	22.93		
Water Quality Lab Tech	P720	21.63	22.31	22.98	23.73	24.46		
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#### Part time, Temporary, and Seasonal Personnel Effective July 1, 2014

<b>T</b> :41-	Deschaft	01		010			
Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	N170	22.28	22.97	23.69	24.44	25.19	
Accountant Intern Seasonal	N308	13.38	14.96	00.00	00.00	07 70	00.55
Administrative Analyst	N200	24.55	25.31	26.09	26.93	27.76	32.55
Administrative Assistant	N160	21.63	22.30	22.98	23.71	24.45	
Administrative Secretary	N130	19.66	20.27	20.90	21.56	22.23	
Architectural Intern Seasonal	N308	13.38	14.96	45.40			
Assistant Beach Manager	P840	14.26	14.73	15.12			
Assistant Exam Supervisor	P462	12.56	4	40.00	40.00	47.04	
Assistant GIS Technician	N030	15.31	15.79	16.28	16.80	17.31	
Assistant Pool Manager	P840	14.26	14.73	15.12			
Assistant Summer Program Coordinator	P459	11.24					
Assistant Supervisor of Markets	P417	15.99	16.53	17.00			
Auto Aide	P758	15.35	15.82	16.30	16.84	17.38	
Beach Lifeguard	P826	10.41	10.79	11.24			
Beach Lifeguard Captain	P836	13.39	13.77	14.23			
Beach Lifeguard Lieutenant	P831	11.90	12.28	12.74			
Beach Manager	P850	17.61	18.15	18.71			
Building Maintenance Helper	P528	13.67	14.10	14.53	15.00	15.45	
Car Pool Coordinator	P365	16.70	17.21	17.78			
Cemetery Crew Leader	P455	11.82					
Cemetery Service Representative	N110	18.54	19.12	19.71	20.34	20.96	
Cemetery Worker	P578	15.04	15.50	15.98	16.53	17.00	
Cleaner	P018	12.81	13.21	13.61	14.05	14.49	
Clerical Aide	P350	12.66					
Clerk II	N090	17.61	18.16	18.71	19.31	19.90	
Clerk III	N070	16.76	17.29	17.82	18.39	18.96	
Clerk IV	N030	15.31	15.79	16.28	16.80	17.31	
Clerk Typist	N030	15.31	15.78	16.28	16.79	17.31	
College Junior Intern	P452	13.38					
Coordinator Duplicating and Supply	N140	20.28	20.90	21.55	22.23	22.93	
Crew Chief Seasonal	P360	16.07					
Day Camp Supervisor	P461	13.05					
Dispatcher	P648	17.80	18.36	18.92	19.55	20.10	
Engineering Intern Seasonal	N308	13.38	14.96				
Exam Proctor	P358	9.41	10.04	10.68			

Part time.	Temporary, an	d Seasonal	Personnel				i
,	Effective Jul						
Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Exam Supervisor	P460	15.06	F			F	
Field Auditor	N140	20.28	20.90	21.55	22.23	22.93	
Fire Protection Gear Repairer	P298	33.61					
Firefighter Trainee eff. 7/1/14 -12/30/14	P354	8.15	8.75	18.36			
Firefighter Trainee eff. 12/31/2014	P354	8.75	9.41	18.36			
Forestry Worker	P618	16.53	17.04	17.57	18.15	18.77	
Ground Equipment Operator	P362	13.98					
Grounds Worker	P451	10.30					
Human Resource Consultant II	N210	25.53	26.32	27.14	28.00	28.87	33.90
Interdepartmental Messenger	N060	16.34	16.84	17.37	17.93	18.48	
IT Intern	N308	13.38	14.96				
Laborer	P456	8.85					
Laborer Library	N456	8.85					
Lead Laborer	P455	11.82					
Legal Asst/CFB	N200	24.55	25.31	26.09	26.93	27.76	
Legislative Aide	N160	21.63	22.30	22.98	23.71	24.45	
Legislative Clerk	N070	16.77	17.29	17.83	18.39	18.96	
Library Page eff. 7/1/14 - 12/30/14	N401	8.00	8.00	8.25	8.50		
Library Page eff. 12/31/2014	N401	8.75	9.00	9.25	9.50		
Lifeguard	P825	10.07	10.45	10.90			
Lifeguard Captain	P835	13.05	13.43	13.89			
Lifeguard Lieutenant	P830	11.56	11.94	12.40			
Literacy Aide*	N403	8.96	9.80	10.64			
Maintenance Mechanic	P608	16.00	16.49	17.00			
Operations Worker	P418	15.94	16.45	16.95	17.48	18.01	
Parks Operations Supervisor	P198	20.76	21.41	22.05	22.77	23.46	
Parks Operations Worker	P418	15.94	16.45	16.95	17.48	18.01	
Photo Grade I	N210	25.53	26.32	27.14	28.00	28.87	33.90
Playground Supervisor	P449	10.45					
Pool Attendant	P457	11.09					
Pool Supervisor	P850	17.61	18.15	18.71			
Principal Engineering Technician	N180	23.04	23.74	24.47	25.26	26.05	30.06
Project Assistant	P128	19.07	19.68	20.27	21.12	21.56	
Public Safety Aide	P445	19.05	19.61	20.17			
Public Safety Intern	P447	9.89					
Purchaser	N190	23.72	24.46	25.22	26.03	26.84	31.27

Part tim	ie, Temporary, an		Personnel							
	Effective Jul									
Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
Recreation Assistant	P815	9.31	9.64	9.93						
Recreation Clerical Aide	P820	9.08	9.32	9.62						
Recreation Leader	N300	17.61	18.15	18.71	19.31	19.91				
Rink Aide	P448	8.95								
Rink Manager	P446	13.17								
School Traffic Officer	P459	11.14								
School Traffic Officer II	P458	13.08								
Secretary to Commissioner	N180	23.04	23.74	24.47	25.26	26.05	30.06			
Secretary	N110	18.54	19.12	19.71	20.34	20.96	23.63			
Secretary to Police Chief	N160	21.63	22.30	22.98	23.71	24.45				
Security Guard	P528	13.66	14.09	14.53						
Senior Cashier	N130	19.66	20.27	20.90	21.56	22.23				
Senior Field Auditor	N180	23.04	23.74	24.47	25.26	26.05	30.06			
Service Representative	N128	16.70	17.21	17.75	18.30	18.87				
Service Representative Bilingual	N128	16.70	17.21	17.75	18.30	18.87				
Sr. Maintenance Mechanic/Mason	D065	18.42	18.98	19.56	20.17	20.80	21.36	21.97	22.62	23.31
Sr. Operations Worker	D062	16.91	17.42	17.97	18.49	19.10	19.66	20.10	20.80	21.36
Sr. Recreation Assistant	P810	13.45	13.85	14.26						
Stock Clerk	P068	14.30	14.75	15.19	15.69	16.17				
Summer Program Clerk	N303	10.61								
Summer Program Clerk	P454	10.61								
Summer Program Coordinator	N325	18.87								
Summer Program Coordinator	P338	18.87								
Vending Inspector	P359	16.07								
Veterinary Technician Trainee	P088	14.99	15.45	15.94						
Water Maintenance Worker	P598	15.72	16.21	16.71						
Youth Intervention Specialist	N180	23.04	23.74	24.47	25.26	26.05				
Youth Worker eff. 7/1/14 - 12/30/14	P953	8.25								
Youth Worker eff. 12/31/2014	P953	8.75								



#### **Board of Education**

*President* Van Henri White

Vice President Cynthia Elliott

Members Mary Adams Melisza Campos José Cruz Willa Powell Malik Evans

Superintendent of Schools Bolgen Vargas, Ed.D.

# **Rochester City School District**

May 11, 2015

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

Dear Mayor Warren:

On May 7, 2015, the Board of Education adopted a budget of \$801,818,597 to fund the Rochester City School District for fiscal year 2015-16.

The budget will fund our District priorities, first and foremost of which is student achievement. It furthers our efforts to allocate resources more efficiently and effectively to better serve Rochester children. Additionally, the budget continues our commitment to a process that improves stability for our students, staff and families.

The District's 2015-16 budget closes a projected gap of \$40.5 million caused by increases in charter school tuition, employee salaries, benefits and retirement payments, in addition to a projected decrease in grant funding and the loss of 723 students to charter schools. By allocating resources more efficiently, the budget closes this gap while investing more than \$25 million in school-based programs and services to further advance our academic priorities, including reading on grade level by third grade, more and better learning time and instructional excellence.

Some specific changes supported in the budget include:

- 48 more reading teachers, so that every school has at least one instructor focused on student literacy. The number of reading teachers District-wide has grown from zero to 64 in four years.
- Five more music teachers, increasing the District-wide total from 68 to 97 over the past four years. The budget also includes \$500,000 to purchase new musical instruments and art supplies, and sustains the rapid growth in sports—59 new programs over the past three years.

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- Three more expanded learning schools for a total of 13 which provide a new schedule developed by each community that adds at least 300 hours over the course of the year for instruction, support, staff planning and extracurricular activities.
- Nearly \$11 million in program enhancements at East High School, the newly unified Edison Career and Technology High School, the Leadership Academy for Young Men and Joseph C. Wilson Magnet High School's International Baccalaureate program. This includes a \$9.8 million increase at East High School to fund the Educational Partnership Organization agreement with the University of Rochester.
- A 20% increase in summer learning programs, including summer jobs for at least 100 students.

Programs and priorities being funded reflect the recommendations of stakeholders across the District, gathered in "Voice of the Customer" sessions and Board budget hearings as p art of the budget process. Our District is moving with a sense of urgency to improve student achievement, and to create a culture where adults treat every child like one of their own.

We appreciate the City's support for our budget, and the many other ways in which we collaborate to serve Rochester children and families. Working together, we can create city schools that every Rochester family will want to choose, where every student achieves and succeeds to the best of his or her ability.

Sincerely,

Van Henri White President, Board of Education

Superintendent of Schools

# Rochester City School District Board of Education

Van Henri White, President Cynthia Elliott, Vice President Mary Adams Melisza Campos José Cruz Malik Evans Willa Powell



Shanai Lee Board Clerk (585) 262-8308 Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting: May 7, 2015

#### **Resolution No 2014-15: 628**

#### By Member of the Board Commissioner Vice President Elliott

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2015-16 fiscal year as follows:

#### **General Fund Revenues:**

\$ 539,020,182 \$ 119,100,000 \$ 2,100,000 \$ 14,044,700 \$ 11,000,000 \$ 685,264,882

#### **General Fund Expenses:**

\$ 622,396,586 \$ 10,332,100 \$ 52,536,196 \$ 685,264,882

Grants and Special Aid Revenues: \$ 95,621,715

<u>Grants and Special Aid Expenses:</u> \$ 95,621,715

School Food Service Fund Revenues: \$ 20,932,000

School Food Service Fund Expenses: \$ 20,932,000

<u>Grand Total Budget:</u> \$ 801,818,597

Seconded by Member of the Board Commissioner Evans Adopted 5-2 with Commissioner Adams and Commissioner Powell dissenting

New York State City of Rochester Federal Medicaid Local Appropriated Fund Balance **Total** 

Operating Expense Capital Expenses Debt Service **Total** 

# Roll Call Vote

Commissioner Adams	No
Commissioner Campos	Yes
Commissioner Cruz	Yes
Commissioner Evans	Yes
Commissioner Powell	No
Vice President Elliott	Yes
President White	Yes

I, Shanai Lee, Clerk of the Board of Education of the Rochester City School District of the State of New York, do hereby certify that I have compared the attached resolution with the original resolution passed by such Board of Education at a legally convened meeting held on the 7<sup>th</sup> of May 2015, on file as part of the minutes of such meeting, and the same is a true copy thereof and the whole of such original. I further certify that the full Board of Education consists of seven members and that seven of such members were present at such meeting and that five of such members voted in favor of such resolution.

IN WITNESS THEREOF, I have hereunto set my hand and the seal of the Rochester City School District on this day of May, 2015.

Shanai Lee, Clerk of the Board of Education

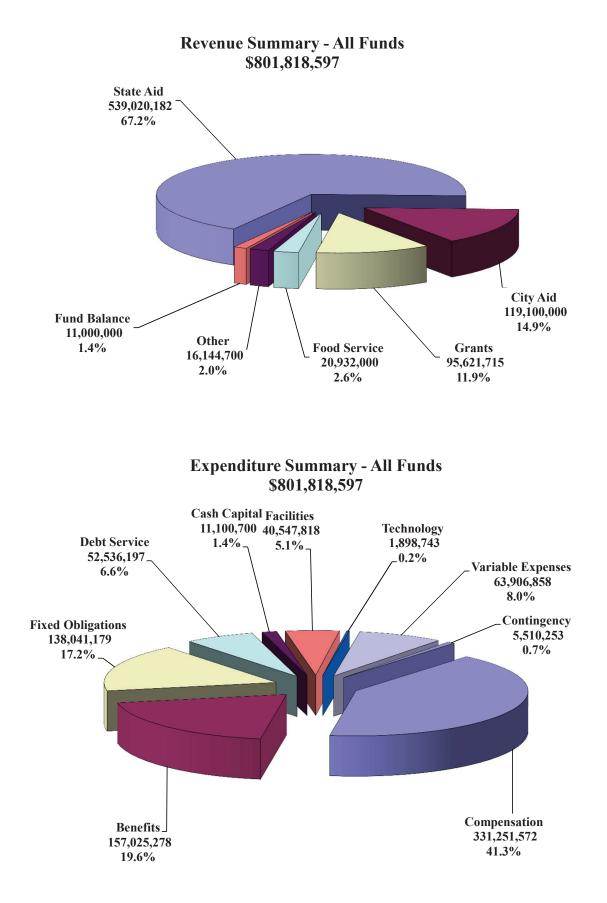


- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to the Budget
- Multi-Year Projection

# Districtwide Budget Summary

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# **Revenue and Expenditure Charts**



# **Revenue Summary**

Revenue Category	2013-14 Actual Revenue	2014-15 Amended Budget	2015-16 Proposed Budget	2015-16 Variance
GENERAL FUND				
State Aid				
Foundation Aid	348,143,756	363,022,310	\$384,938,924	21,916,614
Special Services Aid	13,142,943	8,589,031	\$8,635,550	46,519
Special Education - Public High Cost Aid	7,380,718	7,380,245	\$6,316,908	(1,063,337)
Special Education - Private Excess Cost Aid	10,104,702	10,898,567	\$10,711,104	(187,463)
Transportation Aid	53,654,207	55,091,465	\$57,462,622	2,371,157
Computer Hardware Aid	715,375	721,467	\$718,140	(3,327)
Textbook Aid	2,020,693	2,033,974	\$2,051,973	17,999
Software Aid	511,343	515,103	\$515,701	598
Library Aid	213,343	214,912	\$215,162	250
Charter School Transitional Aid	10,187,687	11,461,320	\$16,182,676	4,721,356
Total - Recurring State Aid	446,074,767	459,928,394	487,748,760	27,820,366
Building Aid	22 010 000	44 707 (10	\$46,272,080	1 ( ( 5 470
Building Aid Subtotal - Building Aid	32,819,088 32,819,088	44,707,610 44,707,610	\$46,373,089 <b>46,373,089</b>	1,665,479 1,665,479
State Aid Adjustments	52,017,000		+0,575,007	1,005,477
Prior Year Aid - \$20M Spin Up Loan Payment	(667,000)	(666,667)	(666,667)	-
2006-07 NYS Aid Adjustment	(361,222)	(	(	
Local Share Deduction for Certain Students	(1,048,868)	(862,151)	(\$915,000)	(52,849)
Total - State Aid Adjustments	(2,077,090)	(1,528,818)	(1,581,667)	(52,849)
Other State Revenues				
Ch 47, 66, 721 Tuition - Alternative Residential	581,972	375,000	\$580,000	205,000
Chapter 348 Tuition - Nonresident Homeless	599,575	517,572	\$500,000	(17,572)
NYS Legislative Appropriation	200,000		<b>\$</b> 0	-
Incarcerated Youth Aid	2,273,664	2,500,000	\$2,100,000	(400,000)
State Turnaround Funding Revenue		-	\$3,300,000	3,300,000
Total - Other State Revenues	3,655,211	3,392,572	6,480,000	3,087,428
Total - New York State Revenue	480,471,976	506,499,758	539,020,182	32,520,424
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 - Medicaid				
Federal - Medicaid	2,101,262	2,100,000	2,100,000	-
Total - Federal Medicaid Revenue	2,101,262	2,100,000	2,100,000	-
Other Local Revenue				
Nonresident Tuition	775,134	650,000	1,000,000	350,000
Health Services Revenue	757,897	700,000	700,000	-
Rental and Use of Buildings	92,757	278,125	275,000	(3,125)
Curriculum Based Programs	54,802	35,000	35,000	-
Sale of Obsolete Equipment	91,568	75,000	75,000	-
Stop Loss Reimbursement for Self-insurance	604,453	450,000	450,000	-
Legal Awards & Settlements	497,521	1,601,676	-	(1,601,676)
Prior Years Refunds	499,709	1,100,000	-	(1,100,000)
Student and Other Fees	72,898	60,000	60,000	-
Earnings - General Fund Investments	111,658	175,000	175,000	-
E-Rate Revenue	1,203,717	1,047,894	1,000,000	(47,894)
Miscellaneous Revenue	560,545	250,000	250,000	-
Indirect Costs	2,751,749	2,317,500	2,366,913	49,413
Earnings - Capital Fund Premium and Interest	274,650		2,500,715	
RJSCB QSCB Subsidies & Capitalized Interest	8,915,372	5,726,744	4,657,787	(1,068,957)
Interfund Revenue - Title	0,715,572	5,720,744	3,000,000	3,000,000
Total Other Local Revenue	17,264,430	14,466,939	14,044,700	(422,239)
Appropriated Fund Balance for General Fund		13,241,958	11,000,000	(2,241,958)
TOTAL GENERAL FUND REVENUE	618,937,668	655,408,655	685,264,882	29,856,227

# **REVENUE SUMMARY** – continued

Revenue Category	2013-14 Actual Revenue	2014-15 Amended Budget	2015-16 Proposed Budget	2015-16 Variance
GRANT & SPECIAL AID FUNDS				
State Sources				
Universal Pre-Kindergarten	8,360,811	10,817,469	10,817,469	-
Other State Source Grants	11,402,778	34,350,046	33,278,812	(1,071,234)
Total - State Grant Sources	19,763,589	45,167,515	44,096,281	(1,071,234)
Federal Sources				
Formula (Recurring)	29,130,508	39,940,001	36,679,051	(3,260,950)
Federal ARRA	9,359,344	18,410,277	6,000,000	(12,410,277)
One-Time Grants (Competitive)	4,895,513	8,433,041	5,463,897	(2,969,144)
Roll-Over Grants	-	1,484,849	-	(1,484,849)
Total - Federal Sources	43,385,365	68,268,168	48,142,948	(20,125,220)
Other Local Sources	3,332,989	3,891,358	\$ 3,382,486	(508,872)
GRANT & SPECIAL AID FUND REVENUE	66,481,943	117,327,041	95,621,715	(21,705,326)
SCHOOL FOOD SERVICE FUND				
NYS Free & Reduced Price Reimbursement	535,346	575,000	570,000	(5,000)
Federal Free & Reduced Price Reimbursement	17,575,798	17,867,000	18,712,000	845,000
Federal Surplus Food Revenue	1,078,482	1,000,000	1,000,000	-
Summer Food Service Revenue	644,732	650,000	500,000	(150,000)
Other Cafeteria Sales	108,583	150,000	150,000	-
Interfund Revenue	87,000			-
Appropriation from Food Service Fund Balance	-			-
SCHOOL FOOD SERVICE FUND REVENUE	20,029,941	20,242,000	20,932,000	690,000
GRAND TOTAL REVENUE - ALL FUNDS	705,449,552	792,977,696	801,818,597	8,840,901

# **REVENUE SUMMARY ANALYSIS**

# STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the adopted 2015-16 New York State Budget.

### FOUNDATION AID

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

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

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

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**

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

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

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

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

### \$57,462,622

\$10,711,104

# \$2,782,836

\$718,140

# \$16,182,676

\$8,635,550

\$384,938,924

# \$6,316,908

# **REVENUE SUMMARY ANALYSIS** – continued

# **BUILDING AID**

This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

# **OTHER STATE REVENUES**

This category represents state funding that the local delegation in Albany has secured for the district. This category also contains aid for certain resident student placements including incarcerated youth detention centers. This amount also includes funding by the State for the East High School turnaround activities.

# STATE AID ADJUSTMENTS

This category represents adjustments for prior year aid monies owed to the district, contingency for prior year aid claims owed to the State, and revenue to offset the district's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

# **GRAND TOTAL STATE**

# **REVENUES FROM CITY**

The City of Rochester funding includes the State funded STAR program.

# **MEDICAID REVENUE**

The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.

# **OTHER LOCAL REVENUES**

# **INDIRECT COSTS**

Many grant-funded programs provide revenue to offset overhead costs, which the district incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc.

# NON-RESIDENT TUITION FROM OTHER DISTRICTS

The district provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.

# HEALTH SERVICES REVENUE

The district provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The district bills these costs back to the student's home districts.

# STOP LOSS REIMBURSEMENT FOR SELF INSURANCE

The District is self-insured for medical, dental, and workers compensation and has secured stop loss insurance policy for medical insurance. The District receives reimbursement for claims in excess of the stop loss limit.

### \$6,480,000

(\$1,581,667)

### \$119,100,000

\$539,020,182

# \$2,366,913

\$700,000

# \$1,000,000

### \$450,000

\$2,100,000

# \$46,373,089

# **Revenue Summary Analysis** – continued

**RENTAL AND USE OF BUILDINGS** 

This represents the fees charged to various groups for the use of buildings in accordance with district policy.

# CURRICULUM BASED PROGRAMS\$35,000Revenue generated by student curriculum programs such as the Work Experience Program.\$75,000SALES OF OBSOLETE EQUIPMENT\$75,000This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.\$75,000

### PRIOR YEARS REFUNDS

This revenue is derived from several sources including federal E-Rate monies, BOCES refunds, refunds of prior year expense from vendors, and Stop Loss Reimbursement from Health Insurance.

### STUDENT AND OTHER FEES

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

### EARNINGS - GENERAL FUND INVESTMENTS \$175,000

This revenue from investments is earned by the district's cash management program.

# E-RATE REVENUE \$1,000,000

Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.

### MISCELLANEOUS REVENUE

This represents revenues that do not fit in any other categories and are non-recurring.

### EARNINGS - CAPITAL FUND INVESTMENTS

This revenue is earned through the following sources: interest earned on authorized capital funds which have not yet been expended, unused capital fund authorizations, and Facilities Modernization Program funding.

### INTER FUNDS

This is an increase in Title I funds for 2015-16 based upon most current information we received from the Council of Great City Schools. This increase reflects the use of new census data. The revenue is budgeted as inter-fund revenue for the draft budget and will be applied and moved to the grant and special funds for the approved budget.

# TOTAL LOCAL REVENUES

# APPROPRIATIONS FROM FUND BALANCE

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

# **GRAND TOTAL GENERAL FUND REVENUE**

\$4,657,787

\$250,000

# \$3,000,000

# \$14,044,700 \$11,000,000

# \$685,264,882

**\$0** 

\$60,000

\$275,000

# **GRANT REVENUE**

Grant Title	2014-15 Amended	2015-2016 Budget	\$ Change Fav/(Unfav)
>>>>STATE SOURCES<<<<<			
BLIND/DEAF STATE TUITION	2,060,000	2,060,000	0
DISTRICT MANAGEMENT EFFICIENCY GRANT	1,500,000	0	(1,500,000)
DISTRICT PERFORMANCE MGMT YR 3	1,500,000	0	(1,500,000)
DOH HEALTHY WORKFORCE RETRAINING	104,651	104,651	0
EMPLOYMENT PREPARATION EDUCATION	3,361,864	3,361,864	0
ENCOMPASS: RESOURCES FOR LEARN	39,035	39,035	0
EXPANDED LEARNING	0	2,788,070	2,788,070
EXTENDED DAY VIOLENCE PREVENTION	342,291	342,291	0
FULL DAY PRE-K	9,977,445	9,977,445	0
LIBRARY AUTOMATION ROLLOVER	5,052	0	(5,052)
LIBRARY SYSTEMS ROLLOVER	7,666	0	(7,666)
LTG CHARLOTTE, RCSD, STEM, YMA	49,948	49,948	0
LTG EAST, NECP, NWCP	49,948	49,948	0
LTG MONROE, VANGUARD, IAT	49,948	49,948	0
LTG WILSON, SOTA, REICH	49,948	49,948	0
MATH SCIENCE HIGH OPTICS AT EAST	460,666	0	(460,666)
MENTOR INTERN PROGRAM	65,000	65,000	0
REFUGEE SCHOOL IMPACT GRANT	228,735	228,735	0
ROCHESTER TEACHER CENTER	0	206,224	206,224
SCHOOL HEALTH SERVICES	7,492,705	7,492,705	0
SCHOOL LIBRARY SUPPLEMENTAL AID	62,998	41,000	(21,998)
SCHOOL LIBRARY SYSTEM - AUTOMATION	7,900	0	(7,900)
SCHOOL LIBRARY SYSTEM - OPERATING	83,757	82,000	(1,757)
SMART SCHOLARS COHORT 1	59,265	0	(59,265)
SMART SCHOLARS COHORT 3	190,000	190,000	0
SUMMER PROGRAM SPECIAL ED.	5,415,000	5,600,000	185,000
TEACHER CENTER	206,224	0	(206,224)
TEACHERS OF TOMORROW	980,000	500,000	(480,000)
UNIVERSAL PRE-K	10,817,469	10,817,469	0
SUBTOTAL - STATE	45,167,515	44,096,281	(1,071,234)

# **GRANT REVENUE**

	2014-15	2015-2016	\$ Change
Grant Title	Amended	Budget	Fav/(Unfav)
>>>>FEDERAL SOURCES<<<<<			
21ST CENTURY COMMUNITY LEARNING	1,200,000	1,200,000	0
ARRA RACE TO THE TOP	1,375,186	0	(1,375,186)
ARRA RTTT REPLICATION	64,296	0	(64,296)
ARRA RTTT TEACHING IS THE CORE	198,723	0	(198,723)
ARRA STLE-DISSEMINATION	936,389	0	(936,389)
CHILD NUTRITION	1,020,720	0	(1,020,720)
IDEA PRESCHOOL SERVICES & SECT	761,454	491,809	(269,645)
IDEA SUPPORT SERVICES & SECTIO	9,916,184	9,272,420	(643,764)
IMPACT AID	9,823	10,000	177
NYSOTDA FOOD STAMP EMPLOYMENT	300,000	300,000	0
PATHWAYS IN TECH	314,159	339,874	25,715
PERKINS CORRECTIONAL	0	0	0
PERKINS SECONDARY	458,153	400,000	(58,153)
PREGNANCY ASSISTANCE FUND	125,000	125,000	0
SCHOOL INNOVATION FUND #34	1,324,224	0	(1,324,224)
SED HOMELESS CHILDREN AND YOUT	91,423	91,423	(1,521,221)
SET NOWLEESS CHIEDREN AND TOOT	449,479	463,398	13,919
SIF SCHOOL #9	902,740	05,578	(902,740)
SIF SCHOOL #22	250,000	250,000	0
SIG CHARLOTTE	500,000	250,000	(500,000)
SIG MONROE	1,360,810	1,000,000	(360,810)
SIG NW	1,500,000	1,000,000	(500,000)
SIG SCHOOL #3	1,426,001	1,000,000	(426,001)
SIG SCHOOL #17	1,420,001	1,000,000	(420,001) (500,000)
SIG SCHOOL #17 SIG SCHOOL #45	1,436,001	1,000,000	(436,001)
SIG WILSON	1,430,001	1,000,000	(430,001) (500,000)
SNAP SUPPLEMENTAL NUTRITION	300,000	300,000	(300,000)
STRENGTH TEACHER LEADER EFFECT	3,423,607	0	(3,423,607)
SYSTEMATIC SUPPORT - TURNAROUNDS	122,487	0	
TEACHER INCENTIVE FUND	4,008,881	0	(122,487) (4,008,881)
TITLE I	23,500,000	22,100,000	(4,000,001) (1,400,000)
TITLE I SCHOOL IMPROVEMENT	1,140,000	22,100,000	(1,400,000) (1,140,000)
TITLE II MSP SCIENCE	324,820	325,000	(1,140,000)
TITLE II MSF SCIENCE TITLE IIA - TEACHER/PRINCIPAL TRAINING	3,800,000	3,800,000	180
TITLE IIB MATH/SCIENCE PARTNER	1,000,000	1,000,000	
TITLE III BILINGUAL	550,000	550,000	0 0
TITLE VII-NATIVE AMERICAN RESO VIRTUAL AP GRANT	54,387 53 584	54,387 0	(53,584)
WIA LITERACY ZONE	53,584		(53,584)
	100,000	100,000	0
WIA-ADULT LITERACY EDUCATION	469,878	469,878	0
WIA-ELL POST SECONDARY	249,759	249,759	0
WORKFORCE INVESTMENT ACT-TITLE	250,000	250,000	0
SUBTOTAL - FEDERAL	68,268,168	48,142,948	(20,125,220)

# **GRANT REVENUE**

Grant Title	2014-15 Amended	2015-2016 Budget	\$ Change Fav/(Unfav)
>>>>LOCAL SOURCES<<<<			
ACTION FOR HEALTHY KIDS #43	3,120	0	(3,120)
COMMUNITY PRE-SCHOOL RELATED S	500,000	515,000	15,000
DELTA KAPPA GAMMA EDUCATIONAL	1,000	0	(1,000)
GREATER ROCHESTER HEALTH FOUNDATION	852,443	457,486	(394,957)
HARRIS FOUND iLAB	12,000	0	(12,000)
LAURA BUSH SCHOOL #39	5,000	0	(5,000)
LAURA BUSH SCHOOL #58	5,000	0	(5,000)
MONROE COUNTY CTE	520,000	520,000	0
NCFL TOYOTA FAMILY LITERACY	110,000	0	(110,000)
PRE-SCHOOL ADMINISTRATION/COUNTY	560,000	580,000	20,000
PRE-SCHOOL INTEGRATED/HANDICAPPED	940,000	970,000	30,000
ROCHESTER WORKS RIA	31,984	0	(31,984)
SPECIAL EDUCATION/ITINERANT TE	200,000	210,000	10,000
STUDENT ACHIEVEMENT GRANT #12	2,000	0	(2,000)
THE PRIMARY PROJECT	143,476	130,000	(13,476)
WILMOTT FOUNDATION SKI CLUB	5,335		(5,335)
SUBTOTAL - LOCAL	3,891,358	3,382,486	(508,872)
TOTAL - GRANT REVENUE	117,327,041	95,621,715	(21,705,326)

# UNIVERSAL PRE-KINDERGARTEN

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

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

The purpose of the School Health Services grant is to provide the following:

- Mandated first aid
- Emergency services
- Screening
- Contagious disease management
- Services to children with special health concerns
- Documentation and State reporting

### SPECIAL EDUCATION – EXTENDED SCHOOL YEAR (ESY) \$5,600,000

Extended School Year (ESY) services are designed to support a student with a disability as documented under the Individuals with Disabilities Education Act (IDEA) to maintain the academic, social/behavioral, communication, or other skills that they have learned as part of their Individualized Education Program (IEP). In order for a student to receive ESY services, the student must have evidenced substantial regression and recoupment issues during the previous IEP year. The focus of the services provided to the student as part of an ESY program are not upon learning new skills or "catching up" to grade level, but rather to provide practice to maintain previously acquired or learned skills. The cost of the ESY program is reimbursed by the State at 80% with the remaining 20% funded locally.

### **TEACHERS OF TOMORROW**

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

### **GRAND TOTAL STATE GRANTS**

### \$9,977,445

\$10,817,469

\$7,492,705

\$500,000

# \$9,708,992

<u>\$44,096,281</u>

# TITLE I FEDERAL ESEA – NCLB GRANT

### \$22,100,000

# Improving the Academic Achievement of the Disadvantaged

The purpose of Title 1, Part A is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging State academic achievement standards and State academic assessments". RCSD is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need.

- Funds are generated based on poverty criteria of free and reduced lunch eligibility. Use of funds is determined by need.
- All Title I expenditures must be supplemental and not supplant required services and materials.
- The District is required to set aside 15% of their Title I funds for School Improvement activities as defined by NYSED. In 2014/2015, Supplemental Academic Services and ELA/Math Instructional Coaches were used to meet this requirement.

Mandated Set-Asides and Pass-Throughs	
Parent Involvement (1%)	\$221,000
Parent Engagement (1%)	\$221,000
City Residents Attending Non Public Schools	\$785,612
Neglected & Delinquent Students	\$559,138
Homeless Students	\$115,971
Indirect Costs at 3.7%	\$750,877
Subtotal Mandated Set-Asides and Pass-Throughs	\$2,653,598
District Initiatives	
Half-Day Kindergarten Teachers (to create full-day Kindergarten)	\$5,208,580
Elementary Librarians	\$1,225,145
Reading Teachers	\$3,239,691
ELA/Math Coaches	\$3,735,247
Supplemental Academic Services	\$3,344,436
English Language Learners Initiatives	\$147,914
Office of Parent Engagement	\$54,503
ELA/Math Professional Development Leadership	\$71,622
Title I Administration	\$434,797
Technology/Instructional Support	\$1,984,467
Subtotal District Initiatives	\$19,446,402
Grand Total	\$22,100,000

### 2015/2016 Title I Proposed Budget

# TITLE I SCHOOL IMPROVEMENT GRANT6 Grants @ \$1,000,000 each\$6,000,000

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. Current Schools are #3, #17, #45, Monroe, NW and Wilson.

# 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

2015/2016 Title IIA Proposed Budget will fund:

- Careers In Teaching
- Human Capital Recruitment
- Professional Development
- Tuition

### The 2015/2016 Proposed Title IIA Budget

Mandated Set-Asides	
City Residents Attending Non Public Schools	\$414,068
Indirect Costs at 3.7%	\$132,303
Direct Initiatives	
Careers In Teaching	\$1,869,630
Human Capital Initiatives	\$34,100
Professional Development	\$1,224,899
Tuition	\$125,000
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 incl ude Bilingual programs, Learning English through Academics Program (LEAP), Dual Language, and Free Standing ESOL.

2015/2016 Title III Proposed Budget will fund:

- Salaries, Substitutes, In-service and Teacher Hourly Pay
- Non-Salary Operating Funds
- Related Benefits
- Indirect Cost

# IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT\$9,764,229Assistance to States for the Education of School-Aged (Section 611) and<br/>Pre-School Students (Section 619) with Disabilities\$9,764,229

The Individuals with Disabilities Education Act (IDEA) is a United States federal law that governs how states and public agencies provide early intervention, special education and related services to children with disabilities. The purpose of IDEA is to provide students with disabilities a Free Appropriate Public Education (FAPE) that prepares them for further education, employment and independent living. These grants provide funding to assist with the additional costs to the District.

2015/2016 IDEA Sections 611 and 619 Proposed Budget will fund:

- Mandated Set-Asides and Pass-Through
  - Pass-Through to ASEPs, Charter Schools and BOCES
  - o Parentally-placed Tuition
  - o Indirect Costs @ 3.7%
- Staff
  - o 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 #22

The purpose of this grant is to implement a Community School design, which will allow Abraham Lincoln School 22 to accelerate efforts to increase graduation rates, college persistence, and college graduation rates.

### **OTHERS FEDERAL GRANTS**

# **GRAND TOTAL FEDERAL GRANT REVENUE**

# LOCAL REVENUE

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

**Pre-School Special Education - Section 4410** 

- Special Education/Itinerant Teachers (S.E.I.T.) services
- CPSE Administration

### OTHER LOCAL GRANTS

# **GRAND TOTAL LOCAL GRANTS**

# **GRAND TOTAL – ALL GRANTS**

2 Dec. 16

<u>\$3,382,486</u>

\$95,621,715

\$2,275,000

\$5,678,719

\$250,000

<u>\$48,142,948</u>

\$1,107,486

# Expenditure Summary (All Funds)

	2013-2014	2014-2015	2015-2016	\$ Variance	
	Actual	Amended	Proposed	Fav/(Unfav)	
EXPENDITURES BY ACCOUNT					
Salary Compensation					
Teacher	\$ 190,733,356	\$ 193,730,375	\$ 194,304,351	\$ (573,977)	
Civil Service	59,766,586	58,811,564	60,415,462	(1,603,897	
Administrator	29,431,979	30,527,553	29,205,606	1,321,947	
Teaching Assistants	5,725,929	5,727,772	6,763,053	(1,035,281)	
Paraprofessional	7,936,052	7,814,970	8,153,112	(338,141)	
Sub Total Salary Compensation	293,593,903	296,612,235	298,841,584	(2,229,349)	
Other Compensation					
Substitute Teacher	11,329,030	12,775,466	8,996,850	3,778,616	
Hourly Teachers	16,918,732	18,931,571	16,204,734	2,726,837	
Teachers In-Service	1,519,351	2,702,096	1,982,169	719,927	
Overtime Civil Service	3,626,205	3,902,257	3,454,430	447,827	
Civil Service Substitutes	2,470,381	1,576,177	1,771,804	(195,627	
Sub Total Other Compensation	35,863,700	39,887,567	32,409,987	7,477,580	
Total Salary and Other Compensation	329,457,603	336,499,802	331,251,572	5,248,231	
Employee Benefits	158,299,673	159,120,560	157,025,278	2,095,282	
Total Sal., Other Comp., and Empl. Benefits	487,757,276	495,620,362	488,276,850	7,343,513	
Fixed Obligations With Variability					
Special Education Tuition	20,053,783	21,105,978	19,972,380	1,133,598	
Contract Transportation	55,560,655	57,113,111	54,391,516	2,721,595	
Charter School Tuition	40,625,474	52,740,958	61,898,200	(9,157,242)	
Health Service Other Districts	872,896	696,982	900,000	(203,018	
Insurance Non-Employee	776,782	861,000	879,083	(18,083	
Sub Total Fixed Obligations	117,889,590	132,518,029	138,041,179	(5,523,150)	
Debt Service	39,888,820	47,603,329	52,536,197	(4,932,868)	
Cash Capital Outlays					
Cash Capital Expense	6,600,000	6,860,009	5,237,000	1,623,009	
Textbooks	2,442,360	3,189,634	2,288,700	900,934	
Equipment Other than Buses	2,001,643	1,972,648	1,484,000	488,648	
Equipment Buses	1,293,273	452,000	952,000	(500,000	
Computer Hardware - Instructional	675,977	2,532,169	693,200	1,838,969	
Computer Hardware - Non-Instructional	215,956	83,453	38,800	44,653	
Library Books	382,142	328,945	407,000	(78,055	
Sub Total Cash Capital Outlays	13,611,351	15,418,858	11,100,700	4,318,158	

# Expenditure Summary (All Funds)

	2013-2014	2014-2015	2015-2016	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
Facilities and Related				
Utilities	10,874,847	10,710,885	9,924,560	786,325
Instructional Supplies	5,696,704	5,311,301	10,696,614	(5,385,313)
Equip Service Contr & Repair	2,674,844	3,149,433	2,878,975	270,458
Facilities Service Contracts	1,268,362	1,430,000	1,500,000	(70,000)
Rentals	3,017,468	3,488,908	3,140,673	348,235
Maintenance Repair Supplies	1,219,687	1,118,852	1,066,200	52,652
Postage and Print/Advertising	1,658,928	2,889,563	1,178,828	1,710,735
Auto Supplies	1,102,915	1,167,253	1,063,800	103,453
Supplies and Materials	10,043,130	8,825,928	8,638,181	187,747
Custodial Supplies	641,537	641,019	92,300	548,719
Office Supplies	384,188	453,727	367,687	86,040
Sub Total Facilities and Related	38,582,609	39,186,869	40,547,818	(1,360,948)
Technology				
Computer Software - Instructional	954,765	611,634	566,455	45,179
Computer Software - Non-Instructional	1,159,993	1,348,892	1,332,288	16,604
Subtotal Technology	2,114,758	1,960,526	1,898,743	61,783
All Other Variable Expenses				
Miscellaneous Services	2,121,903	1,818,157	1,699,880	118,277
Professional Technical Service	19,018,274	23,755,247	23,530,845	224,402
Agency Temporary Staff	3,366,890	3,470,249	3,289,423	180,826
Judgments and Claims	2,406,315	500,000	500,000	-
Grant Disallowances	(925,163)	279,953	175,000	104,953
Interfund Exp Pre-K Spec Ed	528,286	900,000	1,000,000	(100,000)
Departmental Credits	(2,173,810)	(2,056,850)	(993,100)	(1,063,750)
Indirect Costs Grants	2,701,212	2,936,345	2,374,093	562,252
Professional Development	1,360,142	1,706,975	1,197,911	509,064
BOCES Services	25,315,720	27,044,870	31,132,806	(4,087,936)
Subtotal of All Other Variable Expenses	53,719,769	60,354,946	63,906,858	(3,551,912)
Total Non Compensation	265,806,898	297,042,557	308,031,495	(10,988,938)
Contingency Fund	-	314,444	5,510,253	(5,195,809)
Grand Total	\$ 753,564,174	\$ 792,977,363	\$ 801,818,597	\$ (8,841,235)

# **Position Summary**

	2013 - 2014 Actual	2014 - 2015 Amended	2015 - 2016 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT				
Compensation				
Teacher	3,205.30	3,194.10	3,126.00	68.10
Civil Service	1,435.30	1,454.75	1,417.88	36.87
Administrator	266.00	295.00	277.60	17.40
Teaching Assistants	228.20	240.00	255.00	(15.00)
Paraprofessional	400.85	389.30	374.30	15.00
Building Substitute Teachers	25.00	25.00	25.00	0.00
Employee Benefits	12.00	3.00	4.00	(1.00)
Grand Total	5,572.65	5,601.15	5,479.78	121.37

# Explanation of Changes to the Budget

The proposed 2015-16 Rochester City School District Budget increases to \$801.8M from the 2014-15 February Amended Budget of \$793M; this represents an increase of \$8.8M (1.1%). The overall budget increase was funded by increases of \$32.5M (6.4%) New York State Aid and a \$0.7M (3.4%) in School Food Service Revenue, which was offset by reductions of - \$0.4M (-2.9%) in Local Revenue, -\$2.2M (-16.9%) in Appropriate Fund Balance, and - \$21.7M (-18.5%) in Grants and Special Funding.

The District projects Salary and Other Compensation costs to decrease to \$331.3M from \$336.5M; this represents a decrease of -\$5.2M (-1.6%). Contractual salary increases were offset by a reduction of -121 FTEs and savings from Substitute Teacher, Hourly Teachers, Teacher In-Service, and Civil Service Overtime cost reductions.

Employee Benefits costs will experience a decrease in 2015-16. Overall, benefit costs will decrease to \$157M from \$159.1M; a decrease of -\$2.1M (-1.3%). Health and Dental Insurance is projected to increase by \$2.2M (2.0%) due to rising insurance rates, and State Employee Retirement System costs are expected to increase by \$1.2M (10.9%). Those increases are offset by reduction in Teachers Retirement System of -\$1.7M (-5.0%), and the end of the incentives for Civil Service Employees (ERI) and Teachers (TRI) with reductions of -\$0.8M and -\$2.8M respectively. The cost increases are also mitigated by reduction in Social Security due to projected staffing decreases, and planned decrease Vacation payouts in 2015-16

Fixed Obligations with Variability will increase by \$5.5M (4.2%) to \$138M in 2015-16. Charter School Tuition costs will increase by \$9.2M (4.8%) to \$61.9M. This increase is attributable to projected enrollment growth of 723 students. The enrollment growth is due to the addition of grade levels; there are no new charter schools opening for the 2015-16 school year. Special Education Tuition decrease by -\$1.1M (-5.4%) to \$20M and Contract Transportation decrease by -\$2.7M (-4.8%) to \$54.4M. The remaining budgets in this category show a net increase of \$0.2M.

The Debt Service budget will increase by \$4.9M (10.4%) to \$52.5M to reflect changes in the District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization Project.

The District anticipates that Cash Capital Outlays will decrease by -\$4.3M (-28.0%) to \$11.1M in 2015-16. The decrease is the net result of a -\$1.6M (-23.7%) drop in Cash Capital Expense is the result of the one-time of the \$2.2M class action settlement with the Microsoft Corp. in 2014-15, and a -\$0.9M (-28.3%) reduction in panned textbooks purchases, a -\$0.5M (-24.8%) reduction in Equipment other than Buses, additional amount that will be spent on Buses is \$0.5M (110.6%), and a -\$1.8M decrease in Computer Hardware for Non-Instructional. The remaining budgets in this category show a marginal increase.

Facilities and Related expenses will increase by -\$1.4M (3.5%) to \$40.5M. Instructional Supplies increased by \$5.4M (101.4%) due largely to additional grant funding and the lack of time for the schools and departments to distribute the funds the appropriate budget line items; this will be done subsequent to the publishing of the budget book. Postage, Printing & Advertising Custodial Supplies, Office Supplies, and Supplies & Materials are decreasing by a total of -\$2.5M, the result of unappropriated operation dollars to the individual budget line item. Utility costs are decreasing by -\$0.8M (-7.3%) a reflection of lower fuel costs, Equipment Service Contract and Rentals were both reduced by \$0.3M each.

Technology expenses will have a very marginal decrease by -\$0.1M to \$1.9M. The District will be purchasing less Computer Software due to grant funding and other budget reductions.

All Other Variable Expenses will increase by \$3.5M (5.9%) to \$63.9M. This is due largely to increase of \$4.1M (15.1%) in BOCES Services related to increased Special Education and Health Services as a result on rate increase. These are offset by decreases in Indirect Costs for Grant of -\$0.6M (19.2%), Professional Development of -\$0.5M (-29.8%), and Departmental Credit of -\$1M (-51.7%). The other items in this category show a net decrease of -\$0.6M.

The 2015-16 Budget includes a \$5.0M Contingency Fund. This budget is reserved to support emergency needs that may arise in the coming budget year.

# **OVERVIEW**

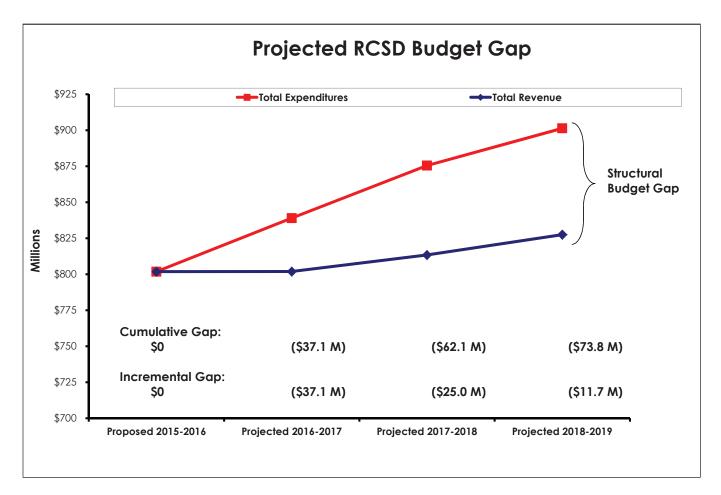
The multi-year projection represents a forecast of the District's revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

New York State educational funding, which accounts for 67.2% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. Another important factor is grant funding. This analysis includes only known grant funding at the current time, and anticipates the known loss of competitive grants in future years. However, the District will continue to pursue new grant opportunities, which could potentially offset the anticipated loss of current grant funding.

# ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase to develop the projections:

Assumptions	Projected 2016-2017	Projected 2017-2018	Projected 2018-2019
Revenues:			
State Aid Revenue - Foundation Aid Increase	3.00%	3.00%	3.00%
State Aid Revenue - Formula Aid Increase	3.00%	3.00%	3.00%
City of Rochester Revenue Increase	0.00%	0.00%	0.00%
All Other General Fund Revenue Increase	0.00%	0.00%	0.00%
Appropriated Fund Balance	\$ 6,200,000	\$ 6,200,000	\$ 6,200,000
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	1.84%	1.85%	1.85%
Expenditures:			
Employee Salary Increases	2.80%	2.80%	2.80%
Health Insurance Increase	9.00%	9.00%	9.00%
Employee Retirement System % of Payroll	15.90%	15.90%	15.90%
Teachers Retirement System % of Payroll	16.13%	16.13%	16.13%
Other Benefits Increase	0.00%	0.00%	0.00%
Charter Schools Tuition Increase	2.00%	2.00%	2.00%
Transportation Contracts incl. impact of Charters	1.50%	1.50%	1.50%
Special Education Private Tuition Rate Increase	4.00%	4.00%	4.00%
Utilities	4.00%	4.00%	4.00%
BOCES Services (Special Ed and Nursing Services)	4.00%	4.00%	4.00%
CPI	1.50%	1.50%	1.50%



# **Closing the Deficit**

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year are incremental rather than cumulative. For example, when the District balances the 2016-17 Budget as required, the resulting projected deficit for 2017-18 would drop to \$25.0 million (\$62.1M less \$37.1M).

# Revenue

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The District can impact revenue in the following ways:

- Lobbying state government officials to fully fund proposed Foundation Aid increases
- Lobbying state officials to increase other supports for education
- Lobbying local government officials to continue their support of the District's needs
- Searching for and securing additional grant funding

# Expenses

The District continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives such as:

- · Working with our union partners to develop innovative cost-savings labor agreements
- Leveraging the Facilities Modernization Program to develop cost-efficient school structures
- Negotiating agreements to minimize health insurance and other contractual services costs

	Proposed 2015-2016	Projected 2016-2017	Projected 2017-2018	Projected 2018-2019
Revenue:				
New York State Foundation Aid	\$ 384,938,924	\$ 396,487,092	\$ 408,381,704	\$ 420,633,156
New York State Aid - Formula	102,809,836	105,894,131	109,070,955	112,343,084
New York State Building Aid	46,373,089	52,490,279	52,145,306	50,323,545
New York State Aid - Other	6,480,000	6,480,000	3,180,000	3,180,000
New York State Aid - Adjustments	(1,581,667)	(1,581,667)	(1,581,667)	(1,581,667)
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal - Medicaid	2,100,000	2,100,000	2,100,000	2,100,000
Other Local	14,044,700	8,658,750	8,658,750	8,658,750
Appropriated Fund Balance	11,000,000	6,200,000	6,200,000	6,200,000
Grant and Special Aid Fund	95,621,715	84,754,528	84,432,217	84,432,217
Food Services	20,932,000	21,317,950	21,711,590	22,113,073
Total Revenue	\$ 801,818,597	\$ 801,901,063	\$ 813,398,855	\$ 827,502,157
Expenditures:				
Compensation	331,251,572	339,226,311	348,639,224	358,314,291
Employee Benefits	157,025,278	168,787,437	183,996,481	194,800,262
Total Compensation and Benefits	\$ 488,276,850	\$ 508,013,748	\$ 532,635,705	\$ 553,114,553
Fixed Obligations with Variability	138,041,179	147,864,604	158,468,674	163,285,633
Debt Service	52,536,197	57,023,744	56,537,223	54,621,260
Cash Capital Outlays	11,100,700	13,215,500	12,395,900	12,125,800
Facilities and Related	40,547,818	41,012,352	41,885,576	42,782,219
Technology	1,898,743	1,887,510	1,915,823	1,944,560
Other Variable Expenses	63,906,858	63,458,081	65,177,689	66,955,470
Total Non Compensation	\$ 308,031,495	\$ 324,461,791	\$ 336,380,884	\$ 341,714,942
Budget Contingency	5,510,253	6,510,253	6,510,253	6,510,253
Total Expenditures	\$ 801,818,597	\$ 838,985,792	\$ 875,526,842	\$ 901,339,747
Total Surplus/(Deficit)	\$ (0)	\$ (37,084,729)	\$ (62,127,987)	\$ (73,837,590)

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Admin.	-	Administration
Council/Clerk	-	City Council and Clerk
DES	-	Environmental Services
ECD	-	Emergency Communications Department
DRYS	-	Recreation & Youth Services
IT	-	Information Technology
NBD	-	Neighborhood & Business Development

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