



MORE JOBS
SAFER, MORE VIBRANT NEIGHBORHOODS
BETTER EDUCATIONAL OPPORTUNITIES



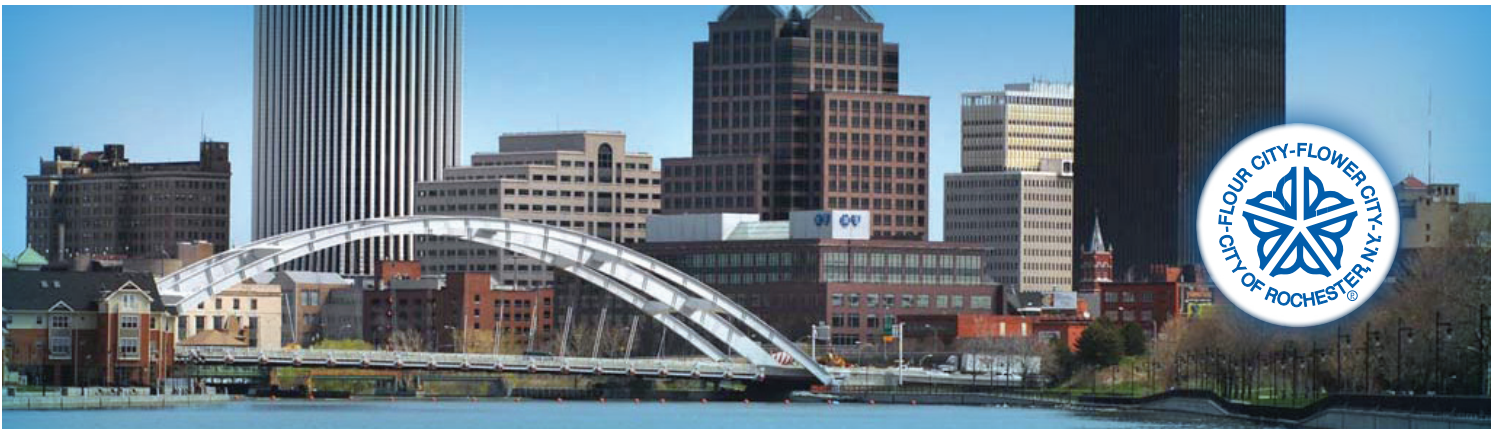
City of Rochester 2019-20

BUDGET

B believe.



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



Vision

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

Values and Guiding Principles

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

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

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

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

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

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

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

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)

President

Willie J. Lightfoot (At-Large)

Vice President

Molly Clifford (Northwest District)

Malik D. Evans (At-Large)

Mitchell D. Gruber (At-Large)

LaShay D. Harris (South District)

Jacklyn Ortiz (At-Large)

Michael A. Patterson (Northeast District)

Elaine M. Spaul (East District)

Mayor

Lovely A. Warren

Deputy Mayor

James P. Smith

Office of Management & Budget

Christopher M. Wagner

Budget Director

Budget Staff

Sarah Boyce

Matthew T. Cahill

Sharla D. Davenport

Joe Mustico

Sarah E. Ruekberg

Josephus Tisdale

Suzanne P. Warren

BUDGET AT A GLANCE

BUDGET AT A GLANCE

	Amended Budget <u>2018-19</u>	Approved Budget <u>2019-20</u>	Dollar Change
BUDGET	\$542,255,700	\$552,047,000	\$9,791,300
PROPERTY TAX LEVY (Before STAR)	\$178,637,400	\$178,637,400	\$0
TYPICAL HOMESTEAD BURDEN*			
Property Tax	\$1,369.96	\$1,410.62	\$40.66
Service Charges	<u>\$1,012.15</u>	<u>\$1,020.18</u>	<u>\$8.03</u>
Subtotal	\$2,382.11	\$2,430.80	\$48.69
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	\$11,735.98	\$11,253.99	-\$481.99
Local Works Charge	<u>\$869.38</u>	<u>\$883.50</u>	<u>\$14.12</u>
Total	\$12,605.36	\$12,137.49	-\$467.87
PROPERTY TAX RATES (PER \$1,000)			
Homestead	\$18.87	\$19.43	\$0.56
Non-Homestead	\$41.15	\$39.46	-\$1.69
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	\$389.32	\$393.58	\$4.26
Refuse	\$391.00	\$391.00	\$0.00
Local Works	<u>\$231.83</u>	<u>\$235.60</u>	<u>\$3.77</u>
	\$1,012.15	\$1,020.18	\$8.03

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

**Based on a business assessed at \$285,200 with 150' front footage.

TABLE OF CONTENTS

<u>Tab</u>		<u>Page</u>
	<u>READER'S GUIDE</u>	vii
	<u>GLOSSARY</u>	ix
	<u>ORGANIZATION CHART</u>	xii
	<u>MAYOR'S MESSAGE</u>	
	<u>CITY COUNCIL REPORT</u>	
1	<u>SUMMARY</u>	
	Highlights	1-1
	Summary of Revenue Changes.....	1-2
	Revenue Descriptions & Changes.....	1-4
	Revenue Estimates	1-18
	Property Tax Computation & Analysis	1-22
	Local Government Exemption Impact Report RP-495	1-32
	Summary of Expenditure Changes	1-36
	Summary by Major Object of Expense	1-40
	Summary of Previous Year Budget Amendments.....	1-43
	Application of Related Expenditures & Revenues.....	1-48
	Fund Summary.....	1-49
	Multi-Year Projection	1-51
2	<u>CITY COUNCIL & CLERK</u>	2-1
3	<u>ADMINISTRATION</u>	
	Department Summary	3-1
	Mayor's Office	3-4
	Office of Management & Budget.....	3-13
	Department of Human Resource Management	3-17
	Bureau of Communications	3-22
	Law Department.....	3-27
4	<u>INFORMATION TECHNOLOGY</u>	4-1

<u>Tab</u>		<u>Page</u>
5	<u>DEPARTMENT OF FINANCE</u>	
	Department Summary	5-1
	Director's Office.....	5-7
	Bureau of Accounting.....	5-11
	Bureau of Treasury	5-14
	Bureau of Assessment	5-19
	Bureau of Parking & Municipal Violations	5-23
	Bureau of Purchasing.....	5-28
	Traffic Violations Agency.....	5-34
6	<u>DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT</u>	
	Department Summary	6-1
	Office of the Commissioner	6-5
	Business & Housing Development	6-10
	Neighborhood Preservation.....	6-16
	Buildings & Zoning	6-22
7	<u>DEPARTMENT OF ENVIRONMENTAL SERVICES</u>	
	Department Summary	7-1
	Office of the Commissioner	7-8
	Bureau of Architecture & Engineering	7-15
	Bureau of Operations	
	Summary	7-21
	Director's Office.....	7-25
	Solid Waste Collections.....	7-28
	Special Services	7-31
	Bureau of Buildings and Parks	7-35
	Bureau of Equipment Services	7-42
	Bureau of Water	
	Summary	7-47
	Director's Office.....	7-50
	Water Engineering	7-53
	Upland Operations	7-56
	Water Distribution.....	7-59
	Fixed Charges.....	7-62

INTRODUCTION

Table of Contents
 Reader's Guide
 Glossary
 Management Chart

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

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

Budget Process

This budget is for the City's 2019-20 fiscal year, which begins on July 1, 2019 and closes on June 30, 2020. The process and content requirements of the annual budget are stipulated in Section 3–9 of the City Charter. Consistent with these requirements, the Mayor prepares a proposed budget. Detailed budget requests are made by each department, reviewed and analyzed by the Office of Management & Budget, modified as necessary, and approved by the Mayor.

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

Scope of the Budget

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

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

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

Plan Appropriations from these programs are made during the year.

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

Trust and Agency Funds: On occasion, the City receives income that is to be used for restricted purposes. An example is the income in the Job Development Fund, which is restricted to job creation and training for disadvantaged workers. Such funds are not included in the budget; their use requires City Council appropriation during the year.

Budget Format – Organization

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

Budget Format - Departmental Sections

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

1. Mission Statement of the organization is provided. Vital Customers defines the primary recipients of this unit's work. Critical Processes present the activities this unit uses to carry out its mission. Departmental 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 contain current and historical expenditure and personnel data. The expenditure data are presented in two ways — by major object (or type) of expense and by activity.
3. Personnel, which includes a calculation of employee years and a detailed listing of all full time position titles and pay brackets. The employee year calculations on this page produce the totals listed on the Expenditure and Employee Year pages.

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

Budget Format Year-to-Year Comparisons

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

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

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

Basis of Accounting

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

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

GLOSSARY

Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY

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

Property Tax Revenue The amount of money raised by the property tax. Due to non-payments, 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.

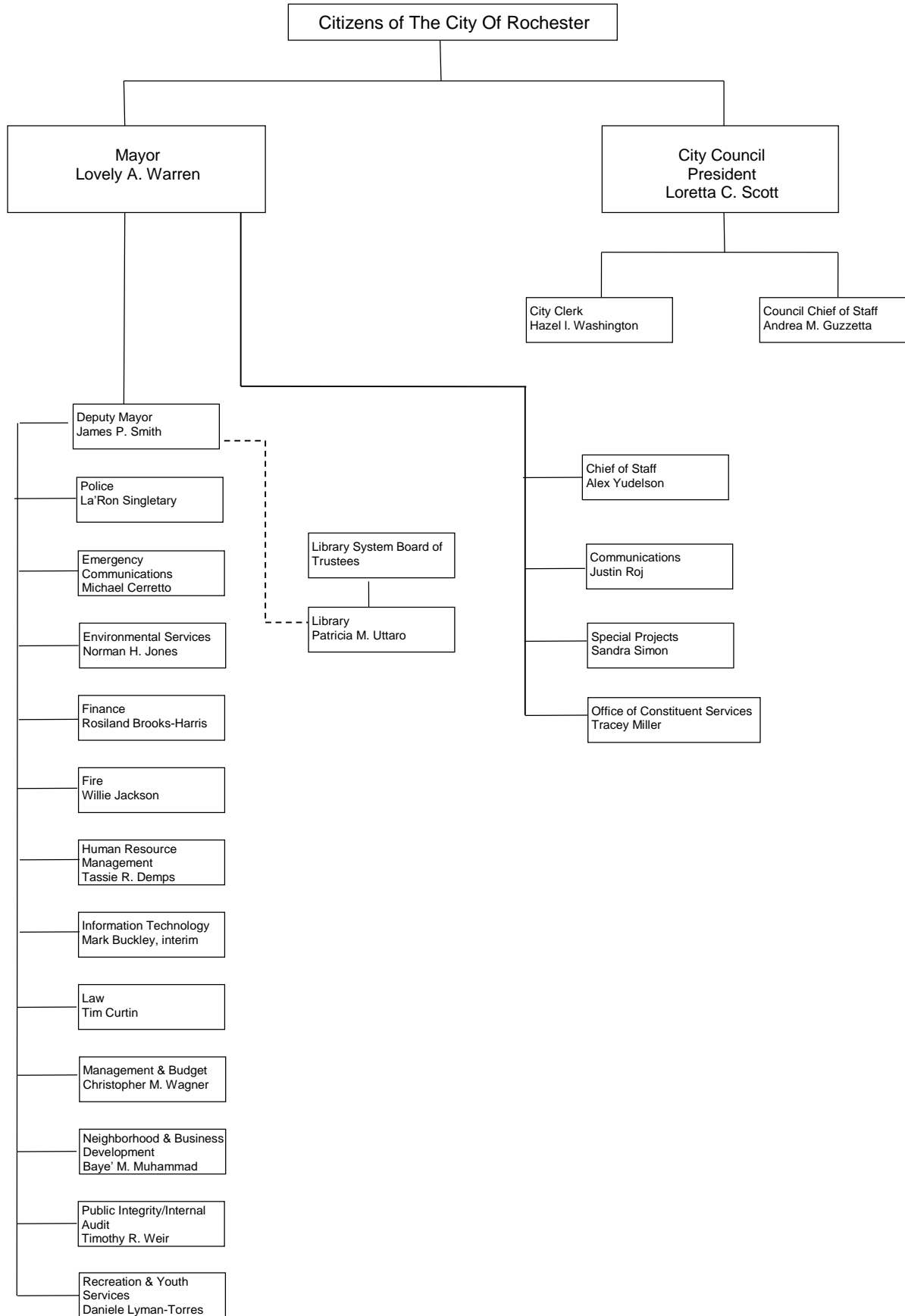
Serial Bonds A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

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 with 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.

ORGANIZATIONAL CHART





May 17, 2019

TO THE COUNCIL:

RE: The 2019-20 Budget

Ladies and Gentlemen:

In accordance with the City Charter, I submit to you the City of Rochester's annual budget estimate for the 2019-20 Fiscal Year. My 2019-20 Proposed Budget is \$552,047,000 which is 1.8 percent higher than the 2018-19 Amended Budget of \$542,255,700. This increase is in line with inflation.

This budget focuses on my priorities of more jobs, safer and more vibrant neighborhoods, and better educational opportunities. It preserves critical services, makes strategic investments, and proposes new ways of doing things.

In summary, this budget:

- Does not raise the property tax levy
- Includes a City Capital Investment of over \$65 million
- Increases the Local Works rate and Water meter charges slightly
- Results in an increase to the overall homeowner burden of \$49.56, primarily due to the state mandated property tax shift
- Through strategic investments creates 18 full time positions, partially funded by eliminating part time positions. This allows payment of a living wage and addresses succession planning needs. Over 1/3 of the City's employees are currently retirement eligible
- Uses \$14.6 Million of fund balance in the General Fund to balance the budget, within the guidelines of our fund balance policy
- Uses a portion of Enterprise Fund Balances to support capital needs in those funds
- Fully funds recruit classes for the Police and Fire Departments

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

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



More Jobs:

- Continued support for ROC the Riverway
- Funding for a Chief Executive Officer to enhance REDCO's job creation efforts
- Additional resources in the Office of Community Wealth Building to enhance economic equity and support the City's Race Equity and Leadership (REAL) Initiative
- Management of the Rochester Shared Mobility Program initiatives through the Office of Innovation and Strategic initiatives
- Continued support for the Rochester Environmental Job Training (REJob) Program
- Investment in Project Phoenix, a pilot program to provide rehabilitation assistance to homeowners in partnership with workforce development programs and the Land Bank
- Continued support for the Young Adult Manufacturing and Training Employment Program (YAMTEP)
- Continued funding for the Summer of Opportunity Program and the City's Urban Fellows program

Safer and More Vibrant Neighborhoods:

- Funding to support adoption of the Comprehensive Plan 2034
- Investment in the launch and operation of La Marketa at the International Plaza
- Infrastructure investment to improve street conditions
- Investment in Recreation by assuming operation of the Clinton-Baden Community Center to expand programming and community outreach
- Funding for Police and Fire Department recruit classes
- An additional position in Fire to enhance community outreach and fire prevention efforts
- Funding to establish a Police Accountability Board
- Expands the use of body worn cameras to all police officers who primarily interact with the public
- Expansion of service hours for Pathways to Peace
- Completion of installation of new parking meters to accept credit cards and pay-by-phone
- Continued funding for assistance programs such as the Roofing and Emergency Assistance Repair Programs
- Continued funding for vacant and abandoned structure demolition program

Better Educational Opportunities:

- Increased full time staffing in Maplewood and Lincoln branch libraries to support New Americans, outreach, and youth programming
- The creation of the Rochester Community & Youth Sports Complex at the former soccer stadium site
- Continued funding for financial literacy and early childhood programs
- Support for a Citywide Community of Readers Project through the Library, utilizing Renaissance Learning, Ready Rosie, and Raising a Reader programs in collaboration with community partners
- Continued collaboration with RCSD to provide school-based violence prevention services through Pathways to Peace
- Partnership with RCSD for the Pathways to Public Safety Program
- Continued funding for developmental screening for 3-year-olds

Innovation and Efficiency:

- Funding for the Traffic Violations Agency and an agreement to co-locate the new Downtown DMV Office
- A re-organization of our IT department consistent with recommendations from an organization assessment
- Creation of a new Office of Project Management and Information Services to better coordinate and oversee critical enterprise system implementations
- Utilizing a dynamic staffing strategy in the Fire Department consistent with findings in the consultant evaluation of the deployment model to maintain service levels and add a resource to enhance community risk reduction activities
- Continued replacement of street lights with energy-efficient LED fixtures

Closing the Budget Gap

As I indicated above, planning for this budget began with a \$38.7 million all-funds gap. We closed this gap and made an additional \$4.6 million in strategic investments through:

- Expenses
 - Adjustments to planned capital spending - \$ 9.7 million
 - Lower than expected pension and retiree medical - \$3.3 million
 - Adjustment to Debt Service - \$2.1 million
 - Departmental reductions and efficiencies - \$1.2 million
- Revenues
 - Additional use of fund balance in the General Fund - \$7.9 million
 - Increased Sales Tax – about \$5.3 million

- Additional Use of Enterprise Fund Balances for Capital - \$3.3 million
- Additional use of Premium and Interest to pay Debt Service - \$2.3 million
- Additional revenue from the Sale/Rental of Real Property - \$1.8 million
- Use of surplus from the Health Care Rate Stabilization Fund - \$1.5 million
- Parking and Fee increases - \$.9 million
- Additional revenue from Mortgage and Utility Goss Receipts taxes - .8 million
- Additional revenue from Blue Cross Arena at the War Memorial - \$.75 million
- Additional revenue from delinquent tax collections - \$.75 million
- Use of the Cemetery Perpetual Care Fund for improvements - \$.75 million
- Transfer from tax refunds/overpayments - \$.75 million
- Additional revenue from new parking meters - \$.2 million

We anticipate that through continued strong fiscal management that we will replenish most of the fund balance used to close our 2018-2019 budget gap at the close of the current fiscal year.

I am proud of the fact that Rochester was recently acknowledged by S&P Global for its strong financial performance compared to other upstate cities.

Because the state mandated tax shift results in an increase of over 3% to the typical homeowner, I feel it is important to mitigate that impact by not raising the tax levy this year. This is made possible by strong sales tax performance, the use of some reserves, and limiting spending growth to under 2%.

I believe this budget once again strikes a balance between the investments we need to make to better our community and the need for fiscal prudence. I look forward to working with Council throughout your review.

Respectfully submitted,

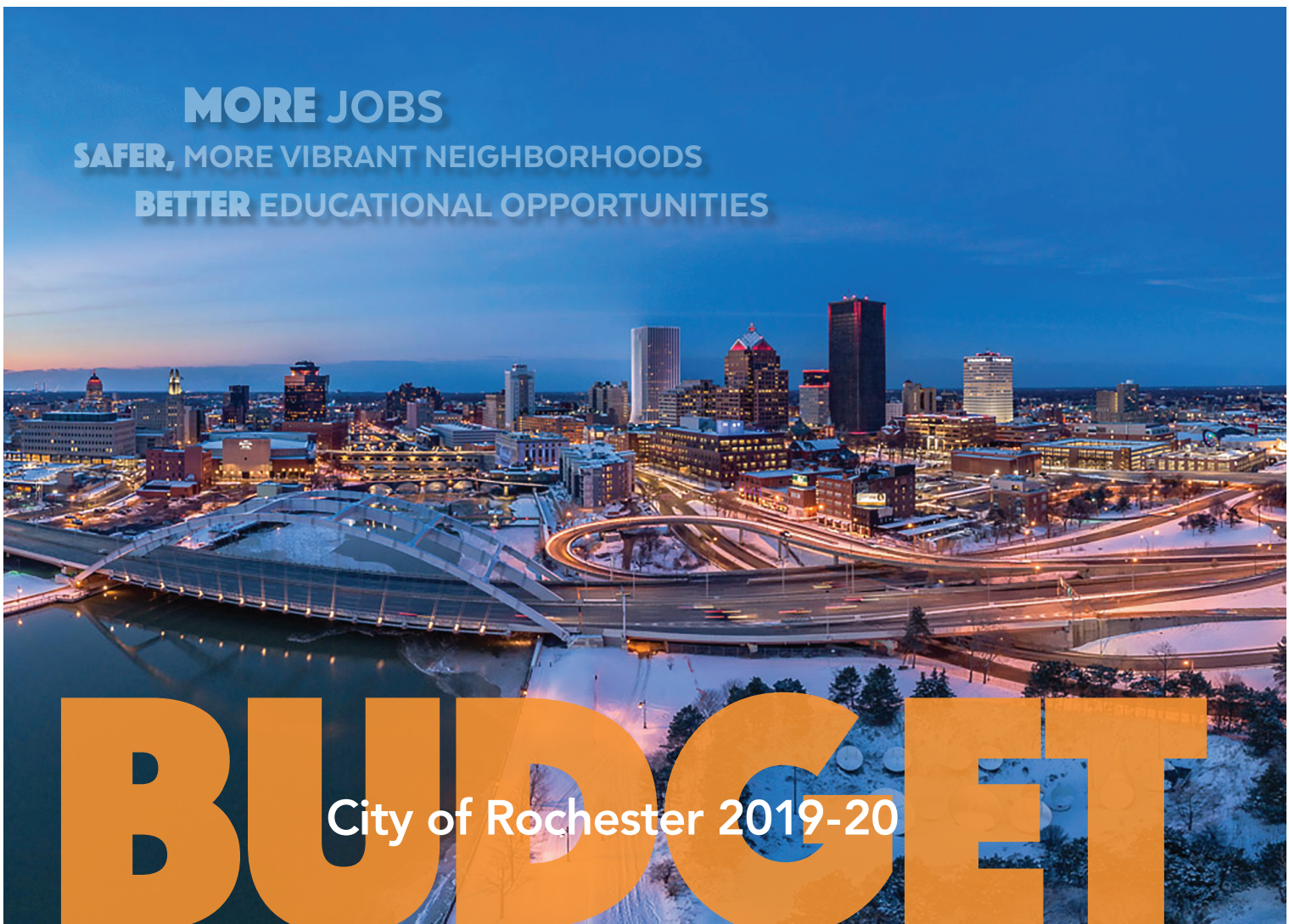


Lovely A. Warren
Mayor

MORE JOBS

SAFER, MORE VIBRANT NEIGHBORHOODS

BETTER EDUCATIONAL OPPORTUNITIES



City of Rochester 2019-20

BUDGET

COMMUNITY INPUT OPPORTUNITIES

Your **OPINION** *Matters*

2019-20 Budget

FINAL REPORT • May 2019

Believe.



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



Table of Contents	
Introduction.....	3
Community Input Forum at City Hall	3
Telephone Town Hall	3
Online Budget Survey.....	3
Mayor’s Priority Area: Safer and More Vibrant Neighborhoods	4
Rochester Police Department.....	4
Rochester Fire Department	5
911 Emergency Communications and 311 Call Center Services	5
Development Priorities	5
Infrastructure Investment	6
Public Market	7
Comments on “Safer and More Vibrant Neighborhoods”	7
Mayor’s Priority Area: More Jobs	8
City of Rochester as an Employer.....	8
Comments on “More Jobs”.....	9
Mayor’s Priority Area: Better Educational Opportunities	9
Recreation Services and Programs	9
Library Services.....	11
Comments on “Better Educational Opportunities”.....	11
Mayor’s Priority Area: Innovation and Efficiency	12
Comments on “Innovation and Efficiency”	13

INTRODUCTION

Mayor Lovely Warren faced an estimated \$38.7 million gap as she began planning for the 2019-20 City of Rochester budget. To help her make decisions on how to close that substantial gap, the Mayor asked to hear more about the community's priorities for City programs and services. This summary report highlights the themes in community opinions gathered through a telephone town hall meeting, a public community input forum held at City Hall and an online survey.

Date	Event
March 13	Community Input Forum at City Hall
March 27	Telephone Town Hall
March 13 to 31	Online Budget Survey



Community Input Forum at City Hall: Mayor Warren and Budget Director Christopher Wagner delivered a presentation on the current state of the budget. Director of Human Resource Management Tassie Demps directed participants to join breakout groups to discuss the Mayor's three major priority areas, plus innovation and efficiency:

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

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

Telephone Town Hall Meeting: A total of 28,718 households in the city of Rochester were directly dialed and invited to participate in the Telephone Town Hall on March 27 and 3,578 individuals took part in the call. Mayor Warren, Budget Director Chris Wagner, Acting Police Chief Mark Simmons, Department of Environmental Services Commissioner Norman Jones, Neighborhood and Business Development Commissioner Bayé Muhammad and Department of Recreation and Youth Services Commissioner Dr. Daniele Lyman-Torres provided information about current and proposed City programs and services. Eleven callers were put on air to ask questions and six poll questions were asked over the course of the hour-long Telephone Town Hall meeting.

Online Budget Survey: An online survey asked about issues ranging from public safety to hours of operation at the Public Market to transportation choices. Responses were received from 141 individuals. Thirty percent each were young adults ages 18 to 34 and ages 35 to 54, while the remaining 40% were 55 or older.

Most respondents (89%) live in the city. Among city residents, 46% indicated they live in the Southeast quadrant of the city (Browncroft, Culver/Winton, Strong/Mt. Hope, Monroe/Park/East), 26% live in the Southwest (19th Ward, Genesee-Jefferson, Plymouth-Exchange, SWAN), 13% live in the Northwest (Charlotte, Maplewood, Lyell, JOSANA), 8% are from Center City (Downtown, Corn Hill, High Falls) and 6% live in the Northeast (14621, Upper Falls).

MAYOR'S PRIORITY AREA: SAFER AND MORE VIBRANT NEIGHBORHOODS

Rochester Police Department

Prior to the announcement of La’Ron Singletary as the new Police Chief, participants in the Telephone Town Hall were asked “Which attribute is most important for Rochester’s next Police Chief?”

The top response was cultural competency followed by experience with community policing.

Which attribute is most important for Rochester's next Police Chief?	
Cultural competency-someone who understands the diversity of our community	37%
Experience with community policing	27%
Strong public communication skills	20%
Depth of experience in law enforcement	16%



Rochester Fire Department

The Rochester Fire Department teaches Community Emergency Response Team (CERT) programs. CERT educates people about disaster preparedness skills such as fire safety, search and rescue, team organization and disaster medical operations. The survey asked whether individuals would be interested in participating in such a program and the response was split, with 33% interested, 31% not sure and 35% not interested.

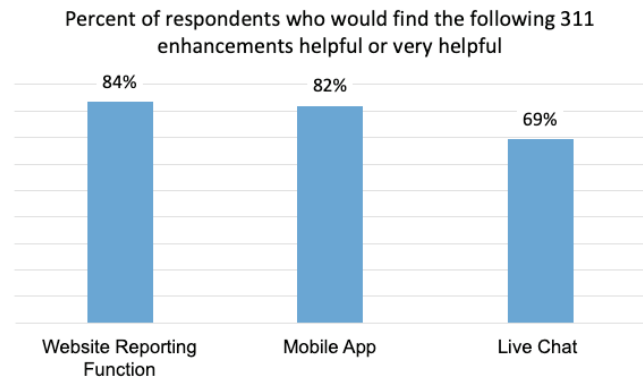
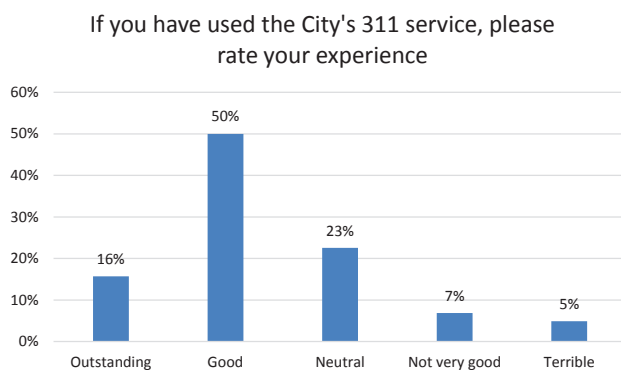
The Fire Department also provides a number of Community Risk Reduction programs and the survey asked whether the respondent’s neighborhood association, block club or civic group would be interested. The most popular risk reduction programs were smoke and carbon monoxide detector installations and home safety inspections with 36% of respondents selecting each of those items.

911 Emergency Communications and 311 Call Center Services

The 911 Emergency Communications Center accepts text messaging for emergencies and has the ability to register a cell phone number for emergency alerts. Based on survey responses, 30% are aware of the text messaging option and 26% are aware of the cell phone registry option.

Among survey respondents, 102 have used the 311 One Call To City Hall service. Two-thirds indicated their experience was either outstanding or good. When asked how the service could be improved, the following responses were provided:

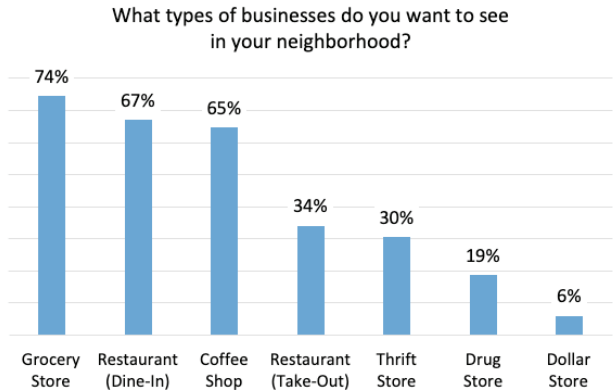
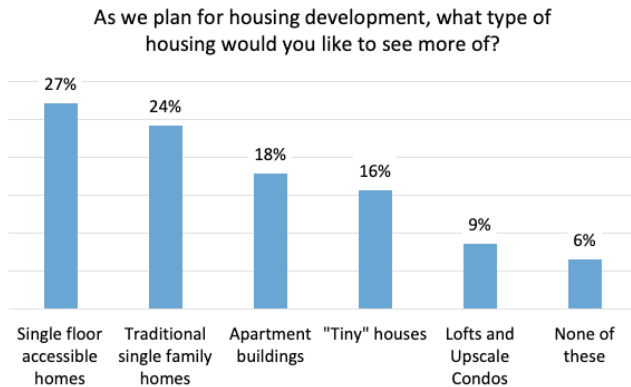
- Response to complaints, either a call back or completion of task
- 311 is not accessible by video phone for the deaf/hard of hearing.
- One time I called to get water meters installed and was forwarded to a black hole of a voicemail box. I called a second time a few weeks later and the person was just able to schedule it and it all went off without a hitch
- The issue I had was with the department actually doing what they said they would; also no communication after the initial call



The 311 Call Center is considering enhancements to its current services, including a mobile app, a “live chat” interface and a reporting function on the City website. Respondents were very supportive of all three possible enhancements. Most respondents (84%) indicated the website reporting function would be helpful or very helpful. 82% indicated the mobile app would be helpful or very helpful and 69% support a live chat enhancement.

Neighborhood Development Priorities

When asked what type of housing they would like the City to plan for, single floor accessible homes were most popular at 27%, followed by traditional single family homes at 24%. Lofts and condos were least popular at 9%.



Regarding business development, respondents were most likely to want more grocery stores, dine-in restaurants and coffee shops in their neighborhoods. They were much less likely to want more drug stores or dollar stores.

Survey respondents were very knowledgeable about the City’s Clean Sweep event and about neighborhood events in general, but were less familiar with block clubs and quadrant meetings at the Neighborhood Service Centers.

Do you know about the following?	Yes, very knowledgeable	Not sure	No, not familiar
Clean Sweep	81%	11%	9%
Neighborhood events	63%	18%	19%
Neighborhood Service Centers	59%	19%	21%
Block Clubs	42%	20%	39%
Quadrant meetings at NSCs	32%	22%	47%

Infrastructure Investment

There was strong support for both investments in neighborhood commercial corridors and in efforts to fill in more sections of the Inner Loop.

Thoughts on City investments in infrastructure	Support	Not Sure	Oppose
Do you support or oppose City investment in neighborhood commercial corridors?	51%	36%	13%
Do you support or oppose further efforts to fill in the Inner Loop?	51%	18%	32%

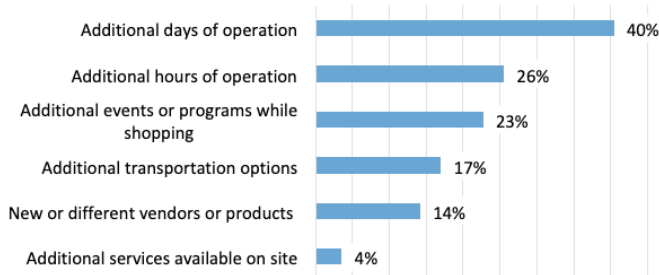
The online survey also asked about Inner Loop development with 74% saying that is an important or very important investment in our City. Even more popular is the development of Roc the Riverway projects and bike lanes or bike sharing systems.

How important are the following investments?	
Development of Roc the Riverway projects along the river corridor	86%
Bike lanes and bike sharing systems	80%
Inner Loop North development	74%
Playful elements/elements of play in public spaces	55%

Public Market

The online survey asked what changes might encourage individuals to patronize the Public Market more than they do now. Additional days of operation were of interest to 40% of respondents, followed by 26% who indicated additional hours on existing days. Similarly on the Telephone Town Hall phone call, 31% said to add a day, while 33% would like to see additional hours on existing days.

What would encourage you to shop at the Public Market, or shop there more frequently?



Comments on “Safer and More Vibrant Neighborhoods”

The table of participants at the Community Input Session discussing Safer and More Vibrant Neighborhoods had a lot of ideas about the Public Market, public safety issues and city neighborhoods.

Public Market

- Need for more parking at the Public Market
- Address overcrowding at the Public Market. Specifically, looking into ways to make it safer for seniors to attend

Public Safety

- Do a better job communicating to residents about neighborhood issues
- Improve efforts to create a police force that reflects the makeup of the community
- Both the Rochester Fire & Police Departments should concentrate more on recruiting youth and young adults from City schools & R-Centers
- Officers in the Rochester Police Department need more ongoing diversity training
- Find ways to expand the Police Cadet Program through better promotion of the program and possible incentives for participating
- Increase PAC-TAC
- Address the growing issues of panhandlers
- Significantly expand foot patrols throughout City neighborhoods in an effort to build better relationships

Neighborhoods

- Address the unsafe speeds of cars on city streets, including streamlined access for neighborhoods to obtain speed bumps
- Promote homeownership and find ways to motivate renters to take better pride in the cleanliness and overall appearance of their neighborhoods
- More attention at City's parks to address cleanliness of the parks

MAYOR'S PRIORITY AREA: MORE JOBS

City of Rochester as an Employer

The City is a relatively large employer and is frequently looking for qualified candidates for a range of titles and roles. The survey asked whether people are aware that employment opportunities are listed on the city's website and 76% of respondents were aware of this. However only one-third realized that Civil Service testing for positions at the 911 Center are held every February and August and similarly, 33% were aware that the fee to take a Civil Service exam may be waived for certain applicants.

As the City continues to diversify its Police, Fire and 911 Departments, the survey asked for input on how to improve recruitment of minorities and women and how to encourage youth to consider careers in public safety. The most frequent response was to focus on, and build relationships with school-aged and college-aged children and young adults. This could include more programs in middle and high schools, presentations, shadowing opportunities or working with historically black colleges and with Monroe Community College.

Addressing the larger issue of police community relations was another theme related to recruiting minorities and women as well as city youth. Some said that the general relationship between police and minority individuals must improve. A corollary was to provide more police and public safety presence in the community such as more social engagement with citizens, participating in community groups and churches, better on-street outreach and recruiting at City branch libraries. To draw more youth to public safety, community relationships must begin when kids are younger to build trust in the police.

More advertising was suggested, including social media, active marketing, direct mail, or even door-to-door engagement. Reaching out to youth through shadowing programs, mentoring and internship or explorer programs. Ride-alongs could be popular, tours of the public safety training center and programming at libraries were examples. Going directly to the schools is another option including presentations, creating credit courses for high school students, teaching youth about the salaries and benefits associated with public safety careers and having more positive presence in the schools.

Finally, general comments on providing more support to potential applicants such as child care, lowering physical standards, signup bonuses and test preparation opportunities.

The survey also asked for input on how to inform veterans and people with disabilities about job opportunities with the City. Overwhelmingly, the respondents to this question said to connect with organizations that serve veterans or persons with disabilities such as American Legion groups, the Veterans Outreach Center, Al Sigl center, VA hospitals or Hillside.

Comments on “More Jobs”

Participants discussing More Jobs commented on the need for training, focusing on younger children and attracting employers

- The job deficit results from employers not believing in the workforce. The workforce is not well prepared by RCSD
- Need to prepare students for employment
- Give kids vocational skills
- Make vocational courses more affordable
- Match skills taught to what employers need
- Expand Pre-K so kids will read at grade level—to impact future outcomes
- Define the type of employers do we want to attract
- Attract big companies
- Attract anchor institutions
- Provide internships to have community engagement with high school students. Provide volunteer opportunities with employers
- RPD can partner with schools to get kids interested in 911/EMS/RFD positions
- Jobs in pharmaceutical industry

MAYOR’S PRIORITY AREA: BETTER EDUCATIONAL OPPORTUNITIES

Recreation Services and Programs

During the Telephone Town Hall, callers were asked whether they would approve of the City spending resources to implement programs for pre-school children and their caregivers at R-Centers. Respondents overwhelmingly favored such an activity with 68% supporting it, 19% not sure and only 13% opposing such an investment.

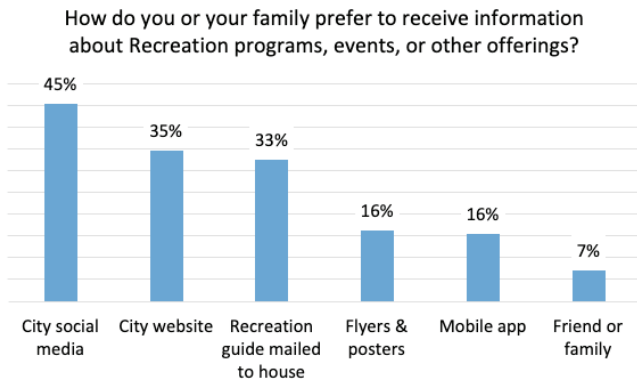
Among respondents who had pre-school aged children, the most common day selected for programming for young children was Saturday, followed by Sunday and then Friday.

The most desired amenities or activities at public parks are educational or cultural activities such as nature & science programs or theater and festivals, followed by bike racks, shelters/pavilions and exercise equipment. Of least interest are sports courts and playgrounds, though all amenities are of high interest to at least some respondents.

What amenities/activities would you like to have at your neighborhood park?
1. Educational or cultural activities (e.g., nature & science programs, theatre, festivals)
2. Bike racks
3. Shelters, pavilions, shade structures
4. Exercise equipment
5. Benches, picnic tables, grills
6. Drinking fountains
7. Green space, open space
8. Trails
9. Playgrounds
10. Basketball courts, tennis courts, ballfields

The Downtown soccer stadium will be reprogrammed beginning this summer as a Community Sports Complex. The Mayor and the Department of Recreation and Youth Services will provide new summer camps in the stadium space and have plans for other expanded youth programming. When asked about the City transforming the stadium into a youth and community sports park or sports complex, 68% were in favor, with 19% not sure and just 14% opposed.

Social media and the City’s website are the best ways to communicate with families in the city about Recreation program or events, followed closely by the Recreation guide mailed to a home address.



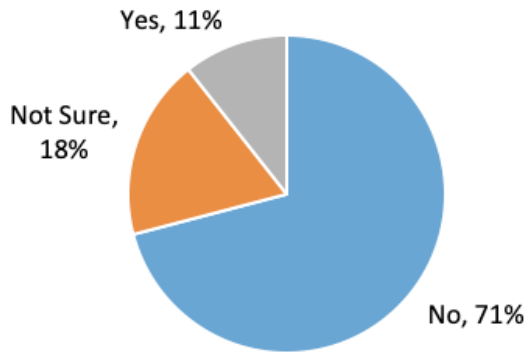
Others indicated they would like to learn of Recreation programs through the library, TV ads, community associations, the D&C, City Newspaper, text message, a monthly printed and online newsletter and Neighborhood Service Centers. One respondent said that “a central website for all City events and programs that is easy to navigate, search and sort and that is well-maintained and complete would be awesome.”

Mayor Warren holds numerous events each year such as “Lunch with the Mayor” and the “Winter coat drive.” When asked how people learn about such events, half said through social media, nearly one-quarter through email and the remainder through water or tax bill inserts.

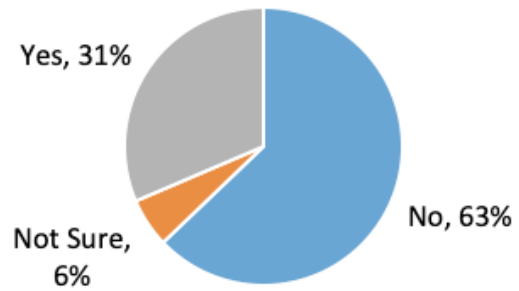
Library Services

In the 2020 Census, the federal government will for the first time collect Census responses via computer. The survey asked whether people would use the library to help them complete their Census submissions and nearly 3 in 10 said they would, or that they were not sure.

Would you use the Library to help you complete your 2020 Census form?



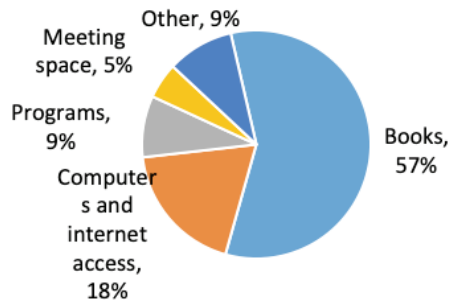
Are you aware that city residents can access free streaming videos, music, audiobooks, and ebooks through Hoopla?



Just a third of respondents are aware of their ability to access free streaming videos, music, audiobooks and e-books through Hoopla.

When asked to name the most important thing provided by the Library, more than half of respondents provided the traditional answer: books (57%). This was followed by 18% who indicated computers and internet access, nine percent who value programs and 5% who said meeting space.

What is the most important thing provided by the Library?



Comments on “Better Educational Opportunities”

- Access to library programs - create more draw to library programs
- Meeting rooms in library - great community resources
- Need more interactive programs in the libraries and R-Centers
- Build inviting and engaging programming into school programs

- Communication around posting community events -- at bus stations, libraries, Liberty Pole, common areas in city
- Post community events information in both digital and non-digital media
- Citizens need access to post community events so that people know what is going on. Holiday Village at Martin Luther King Jr. Park was done well. Follow the model of that event
- Compare our school district to others
- The City School District needs to return to a neighborhood schooling model
- Maintain basic order of the day in the schools
- Expand resources to special needs kids
- Need better attendance at schools
- Encourage creative thinking for kids

MAYOR'S PRIORITY AREA: INNOVATION AND EFFICIENCY

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

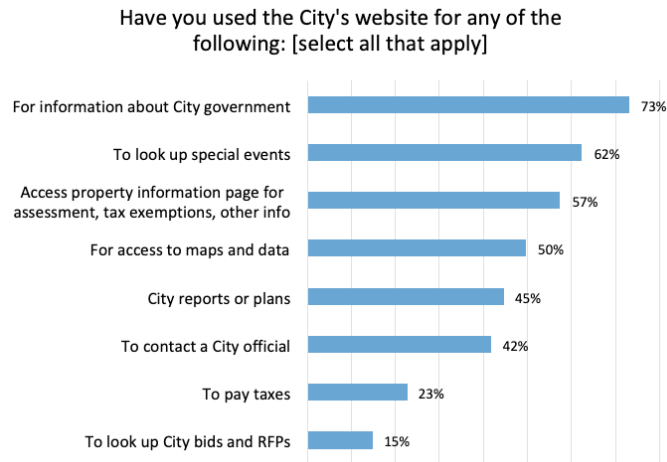
One new service offered by the City is the new Traffic Violations Agency on Main Street.

If you have used the new Traffic Violations Agency on Main Street, please rate your experience	
Outstanding or good	55%
Neutral	9%
Not very good or terrible	36%

The most common way that people get around or come downtown is with their own personal vehicle (38%), while nearly a quarter walk (23%) and other ride their bicycles, use Uber or Lyft services, or take a bus or taxi. In the comments area people mentioned they catch rides with friends, use the bike sharing service, or ride a motorcycle.

What modes of transportation do you use to get around or come downtown? (select all that apply)		
Personal vehicle	126	90%
Walk	76	54%
Bicycle	54	39%
Uber/Lyft	40	29%
Public Bus	34	24%
Taxi/Cab	1	1%

The City's website provides access to information, online forms, contact information and more. The most common reason to use the City's website as stated by survey respondents was to find information about City government, followed by looking up special events, or to access the Property Information page. While 15% have used the City's website to look up City bid and RFP opportunities, 25% of respondents know where the City advertises such information.



Survey respondents have seen some great examples of technology in other communities that they would like to bring to Rochester such as:

- Free Wi-Fi, high speed internet
- Better public transit
- More renewable energy sources
- Glow in the dark bike trails
- Pay for parking via mobile app
- Dedicated transit lands for high bus traffic areas
- Hello Lamppost app
- Bird Scooter for transportation
- Community internet directory as in Blacksburg, VA
- Better website
- Open source data
- Dynamic parking pricing
- Zipcar
- Digitized wayfinding services
- Electric scooters



- Library virtual reference service (questions answered by chat)
- Electric car charging stations
- Technology to slow traffic (e.g., Elmwood Ave.)
- Bluetooth beacons at Central library to connect tourists' cell phones to apps with local history information

The City is currently exploring improved use of technology. Nearly all survey takers said they would definitely (62%) or maybe (31%) use an app if it allowed them to share info with City Hall about potholes, road conditions, traffic patterns.

Comments on “Innovation and Efficiency”

Participants emphasized the Importance of communication with constituents, including via email and social media:

- Develop a subscription system for emails (by category or by specific geographical area)
- Zoning notices, road closures, etc.
- An app for an event calendar and other city information
- City should be more inclusive about developments in neighborhoods
- More involvement regarding housing, youth activities, etc.
- Use a variety of methods to communicate with constituents
- City should look to integrate with NEXTDOOR app and use it as a tool for communication
- The City and Council should each develop a calendar of meeting dates for Facebook and other social media
- Take communication on the road - develop more of a “peer to peer” atmosphere, (City employee to volunteer)
- Low-income housing vs. Affordable housing - the terminology has changed, City needs to make sure they are using the right terminology in certain settings, distinction between the levels is important

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

Sarah Boyce • Matt Cahill • Ted Capuano • Vikki Cheal • Anne DaSilva Tella • Sharla Davenport • Luticha Doucette
Tremaine Harris • John Hawk • Tymothi Howard • Tammy Macon • Gloria Matos • Ray Mayoliz • Nate Miller
Tom Miller • Rose Nichols • Geraldine Scott • Eitan Sirkovitch • Josephus Tisdale • Suzanne Warren

For further information about Community Input opportunities, please contact:

Justin Roj
Director, Bureau of Communications and Special Events
justin.roj@cityofrochester.gov





City of Rochester, NY

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

www.cityofrochester.gov

2019-20 CHILDREN AND FAMILIES FUNDING

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

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

Read more at www.rocthefuture.org.

ROC the Future Topic: Every Child is School Ready

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

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
Developmental Screening of Three-Year Olds	Supports the screening of 3-year-olds with the aim of identifying developmental delays and intervening where appropriate.	\$50,000	In 2017, 73% of Rochester City School District children participated in prekindergarten programs. Early emphasis on reading and social skill prepares children to succeed later in their education. ACT Rochester, NYS Department of Education.
Lead Hazard Control	The City of Rochester Lead Hazard Control Program provides financial assistance to privately-held 1-4 unit residential structures to control lead based paint hazards.	\$1,000,000	Exposure to even small amounts of lead significantly raises a child's risk of developing long-term cognitive, physiological, and behavioral complications. The number of resident children poisoned by lead has been reduced by 85% since the adoption of the City's Lead Ordinance in 2005. (Source: ACT Rochester, NYS Department of Health)
Lead Paint Initiative Grant	A NYS grant provides funding to assist with proactive lead paint inspections and testing.	\$310,000	
Lincoln Toy Library	The Toy Library offers a wide variety of toys and equipment to support the cognitive, creative, social-emotional, perceptual, and physical developmental needs of children.	\$78,554	Developing satisfactory social, physical, and academic skills in pre-K and kindergarten sets a crucial foundation for future success. In spring 2016, 63% of Rochester pre-K students scored at typical or advanced development level. (Source: ACT Rochester, Children's Institute)
Raising a Reader	Works to foster healthy development, relationships, literacy, and a passion for reading by involving parents or guardians and their children in a book sharing routine.	\$109,161	

ROC the Future Topic: Every Child is Supported

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

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
Community Libraries and Other City Tax Support	Total City funds for community libraries, exclusive of specific programs listed elsewhere.	\$6,190,891	Public libraries supply communities with vital resources including books, access to technology, and special programming to support their specific patrons. In addition, libraries function as a "Safe Place" for youth.

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
Comprehensive Adolescent Pregnancy Prevention	A collaboration of community service agencies working together to reduce teen pregnancies and reduce STD/HIV rates among youth within the City of Rochester.	\$598,407	Adolescent pregnancy can be detrimental to both mother and child. Pregnancy can prevent young women from further education and self-sufficiency, and puts the child at a greater risk of low birth rate or infant mortality. In 2016, the City of Rochester's teen pregnancy rate was 5%, down from a peak of 16% in 2008. (Source: ACT Rochester, NYS Department of Health)
Teenage Pregnancy Prevention	A federal grant that supports efforts to reduce the teenage pregnancy rate in Rochester, which is higher than the state average.	\$999,999	
Sexual Risk Avoidance Education Grant	Sexual Risk Avoidance curriculum is delivered to young people.	\$275,000	
Do the Right Thing Program	Recognizes youth for their positive behavior, accomplishments, and good deeds by distinguishing school-age children who strive to make good choices.	In Kind	Do the Right Thing helps foster positive relationships between the Rochester Police Department, as well as other local police agencies, and the youth of Monroe County.
R-Centers, Athletics/Aquatics/Durand Beach, Summer Camps, Youth Programming	R-Centers and other recreation facilities offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships.	\$8,933,081	Recreation and afterschool programs can provide opportunities for social, academic, and physical development. In 2016, Rochester's overall School Age Program Quality Assessment (SAPQA) score was 4 out of 5 for grades K through 6, and the Youth Program Quality Assessment (YPQA) score was 3.5 out of 5 for grades 4 to 12." (Source: ACT Rochester, Children's Institute)
Rochester Community & Youth Sports Complex		\$1,301,041	
Rehabilitation at Recreation facilities		\$1,468,000	
Safe to be Smart/ImagineYOU	The Safe to be Smart and ImagineYOU program provides programming opportunities for children and adolescents in a consistent manner at five branch libraries as well as Central Library.	\$398,292	

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
After School in the Park (ASIP)	Located in Cobb's Hill Park, ASIP provides homework help, fitness and arts activities, healthy snacks and dinners, and field trips.	\$136,149	<p>Recreation and afterschool programs can provide opportunities for social, academic, and physical development.</p> <p>In 2016, Rochester's overall School Age Program Quality Assessment (SAPQA) score was 4 out of 5 for grades K through 6, and the Youth Program Quality Assessment (YPQA) score was 3.5 out of 5 for grades 4 to 12."</p> <p>(Source: ACT Rochester, Children's Institute)</p>
Quad A for Kids	This after school program provided in three elementary schools provides academics linked to youth development activities.	\$40,000	
Youth Bureau Funded Programming	OCFS funding passed through Monroe County to the City for youth development.	\$54,000	
Youth Voice/ One Vision	Youth Voice, One Vision (YVOV) is an active council of young people working together to make Rochester a better place to live.	\$174,500	
Summer Food Program Grant	Provides breakfast and lunch to children at sites including schools, R-Centers, and various day camps free of charge to any child 18 and under who lives in the city.	\$295,700	Ensures that low-income children receive consistent access to nutritious meals, even when school is not in session. A healthy meal is crucial to a child's development and ability to play and grow during the summer months.
Youth Literacy Program with RCSD	Program employs RCSD students as Literacy Aides to provide literacy support to younger students at R-Centers.	TBD	3rd grade reading scores are an important predictor of future academic success. In 2017, only 17% of RCSD 3rd graders passed the state English Language Arts exam compared to 43% in the region (scored a 3 or 4 out of 4). (Source: ACT Rochester; NYS Education Department)

ROC the Future Topic: Every Child is Successful

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

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
RCSD Maintenance of Effort	A state-required annual payment from the City to the RCSD.	\$119,100,000	A solid academic foundation is vital to a child's success in school and life. Meeting key milestones throughout their academic career is a good indicator that children are on the right track to academic success and post-secondary achievement.
Teen Empowerment	Empowers youth and adults as agents of individual, institutional, and social change	\$35,000	This program inspires young people and the adults who work with them to think deeply about the most difficult social problems in their communities, and gives them tools to work with others in creating positive change.
Champion Academy	Mentoring program to help middle and high school youth become more positive and productive citizens.	\$25,000	The Champion Academy takes pride in having the courage to do and say what is necessary to get underachieving middle and high school students to become high academic performers, leaders, and productive citizens.
Parent Leadership Training Institute	Teaches parents how to become advocates and change agents for their children.	\$10,000	Leadership training for parents provides them with the skills they need to better advocate for the needs of their children and family as a whole. It can also help to improve the parent's self-worth and confidence as a caregiver.

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
ROC the Future Topic: Every Child is College/Career Ready			
<i>Financial self-sufficiency in the 21st Century global economy demands education beyond high school, whether it is a 2-year or 4-year college degree or a technical certification.</i>			
<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
Biz Kid\$	Biz Kid\$ provides interactive, applied business and entrepreneurial education to city youth ages 10-18.	\$64,100	Entrepreneurial education supplies students with real-world skills and inspires the next generation of business leaders and empowered consumers.
Jr. Rec Leaders	Leadership training and job readiness skill building for youth.	\$12,200	Youth development provides support and opportunities to help bridge a successful transition into a productive adulthood.
ROCmusic	After school and summer musical education program for urban youth.	\$163,938	
Pathways to Public Safety	A partnership between the RCSD and the City of Rochester to increase minority representation in its uniformed divisions, while increasing the awareness of career opportunities within the Public Safety departments.	\$36,500 (Emergency Comm.), \$348,500 (RFD), \$98,300 (RPD)	Offers preparatory training that impacts school retention and graduation rates, influences a student to attend a post-secondary institution to further their education and/or initiates desire to serve the community.
City of Rochester's Urban Fellows Program	This program provides graduate and undergraduate students an introduction to the governance, operations, and administration of City government.	\$369,200	Fellowships or internships are valuable educational experiences that open doors, spark ideas and enrich the knowledge and skills of students who take part.
Summer of Opportunity Program	The Summer of Opportunity Program is an employment and training program for youth ages 14-20 and who are still in high school.	\$912,000	Provides training and employment opportunities to youth while making a direct connection to success in school.
Additional Items in Support of Mayor's Priorities			
<i>This section includes programs that do not fall directly in the four ROC the Future categories, but align with the Mayor's priorities: Safer and More Vibrant Neighborhoods, More Jobs, Better Schools and Educational Opportunities, and Innovation and Efficiency.</i>			
<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
Community Outreach Program	Expanding fire safety education in schools and increasing the amount of outreach events.	\$227,400	Fire safety allows children to interact with firefighters, become familiar with their equipment, and learn both proactive and reactive safety techniques in case of an emergency situation.
Fire Related Youth Program	Program addresses the juvenile fire setters issue through education, intervention, and community/citizen involvement.	\$76,400	In 2014, U.S. fire departments responded to an estimated 5,100 home structure fires started by someone, usually a child, playing with fire. These fires caused 60 civilian deaths, 430 injuries and \$115 million in property damage. (Source: NFPA "Home Fires Started by Playing - 2014", August 2016)

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
Demolition Funding	Allows for the removal of vacant and blighted privately-held and City-owned structures.	\$2,150,000	Demolition helps make cities safer and more livable by removing decrepit structures and increasing green space.
Emergency Solutions Grant	Strengthens and expands current range of services and programs for individuals and families who are homeless or at risk of homelessness in the greater Rochester community.	\$685,960	In 2017, Monroe County had 10.9 homeless persons per 10,000 residents, up from 8.1/10,000 in 2008. (ACT Rochester, US HUD)
Parks Operations	Our park amenities include picnic areas, lodges, playgrounds, ball fields and tennis courts. Some include beaches, ice-skating rinks and pools. Employees of this bureau work to ensure that streets and neighborhoods are clean, safe, and attractive for residents and visitors.	\$3,053,707	Parks bestow benefits not only on their users, but also on the environment and economy. They are a safe place for supervised play with children and can also help decrease violence and crime.
Pathways to Peace	Pathways to Peace offers prevention, intervention and direct monitoring of youth receiving the services needed to support their positive progress.	\$697,396	Helps keep youth safe and prevents them from engaging in criminal activities as adults, helping to reduce the social and economic consequences of crime to society.
Play Apparatus	The City's playgrounds provide safe, healthy, and fun outdoor recreational opportunities to youth, with structures to meet the needs of toddlers, older youth, and every child in between.	\$617,000	Play is important in keeping children active and helping them build teamwork and social skills.
Recreation on the Move	The Recreation on the Move mobile recreation centers bring the offerings and benefits of City R-Centers right to city neighborhoods.	\$242,400	
Police Activities League	Connects police officers with volunteer and engagement opportunities in the city.	In Kind	Aims to strengthen the relationship between inner-city youth and the Rochester Police Department by engaging them in a positive way.

<u>City Program</u>	<u>Description</u>	<u>2019-20 Allocation</u>	<u>Why This is Important</u>
Public Market	Rochester's Public Market offers fresh produce, ethnic delicacies, specialty items, general merchandise, and more 52 weeks per year.	\$1,004,568	The Public Market serves as a community anchor, not only bringing diverse members of the community together, but also making fresh, healthy foods more affordable for residents of all income levels.
Public Market Funding (capital)		\$50,000	
Owner Occupied Roofing Program	The City is provides financial assistance for roof replacement of owner-occupied single-family homes in the city covering the cost of roof replacement and other related repairs.	\$1,000,000	Eases the financial burden of new roofs, a key component of safe housing, for income eligible Rochester residents.
Project Phoenix	Rehabilitation assistance to homeowners in partnership with workforce development programs and the Land Bank	\$50,000	Eases the financial burden of homeowner rehabilitation expenses.
School Crossing Guards	Helps children safely cross intersections and helps to control the traffic flow.	\$649,500	Crossing guards keep children safe while going to and from school, and can also assist in reporting dangerous or inappropriate incidents to the appropriate authority.
Vacant Lot Maintenance	Between May and September, vacant lots are cleaned by cutting tall grass and removing debris. Adjacent sidewalks and curb lanes are swept clean.	\$626,900	Caring for vacant lots has proven to be the starting point for homeowners to increase the value and security of their collective neighborhoods, to improve the safety of their residents, and to encourage growth and opportunities in their area.
Youth Services Unit: School Resource Officers and Other Youth-Related Initiatives	Responsible for the development and implementation of programs designed to prevent and control juvenile delinquency including School Resource Officers (SROs).	\$1,867,500	SROs work to prevent juvenile delinquency by supporting positive relations between youth and law enforcement.
	TOTAL	156,586,243	



Loretta C. Scott, President
Councilmember At-Large

Willie J. Lightfoot, Vice-President
Councilmember At-Large

Molly Clifford
Councilmember
Northwest District

Malik D. Evans
Councilmember At-Large

Mitch Gruber
Councilmember At-Large

LaShay D. Harris
Councilmember
South District

Jacklyn Ortiz
Councilmember At-Large

Michael A. Patterson
Councilmember
Northeast District

Elaine M. Spaul
Councilmember
East District

July 1, 2019

The Honorable Lovely A. Warren
Mayor, City of Rochester
City Hall
30 Church Street, Room 305A
Rochester, NY 14614

Dear Mayor Warren:

Subsequent to our thorough review of your 2019-20 Proposed Budget for the City of Rochester, we herein present you with the comments and judgments of City Council regarding that document.

General Overview

- The Approved 2019-20 Budget of \$552,047,000 represents an increase of \$9,791,300 or 1.8% above the Amended 2018-19 Budget.
- The tax rate for homestead properties increased by 2.97% and non-homestead properties decreased by (3.99%). There was no increase to the tax levy.
- Refuse rates were unchanged. Local Works rates increase by 2% and Water rates increase by 1%, increasing the annual payments for homeowners by \$4.64 and \$4.26, respectively.
- Assessed value of property increased this year by 0.92% or \$58,564,028 for an overall value of \$6,455,990,766.
- The City of Rochester remains grateful for the support that it receives from New York State but will continue to emphasize the disparity between Rochester's per capita state aid, and the levels of state aid provided to Buffalo and Syracuse. Achieving parity in state aid is critical to the ongoing fiscal health of the community.

- Staffing levels for the City increased by 18 full-time positions for an overall total of 2,763.
- The City's 2019-20 payment to the New York State Retirement System is budgeted at \$44 million, an increase of \$3.1 million from last year's payment. The 2020-21 payment is expected to decrease next year by (\$2.2 million), for a total bill of \$41.8 million. Further out years continue to show a decline for this annual payment.

Review Process

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

The City is obligated through New York State Legislation to fund the Rochester City School District (RCSD) at \$119.1 million annually. Therefore, it is imperative that the RCSD Superintendent and senior staff come before the Council to answer questions and address concerns that we have, similar to the method applied to City departments.

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

The Administration was able to close the original projected budget gap of \$38.7 million through various efforts, including but not limited to adjusting the amount spent and funding sources used for various capital projects, the use of reserves, additional revenue from the War Memorial at the Blue Cross Arena, additional revenue from Mortgage and Utility Gross Receipts Tax, increasing parking and other fees, and revenue from sales and rentals of various City properties.

Items of Concern

Council is troubled by the continued use of Reserve Funds, as this is not a permanent way to balance our annual operating budget going forward. The City holds the distinction of being a top rated municipality by both Moody's and Standard & Poor's thanks to our responsible fiscal management over the years. Our ratings are influenced based on the health of our financial reserves, without a substantial reserve fund our rating would decrease. A decrease in our bond rating would result in higher borrowing interest rates, costing our residents real dollars. It is the hope of the Council that in future years there will be less reliance on these dollars as a means to close budget gaps.

The \$119,100,000 that New York State has mandated the City give to the Rochester City School District, irrespective of enrollment, school closings, or performance, is a state mandate through the maintenance of effort legislation. This dollar amount represents 67% of the entire tax levy, leaving only 33% of taxes to provide residents with police services, fire services, street plowing, road repair, water system maintenance, 911 service, recreation services for our youth, libraries, supporting development projects, and all other city services and programs. We want to support our schools and the students attending, but we want to do it in a way that makes sense, that is reasonable, and is tied to the actual needs of the students in our schools.

Council is greatly concerned with the introduction of the Dynamic Staffing Model for the Rochester Fire Department. As stated in other communications and at hearings, the Council feels that this model is too large of a risk to our first responders and our residents. We urge you not to utilize this model and to exclude it in future budget proposals.

Conclusion

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

Respectfully submitted,



Loretta C. Scott
President



Malik D. Evans
Chair, Finance Committee

Increases

Revenue:

- Sales tax increases \$9,798,300
- Appropriation of fund balance committed for tax relief
- A local works rate increase is proposed to balance the budget
- A water rate increase is proposed to balance the budget
- Fee and fine increases
- Transfer from refunds and overpayments
- Use of cemetery Perpetual Care fund balance

Expense:

- Program enhancements
- Personnel and related expense for the Police Accountability Board
- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care

Decreases

Revenue:

- Appropriation of fund balance assigned for capital projects
- In lieu of tax payments

Expense:

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

REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

General Fund 2019-20 revenue estimates are \$415,872,600, 2.6% more than the 2018-19 Budget. Growth in sales tax is expected to generate an additional \$9,798,300 in revenue. No increase in the property tax levy is proposed however changes in the NYS School Tax Relief program and declining support for the tax-supported Special and Enterprise Funds generates an additional \$2,521,900 in property tax revenue. An appropriation of \$3.5 million of capital projects in 2018-19 does not recur. Appropriation of tax relief fund balance increases \$1.6 million. In lieu of tax payments decrease \$1,156,200 due to COMIDA properties transferring back to the tax roll and a non-homestead property tax rate decrease generated by the NYS mandated tax shift. A transfer of \$750,000 from Refunds & Overpayments is budgeted.

Special Fund 2019-20 revenue estimates are \$19,011,300, 3.0% less than the 2018-19 Budget. Property tax support to Library decreases \$647,100 which was used in 2018-19 to offset capital expenditures. Animal Control property tax support increases \$71,500 primarily to support operating budget expenditures.

Enterprise Fund 2019-20 revenue estimates are \$117,163,100 or 0.08% less than the 2018-19 Budget. The appropriation of fund balance for the Water Fund increases \$1,024,000 as planned capital expenditures increase. Property tax support to the War Memorial declines \$911,800 as a result of the new terms of a management agreement which provides rental revenue, full utility reimbursement, and increased ticket surcharge activity. The appropriation of Fund Balance in Parking declines \$552,400 as planned capital expenditures decrease. Property tax support to the Public Market increases \$269,300 to offset increased debt service costs as planned. Rate increases are budgeted for the Parking, Water and Local Works Funds.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

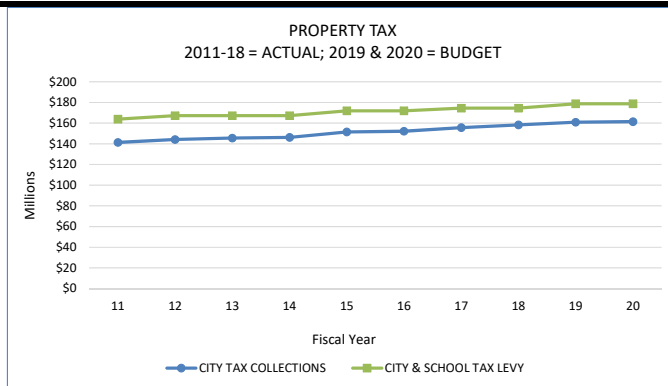
1-3

	Amended 2018-19	Approved 2019-20	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	147,578,200	150,100,100	2,521,900	1.7%
Delinquent & Supplemental Taxes	6,255,900	7,008,000	752,100	12.0%
In-Lieu-of-Tax Payments	14,912,400	13,756,200	-1,156,200	-7.8%
Interest & Penalties	2,358,000	2,358,000	0	0.0%
Sales Tax	152,193,700	161,992,000	9,798,300	6.4%
Utilities Gross Receipts Tax	5,200,000	5,500,000	300,000	5.8%
Mortgage Tax	1,700,000	2,200,000	500,000	29.4%
Taxes Total	330,198,200	342,914,300	12,716,100	3.9%
Departmental Income	9,761,100	10,059,000	297,900	3.1%
Use of Money & Property	707,300	1,156,000	448,700	63.4%
Fines & Forfeitures	4,915,700	4,889,000	-26,700	-0.5%
Licenses & Permits	3,101,200	3,464,900	363,700	11.7%
Sale of Property & Compensation for Loss	2,913,200	2,331,500	-581,700	-20.0%
Miscellaneous	20,446,100	17,926,100	-2,520,000	-12.3%
Intergovernmental – New York State	104,864,400	103,419,300	-1,445,100	-1.4%
Intergovernmental – Federal	5,875,300	5,713,000	-162,300	-2.8%
Intergovernmental – Other	20,477,300	21,536,600	1,059,300	5.2%
Interfund Revenue & Transfers	-97,855,700	-97,537,100	318,600	-0.3%
General Total	405,404,100	415,872,600	10,468,500	2.6%
Animal	2,186,100	2,112,500	-73,600	-3.4%
Library	17,408,900	16,898,800	-510,100	-2.9%
Water	43,162,600	44,275,200	1,112,600	2.6%
War Memorial	2,840,900	2,692,900	-148,000	-5.2%
Parking	15,399,000	13,993,300	-1,405,700	-9.1%
Cemetery	4,056,100	3,994,600	-61,500	-1.5%
Public Market	1,573,600	1,794,700	221,100	14.1%
Refuse	28,188,100	28,018,900	-169,200	-0.6%
Local Works	22,036,300	22,393,500	357,200	1.6%
Grand Total	542,255,700	552,047,000	9,791,300	1.8%

REVENUE SUMMARY REVENUE ESTIMATES

Property Tax

New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first \$8,200 owed on each parcel. Responsibility for collecting property taxes is vested in the Department of Finance, Bureau of Treasury. Property taxes are allocated to various funds as necessary to balance them. Beginning in 1994-95 City and School property tax collections are accounted for within the City Budget. Funding for the City School District is provided within the Interfund revenue section. Prior to 1994-95 the School District received property tax collections outside of the City Budget. Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 the annual increase in STAR is capped at 2%. In 2016-17, the credit for STAR exemptions for properties purchased after February 1, 2015 is no longer issued on the property tax bill but instead is issued by check directly from New York State in accordance with the Governor’s STAR program. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary section.



Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation increases by \$62,247,692 or 0.97% from the 2018-19 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 2018-19 budget:

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Expenses	542,255,700	552,047,000	9,791,300
Non-Property Tax Revenue	<u>381,407,600</u>	<u>390,660,600</u>	<u>9,253,000</u>
Property Tax Required (City & School)	160,848,100	161,386,400	538,300

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

3. The Collection Rate – It is anticipated that 94.0 percent of the tax levy will be collected during 2019-20. In addition, anticipated collections for the first sixty days following the current year are accrued as 2018-19 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.5 percent. A Tax Reserve of 4.5 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2019-20 and an amount for the settlement of assessment review proceedings. In accordance with Generally Accepted Accounting Principles, the tax reserve is not reflected in the budget.

4. STAR Program – In 1998-99 New York State enacted the School Tax Relief (STAR) Program, which provides two types of exemption for owner-occupied primary residences. The “Enhanced” program is for property owners 65 years of age or older, with incomes of \$86,300 or less. Approximately 4,500 property

REVENUE SUMMARY REVENUE ESTIMATES

owners will benefit from this program in 2019-20. All owner-occupied property owners with incomes less than \$250,000 are eligible for the “Basic” STAR exemption program. Approximately 16,500 property owners will take advantage of the “Basic” program in 2019-20. Owner-occupied properties purchased since February 1, 2015 are subject to the new STAR credit program implemented with New York State’s 2016-17 fiscal year. These property owners no longer receive a credit on their property tax bill but instead are required to register with the state to receive a credit directly from NYS. Beginning in 2019-20, all property owners whose income is greater than \$250,000 may only participate in the STAR credit and not the exemption program. A provision enacted in 2017-18 requires NYS to pay interest on the STAR rebate if homeowners do not receive their checks on time. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Major Change

No increase to the tax levy is proposed. The additional increase relates to a decrease in STAR revenues from NYS of \$538,300 due to the shift in the STAR exemption program to credits issued directly by NYS. Property tax distributed to the tax-supported Special and Enterprise funds decreases by \$1,983,600.

Year-to-Year Comparison

All Funds

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
160,848,100	161,386,400	538,300

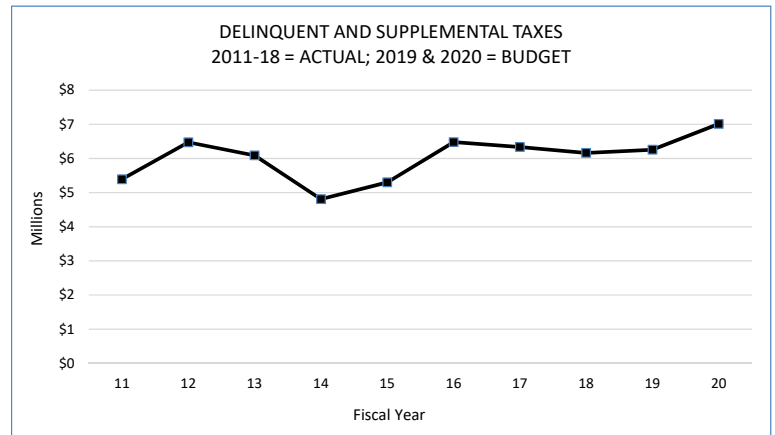
General Fund

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
147,578,200	150,100,100	2,521,900

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

Delinquent taxes collected increase \$596,000 as a collection rate of 45% for delinquent taxes is assumed based on a larger beginning delinquent balance. Supplemental taxes increase \$156,100 due to properties being transferred to taxable status during 2018-19.

Year-to-Year Comparison

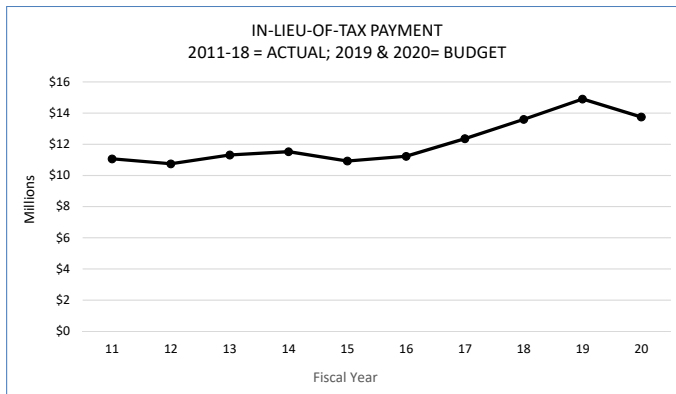
<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
6,255,900	7,008,000	752,100

REVENUE SUMMARY REVENUE ESTIMATES

In Lieu Of Tax Payments

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

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



There will be one-hundred thirty-six COMIDA projects that make payments in lieu of taxes in 2019-20. Seventy-three housing projects will make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

Major Change

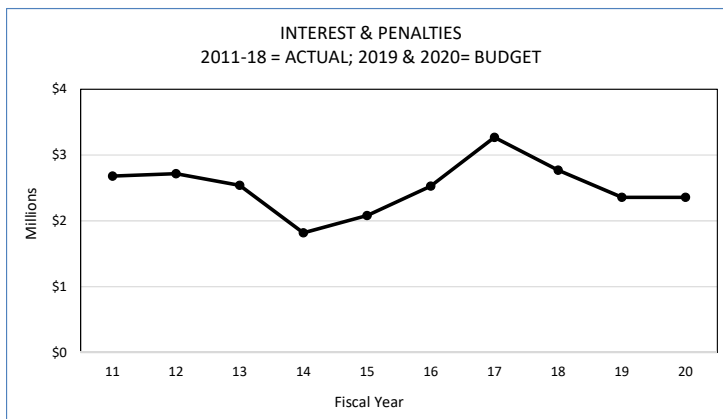
Revenue decreases due to several COMIDA projects being added back to the tax roll. Revenue also decreases due a lower non-homestead tax rate as a result of the tax shift. One new housing project begins making payments in 2019-20.

Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
14,912,400	13,756,200	-1,156,200

Interest & Penalties

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



REVENUE SUMMARY REVENUE ESTIMATES

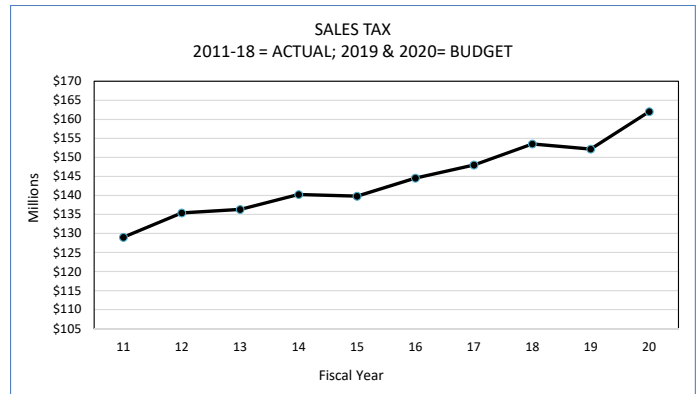
Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
2,358,000	2,358,000	0

Sales Tax

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

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



Major Change

Taxable sales are expected to increase 2.4% on a higher than expected base. The increase is driven by a combination of increased economic activity along with new legislation requiring the remittance of sales tax for internet transactions and energy services companies (ESCO's) commercial transactions.

Year-to-Year Comparison

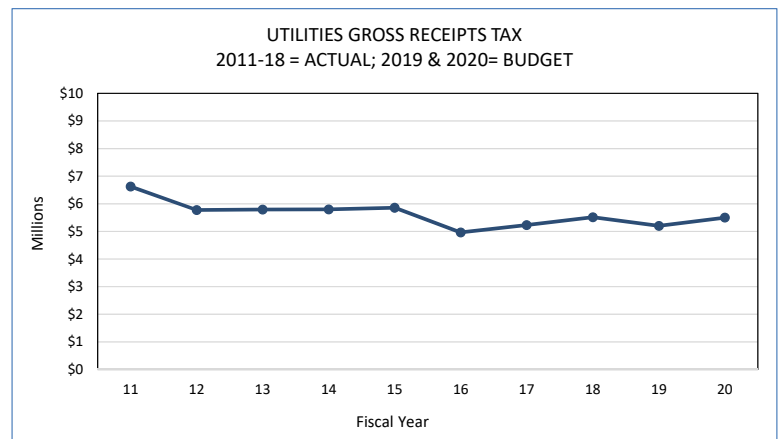
<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
152,193,700	161,992,000	9,798,300

Utilities Gross Receipts Tax

As provided by Section 20b of the General City Law, Rochester imposes a 3% tax on the gross income of utility company transactions in the City. Rochester Gas & Electric Corporation and Frontier Corporation pay approximately 85% of these taxes.

Major Change

Increase reflects historical trend related to weather variations and utility pricing.



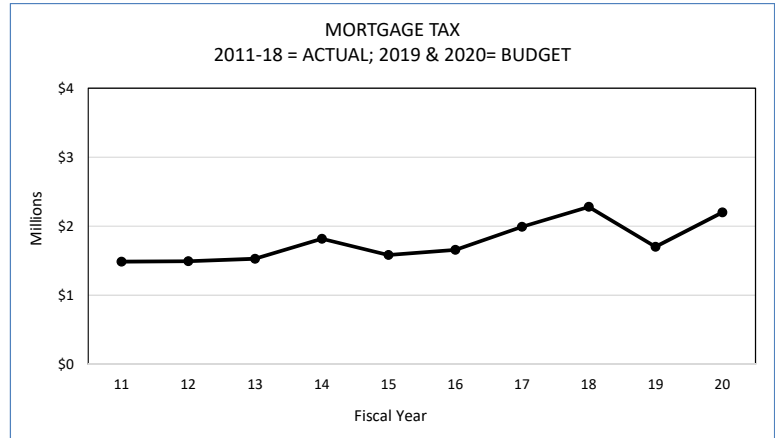
Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
5,200,000	5,500,000	300,000

REVENUE SUMMARY REVENUE ESTIMATES

Mortgage Tax

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



Major Change

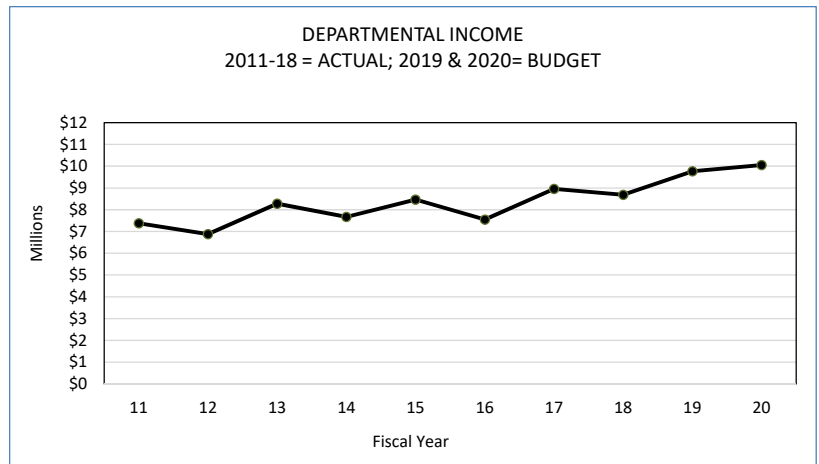
Rising property values and mortgage refinancings have led to larger receipts.

Year-to-Year Comparison

2018-19	2019-20	Change
1,700,000	2,200,000	500,000

Departmental Income

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



Major Change

Land Bank reimbursement declines \$166,500. Net increase in Zombie Properties grant \$165,500. Estimated permits of \$150,000 to be collected as a result of transforming the soccer stadium into the Rochester Community & Youth Sports Complex. Net increase of \$138,400 in grants for the Office of Community Wealth Building to operate Financial Empowerment Centers and other miscellaneous program activities. Reimbursement for demolition charges incurred by the city expected to decrease \$100,000 based on collection rate of fees added to property tax bills. Revenue from West Brighton for fire service increases \$92,000 in accordance with agreement. Reimbursement from MCC for Emergency Communications training increases \$71,700 as training activity increases, resulting in additional revenue to the PSTF to offset the cost of operations. Literacy aide program funded by Rochester City School District is suspended \$69,600. Fire alarm permits decline \$65,100 based on recent activity. Civil service exam fees increase \$52,000 to reflect historic actuals and upcoming entry level firefighter exam. Proposed increases to towing and storage fees generate \$37,000. Recreation fees decrease net of \$11,700 based on historical activity. Net of other changes is an increase of \$4,200.

Year-to-Year Comparison

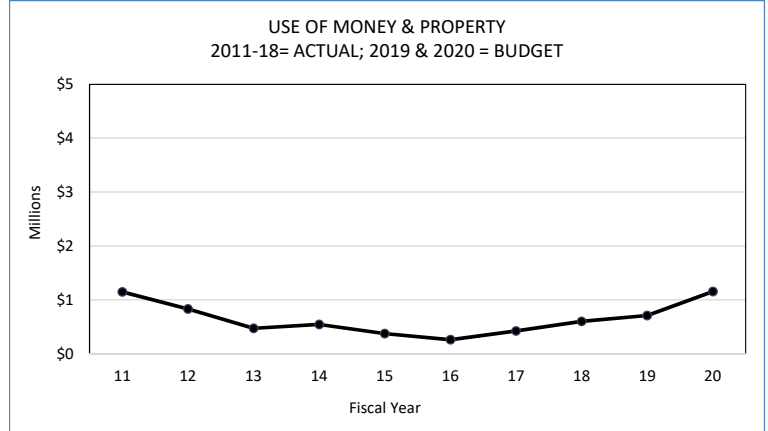
2018-19	2019-20	Change
9,761,100	10,059,000	297,900

Use Of Money & Property

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

Major Change

Rental income from Bull’s Head tenants to be collected until they are relocated \$265,000. Rental income increases \$200,000 due to new telecommunications ordinance. Soccer stadium rental revenue of \$73,300 does not recur. Port facility rental income increases \$57,000 based on tenant activity.



Year-to-Year Comparison

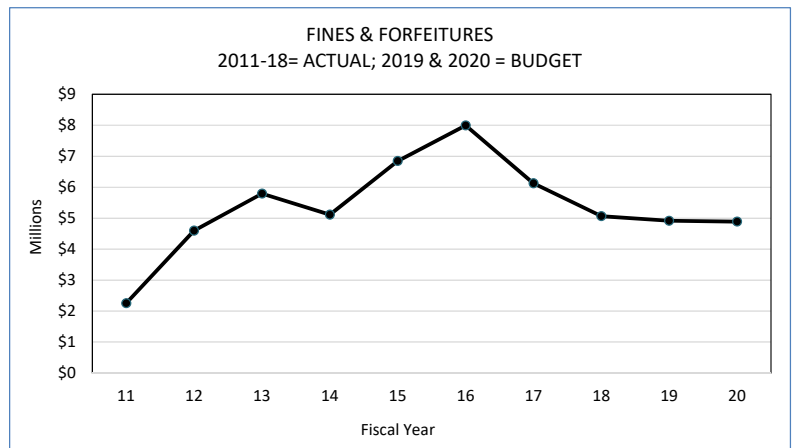
<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
707,300	1,156,000	448,700

Fines & Forfeitures

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

Major Change

Budgeted fines of \$300,000 assessed against ambulance contractor are expected to be eliminated due to new terms of contract regarding performance. Revenue from moving violations increases \$266,000 based on historical trend. Parking ticket collection increases \$12,000. Net of other changes is a decrease of \$4,700.

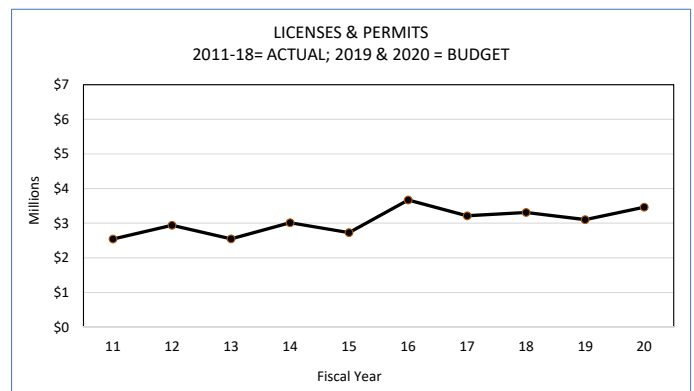


Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
4,915,700	4,889,000	-26,700

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.



REVENUE SUMMARY REVENUE ESTIMATES

Major Change

Professional licenses increase \$258,500 due to on-year of biannual renewal. Street opening permits increase \$100,000 due to increased construction activity and implementation of new telecommunications ordinance. Net of other changes is an increase of \$5,200.

Year-to-Year Comparison

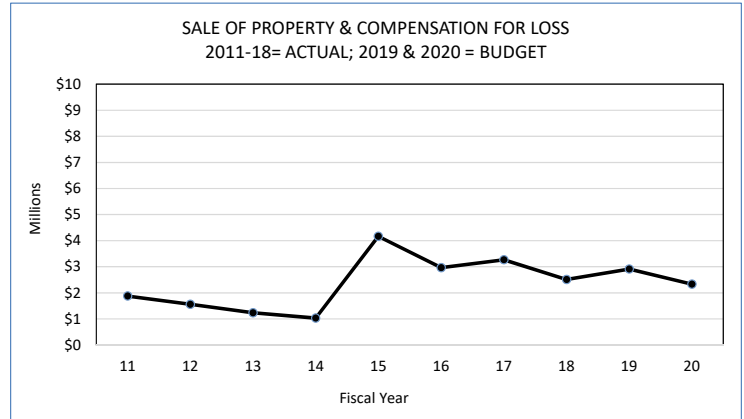
<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
3,101,200	3,464,900	363,700

Sale of Property & Compensation for Loss

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

Major Change

Sale of city properties decreases \$544,000. Compensation for damages to police vehicles declines \$50,000 based on historical activity. Reimbursement for defaulted homebuyer assistance increases \$14,000. Net of other changes is a decrease of \$1,700.

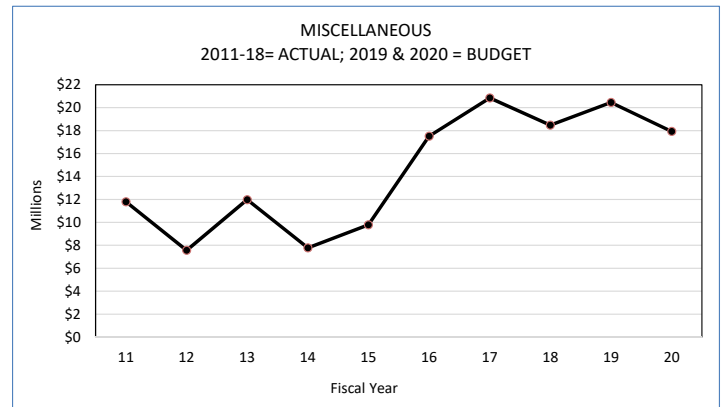


Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
2,913,200	2,331,500	-581,700

Miscellaneous

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



Major Change

An appropriation of fund balance assigned for capital projects \$3,500,000 does not recur. Use of fund balance committed for property tax relief increases by \$1,600,000. One time capital grants from private funders do not recur \$350,000. Use of fund balance for retirement costs decreases \$300,000. Planned use of General Fund surplus increases \$30,000.

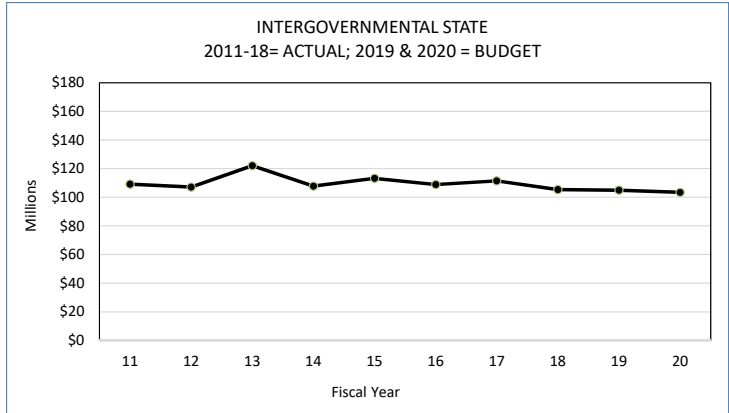
Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
20,446,100	17,926,100	-2,520,000

Intergovernmental – New York State

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

1. General purpose aid provides revenue for unrestricted use by municipalities under the Aid & Incentives for Municipalities (AIM) program.
2. Categorical aid is directed to support specific objectives and, as a result, is restricted to certain purposes. Support is received for such functions as street improvements, crime prevention, and youth recreation.
3. Miscellaneous aid includes reimbursements for various services.
4. The New York State Tax Relief (STAR) Program provides revenue to municipalities to offset school property tax relief for targeted taxpayers. This only applies to STAR exemptions applied prior to February 1, 2015.



Major Change

STAR revenue is reduced \$538,300 as revised program provides direct credit from NYS rather than credit on tax bill. Consolidated Local Street and Highway Improvement Program (CHIPs) funds decrease \$500,900 with the discontinuation of Extreme Winter Recovery. Summer of Opportunity of \$300,000 is not renewed. Sexual Risk Avoidance Education grant is included \$105,000. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) decreases \$97,000. Support for environmental quality projects decreases \$52,500. Net reduction of \$35,600 in Motor Vehicle Theft & Insurance Fraud grant pending new award in 2020. Community Policing grants decrease \$34,000. Net of other changes is an increase of \$8,200.

Year-to-Year Comparison

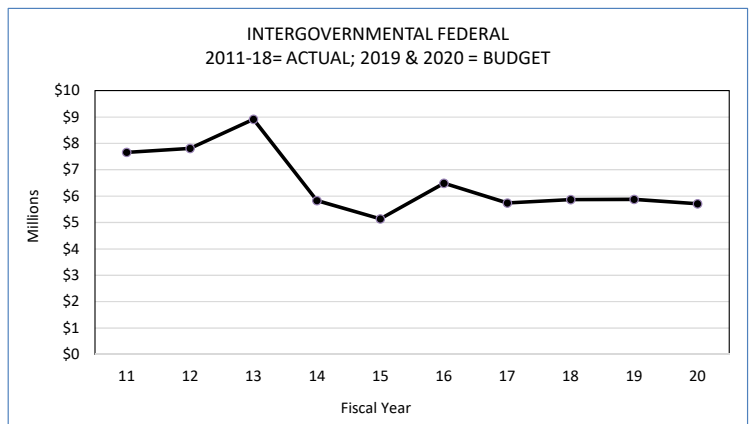
<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
104,864,400	103,419,300	-1,445,100

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

Community Development Block grant assistance increases \$155,800. Net reduction in Federal Pregnancy Prevention grant funds \$89,900. Justice Assistant Grant declines \$72,500 pending new award. Reimbursement for pavement management decreases \$65,000. Net reduction of \$32,300 in AmeriCorps grant. Net increase in State Homeland Security Program (SHSP) federal pass-through grant \$25,300. Interest subsidy related to Qualified Energy Conservation Bonds decreases in accordance with



REVENUE SUMMARY REVENUE ESTIMATES

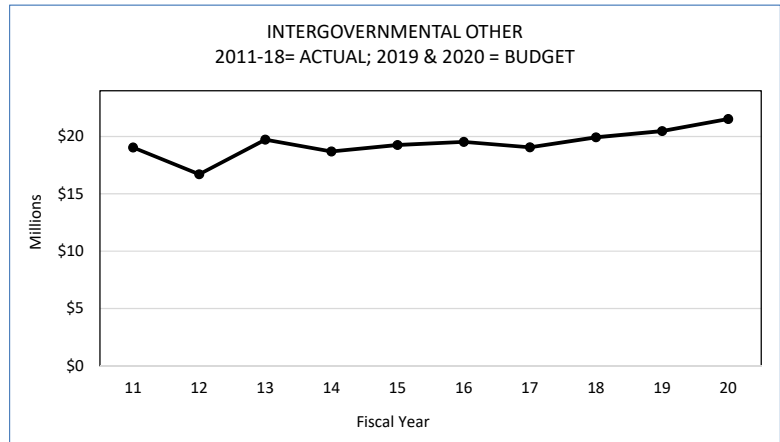
debt repayment schedules \$21,400. Net reduction in Lead Hazard Control Program revenue \$17,900. Net reduction of \$15,900 for Program to Prepare Communities for Complex Coordinated Terrorist Attacks Program. One time grant from Secret Service for electronic crime does not recur \$15,000. Support for environmental quality projects decreases \$13,000. Summer lunch program increases by \$7,600 corresponding with planned expense. Net of other changes is a decrease of \$8,100.

Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
5,875,300	5,713,000	-162,300

Intergovernmental – Other

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



Major Change

County reimbursement for Emergency Communications increases \$982,100 to correspond with the 2019 County budget. Traffic shares increase \$94,000 as planned. STOP-DWI grant funding decreases \$81,200 pending new grant awards in calendar year 2020. Election inspector reimbursement increases \$70,000. One time homeland security grant does not recur \$15,000. Lease revenue for upcoming DMV office increases \$9,400.

Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
20,477,300	21,536,600	1,059,300

Interfund Revenues & Transfers

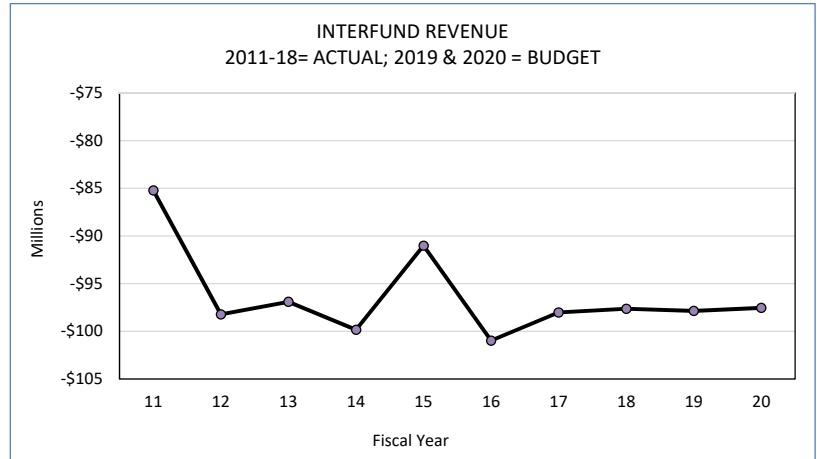
Interfund transfers consist of three categories:

1. Reimbursements to the General Fund for services provided to other operating funds. In these cases, the cost of services (street cutting and administrative chargeback) are included in the General Fund as well as the appropriate non-General Fund. The reimbursements offset the General Fund expense. Revenues in this group include transfers from the non-governmental Enterprise Funds.
2. Reimbursements to the General Fund from funds not included in the operating budget. Revenues in these funds are generally restricted and can be transferred to the General Fund only to the extent that eligible expenses are identified.
3. Beginning in 1994-95, transfers to the City School District to fund educational expenditures are made in accordance with the City Charter.

REVENUE SUMMARY REVENUE ESTIMATES

Major Change

A transfer of \$750,000 from Refunds & Overpayments is planned. Annual allocation for GRANET expires \$260,000. Transfer from Downtown Special Events trust fund to offset special events expense decreases \$191,600. Downtown Enhancement District transfer increases \$48,000. Net reduction in forfeiture funds for community-based programs and overtime for special details is \$36,000. Transfer from Foreign Insurance Fund increases \$8,200 in accordance with the preliminary spending plan.

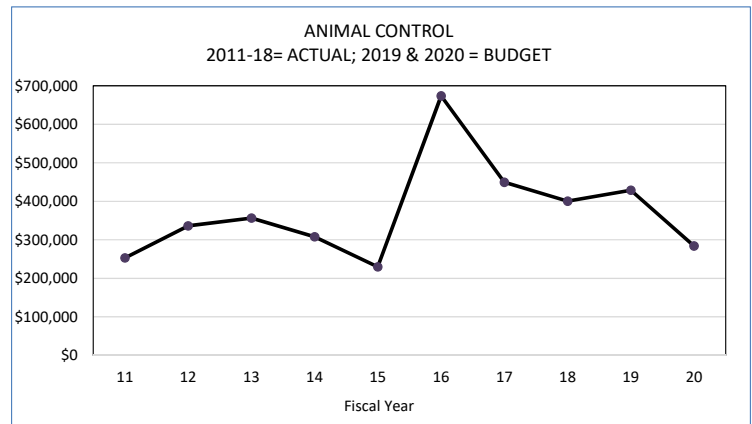


Year-to-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
-97,855,700	-97,537,100	318,600

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 American Society for Prevention of Cruelty to Animals (ASPCA) grant does not recur \$51,600. Miscellaneous revenue decreases due to elimination of charitable support for volunteer coordinator position \$33,800. PETCO grant expires \$19,300. Spaying and neutering services decline \$15,000. Dog licensing fees decrease \$11,300. Payment of fines decreases \$10,000 based on historical trend. PetSmart grant expires \$7,000. Decrease in rabies shots administered \$4,000. Redemption fees increase \$2,000. Net of other changes is an increase of \$4,900. Property tax support needed to balance the budget increases \$71,500.

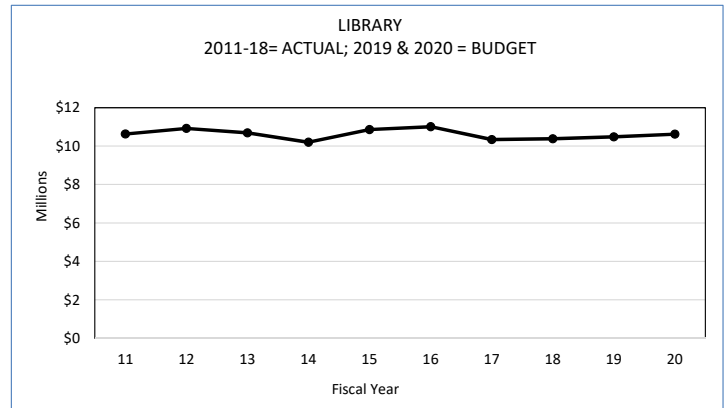
Year-to-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Operating Revenue	429,000	283,900	-145,100
Property Tax	<u>1,757,100</u>	<u>1,828,600</u>	<u>71,500</u>
Total	2,186,100	2,112,500	-73,600

REVENUE SUMMARY REVENUE ESTIMATES

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

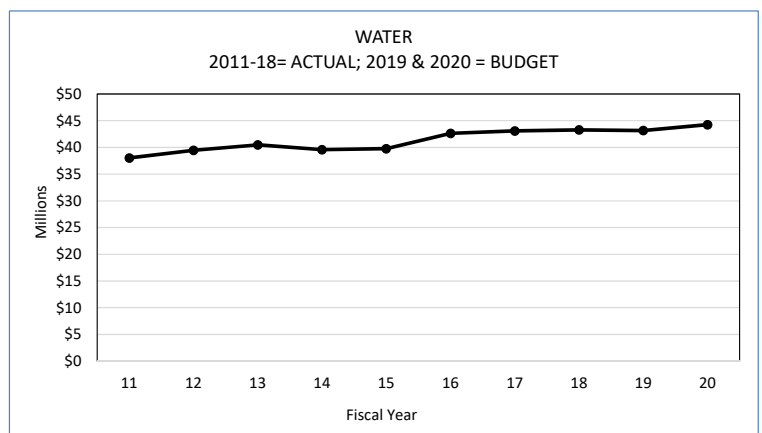
Monroe County Library System cost shares increase based on increased expense \$117,000. Increased support from the County for the Central Library is budgeted \$102,000. One-time bullet aid from NYS does not recur \$63,000. Literacy aide program funded by Rochester City School District is suspended \$37,500. Miscellaneous grants increase \$7,900. Library use charges increase \$5,500. Transfer from Premium & Interest to offset interest expense on debt service increases \$4,200. State aid increases \$900. Property tax support needed to balance the budget decreases \$647,100.

Year-to-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Operating Revenue	10,480,600	10,617,600	137,000
Property Tax	<u>6,928,300</u>	<u>6,281,200</u>	<u>-647,100</u>
Total	17,408,900	16,898,800	-510,100

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

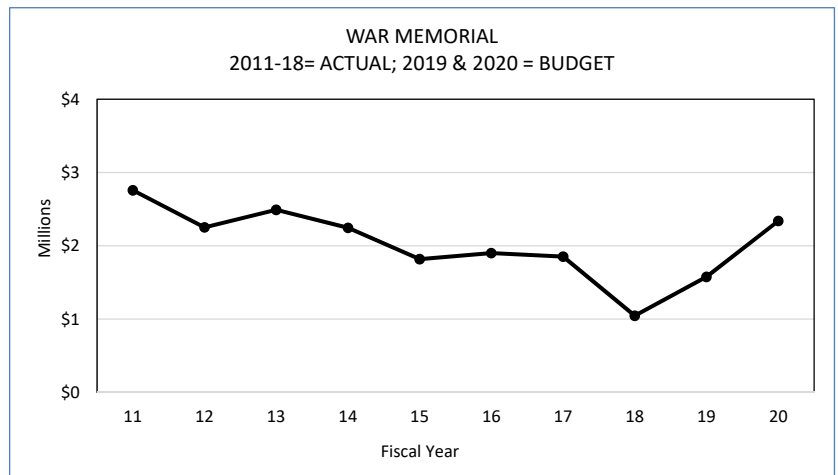
Appropriation of fund balance increases \$1,024,000 to correspond with increased capital expenditures. Reduction in commercial consumption of approximately 1.8% is partially offset by the last year of proposed base rate increases resulting in \$21,100 more in metered sales. Delinquent collections increase \$63,000 to reflect expected collections. Net of other changes is an increase of \$4,500.

Year-to-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
	43,162,600	44,275,200	1,112,600

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 monthly rental revenue, a ticket surcharge, 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

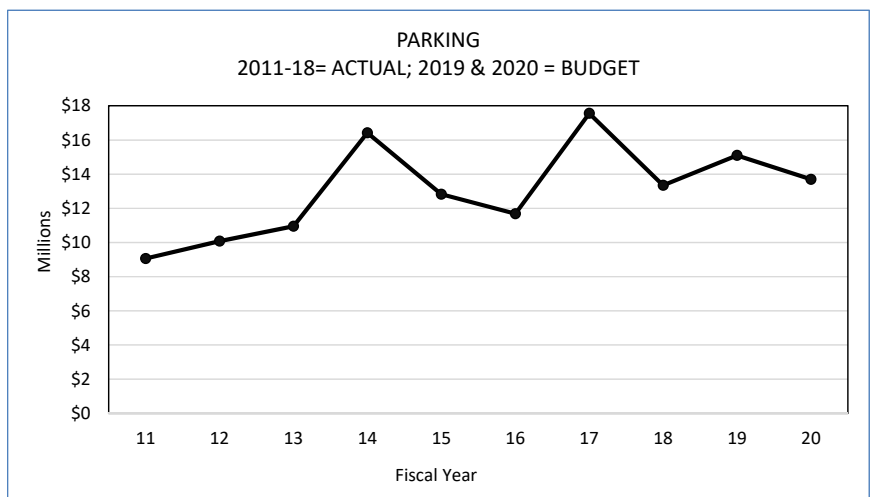
Reimbursement for utilities increases \$466,000 to reflect terms of new management agreement. Ticket surcharges increase \$250,000 to reflect actual expected activity. New monthly rent from operator totals \$60,000. Suite revenues of \$12,000 are eliminated from new agreement. Transfer from Premium & Interest to offset interest expense on debt service decreases \$200. Property tax support needed to balance the budget decreases \$911,800.

Year-to-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Operating Revenue	1,576,600	2,340,400	763,800
Property Tax	1,264,300	352,500	-911,800
Total	2,840,900	2,692,900	-148,000

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

Sale proceeds of \$600,000 from Mortimer Street garage recognized for the purpose of funding the purchase and installation of new on-street parking meters does not recur. Revenue decreases in Washington Square Garage \$555,200 primarily due to loss of large group of parkers during 2018-19. Appropriation of fund balance decreases \$552,400 to align with planned capital expenditures. Partial year operation of Crossroads Garage reduces revenue \$435,300. Proposed increase in parking garage rates results in \$266,800 additional revenue. Parking ticket collections increase \$238,000. On-street meter revenue increases \$194,900 due to utilization of new on-street meters and increased activity. South Avenue Garage utility expenses will be reimbursed by Rochester Convention Center Management Corporation (RCCMC) \$150,000. Partial year operation of

REVENUE SUMMARY REVENUE ESTIMATES

Mortimer Street Garage reduces revenue \$69,500. Court Street Garage revenue slightly decreases to reflect actual use \$33,600. Rental of real property increases \$33,100 primarily due to rental of office space at South Avenue Garage. Revenue from sublease of the Cumberland Street lot is eliminated as the City discontinues use of the lot \$32,400. Interest on receivables decreases \$20,800 as principal is paid down on Midtown and Sagamore loans. Planned construction in the Stone Street wing of the South Avenue Garage decreases revenue \$19,900. Sister Cities Garage increases to reflect actual use \$17,500. Transfer from Premium & Interest to offset interest expense on debt service decreases \$4,100. Net of other changes is an increase of \$17,200. Property tax support needed to balance the budget remains the same as the prior year.

Year-to-Year Comparison

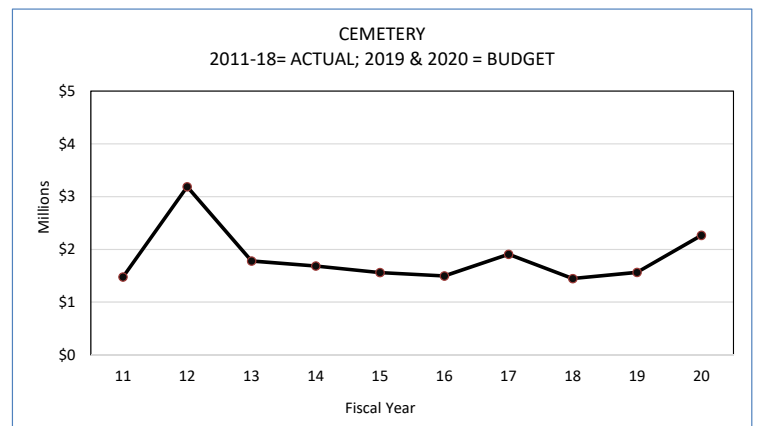
	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Operating Revenue	15,100,400	13,694,700	-1,405,700
Property Tax	<u>298,600</u>	<u>298,600</u>	<u>0</u>
Total	15,399,000	13,993,300	-1,405,700

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

A transfer of \$750,000 from the Perpetual Care Fund is budgeted to offset capital expenditures. Interment space and related products and service fees decrease \$78,000 to reflect lower sales. Interest earnings on perpetual care investments increase \$28,500. Interest and penalties from late payments increase \$10,000. Transfer from Premium & Interest to offset interest expense on debt service decreases \$6,500. Property tax support needed to balance the budget decreases \$765,500.



Year-to-Year Comparison

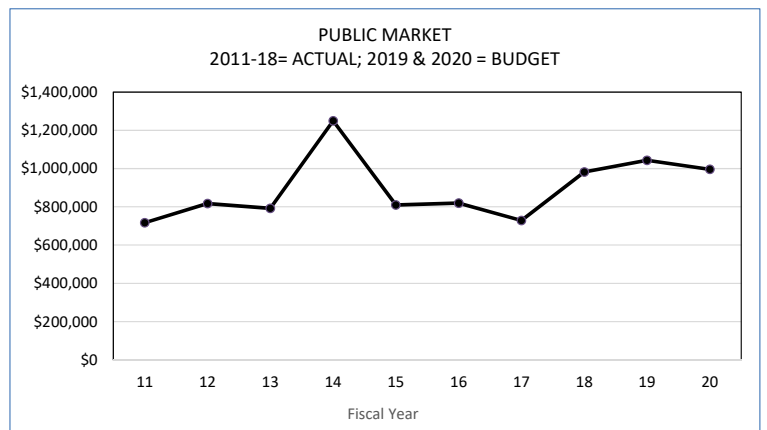
	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Operating Revenue	1,564,200	2,268,200	704,000
Property Tax	<u>2,491,900</u>	<u>1,726,400</u>	<u>-765,500</u>
Total	4,056,100	3,994,600	-61,500

Public Market Fund

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

Major Change

Transfer from Premium & Interest to offset interest expense on debt service decreases \$35,100. Market fees decrease \$15,000 to reflect expected activity. Interest earnings on fund balance increases \$1,000. Snow plowing and security charges increase \$900. Property tax support needed to balance the budget increases \$269,300.



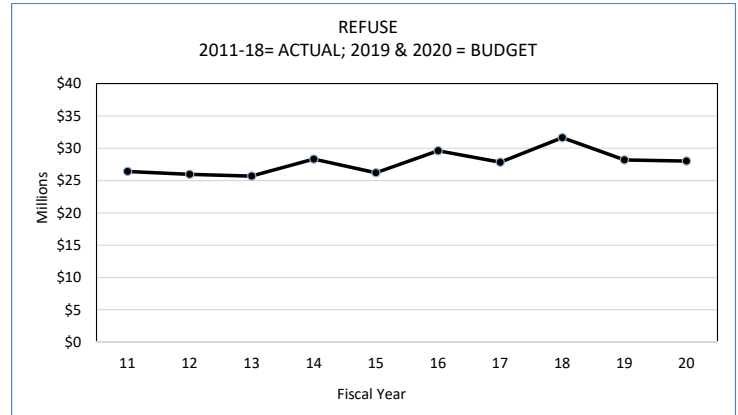
REVENUE SUMMARY REVENUE ESTIMATES

Year-to-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Operating Revenue	1,043,900	995,700	-48,200
Property Tax	529,700	799,000	269,300
Total	1,573,600	1,794,700	221,100

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

Current residential collections decline \$159,100 based on lower collection rate. Citations for violation of the refuse code increase \$110,000.

Delinquent collections also expected to decrease \$106,700. Interest earnings on fund balance increases \$50,000. Sale of scrap decreases \$41,000 as market for scrap declines. Recycling revenue decreases \$30,000. A transfer of \$19,600 from Premium & Interest to offset debt service is budgeted. Refuse hauler permits decline \$12,000.

Year-to-Year Comparison

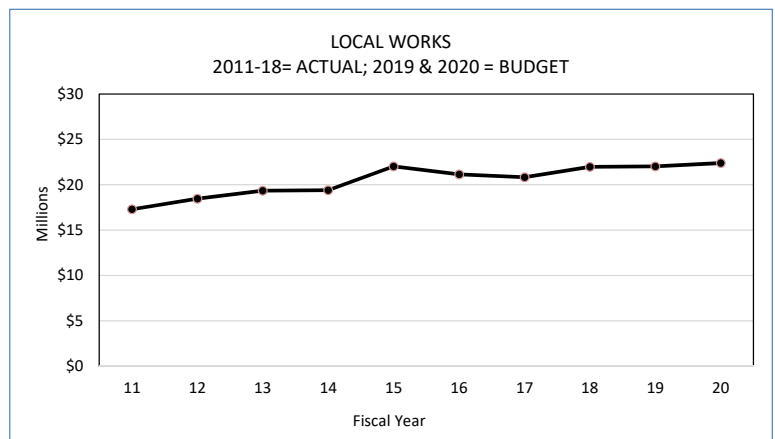
	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
	28,188,100	28,018,900	-169,200

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

A 2% increase in the levy is proposed resulting in \$336,000 additional revenue. Interest earnings on fund balance increase \$19,000. Appropriation of fund balance decreases \$18,600. Transfer from Premium & Interest to offset interest expense on debt service decreases \$18,100. Reimbursement from NYS for plowing increases \$1,700.



Year-to-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
	22,036,300	22,393,500	357,200

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
General				
Taxes				
Property Tax (City & School)	147,207,526	147,500,100	147,578,200	150,100,100
Delinquent & Supplemental Taxes	6,160,890	5,975,600	6,255,900	7,008,000
In-Lieu-of-Tax Payments	13,600,262	14,349,800	14,912,400	13,756,200
Interest & Penalties	2,770,709	2,541,200	2,358,000	2,358,000
Sales Tax	153,509,657	158,200,000	152,193,700	161,992,000
Utilities Gross Receipts Tax	5,519,408	5,500,000	5,200,000	5,500,000
Mortgage Tax	2,279,807	2,600,000	1,700,000	2,200,000
Taxes Total	<u>331,048,259</u>	<u>336,666,700</u>	<u>330,198,200</u>	<u>342,914,300</u>
Departmental Income				
Police Fees	1,509,283	1,458,500	1,276,400	1,264,300
Fire Fees	683,679	705,100	779,500	685,000
Finance Fees	209,730	305,100	306,000	286,000
Repairs & Clean-up Fees	517,731	500,000	600,000	550,000
Recreation Fees	799,889	805,000	892,700	1,031,000
Zoning Fees	98,020	100,000	105,000	90,000
Charges for Service	3,364,565	3,983,000	3,992,200	3,894,100
Other Dept. Income	1,500,032	1,642,500	1,809,300	2,258,600
Departmental Income Total	<u>8,682,929</u>	<u>9,499,200</u>	<u>9,761,100</u>	<u>10,059,000</u>
Use of Money & Property				
Interest Earnings	185,346	140,000	140,000	140,000
Rental of Real Property	412,615	552,000	567,300	1,016,000
Use of Money & Property Total	<u>597,961</u>	<u>692,000</u>	<u>707,300</u>	<u>1,156,000</u>
Fines & Forfeitures				
City Court Fines	13,864	15,000	20,000	15,000
Moving Violations	1,540,096	3,164,900	2,194,700	2,460,700
Parking Violations	926,211	912,000	900,000	912,000
Municipal Code Fines	1,854,955	1,500,000	1,500,000	1,500,000
Miscellaneous	663,772	107,100	301,000	1,300
Red Light Camera Violations	67,211	47,600	0	0
Fines & Forfeitures Total	<u>5,066,109</u>	<u>5,746,600</u>	<u>4,915,700</u>	<u>4,889,000</u>
Licenses & Permits				
Business & Occupational Licenses	303,589	262,500	257,200	256,300
Bingo Licenses	10,210	10,000	10,000	10,000
Professional Licenses	290,750	51,000	39,000	297,500
Other Licenses	65,552	81,400	80,100	82,100
Building Permits	2,248,359	2,281,500	2,239,900	2,244,000
Street Opening Permits	389,495	400,000	475,000	575,000
Licenses & Permits Total	<u>3,307,955</u>	<u>3,086,400</u>	<u>3,101,200</u>	<u>3,464,900</u>
Sale of Property & Compensation for Loss				
Sale of Scrap	392,614	250,000	250,000	250,000
Sale of Real Property	1,711,524	960,000	2,244,000	1,700,000
Sale of Unclaimed Property	248,780	251,100	258,200	256,500
Other Compensation for Loss	154,344	183,100	161,000	125,000
Sale of Property & Compensation for Loss Total	<u>2,507,262</u>	<u>1,644,200</u>	<u>2,913,200</u>	<u>2,331,500</u>

REVENUE SUMMARY
REVENUE ESTIMATES

1-19

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
Miscellaneous				
General Fund Surplus	5,671,000	5,670,000	5,670,000	5,700,000
Appr. Of Fund Balance Capital Projects	0	3,500,000	3,500,000	0
Appr. Of Fund Balance Retirement Costs	4,600,000	4,600,000	4,600,000	4,300,000
Appr. Of Fund Balance Tax Relief	5,000,000	3,000,000	3,000,000	4,600,000
Cable TV Franchise Revenue	1,864,090	1,862,200	1,869,500	1,869,500
Miscellaneous	985,682	1,600,000	1,450,000	1,100,000
First Responder Franchise Fee	347,908	356,600	356,600	356,600
Miscellaneous Total	<u>18,468,680</u>	<u>20,588,800</u>	<u>20,446,100</u>	<u>17,926,100</u>
Intergovernmental – New York State				
Aid & Incentives to Municipalities	88,234,464	88,234,400	88,234,400	88,234,400
STAR	10,138,111	9,785,100	9,750,600	9,212,300
Youth Aid	54,301	54,300	54,300	54,300
Consolidated Highway Improvements	5,025,200	5,029,200	5,001,200	4,500,300
Miscellaneous	1,898,879	1,675,900	1,823,900	1,418,000
Intergovernmental – New York State Total	<u>105,350,955</u>	<u>104,778,900</u>	<u>104,864,400</u>	<u>103,419,300</u>
Intergovernmental – Federal				
Community Development Block Grant	3,746,055	3,633,500	3,633,500	3,789,300
Transportation Grants	421,435	69,000	75,000	10,000
Federal Nutrition	265,782	289,100	288,200	295,800
Lead Programs	116,293	63,300	63,300	45,400
Miscellaneous	<u>1,322,669</u>	<u>1,084,800</u>	<u>1,815,300</u>	<u>1,572,500</u>
Intergovernmental – Federal Total	<u>5,872,234</u>	<u>5,139,700</u>	<u>5,875,300</u>	<u>5,713,000</u>
Intergovernmental – Other				
Off Track Betting	216,479	200,000	200,000	200,000
Emergency Communications	18,059,768	18,574,500	18,591,400	19,573,500
Police Services-Firearms Instruction	55,675	55,700	55,700	55,700
Election Inspectors	272,145	251,600	200,000	270,000
Traffic Shares	33,619	7,000	103,000	197,000
STOP-DWI	144,450	137,200	137,200	56,000
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Miscellaneous	<u>354,768</u>	<u>380,000</u>	<u>395,000</u>	<u>389,400</u>
Intergovernmental – Other Total	<u>19,931,904</u>	<u>20,401,000</u>	<u>20,477,300</u>	<u>21,536,600</u>

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</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	6,639,100	6,639,100	6,639,100	6,639,100
Street Lighting Districts	26,464	30,300	10,100	10,100
Premium & Interest Fund	5,800,000	5,800,000	5,800,000	5,800,000
Foreign Insurance Fund	166,237	175,400	166,200	174,400
Downtown Enhancement District	702,771	708,000	708,000	756,000
Seized Property Fund	291,424	454,800	454,800	158,800
Capital Funds	350,000	350,000	350,000	350,000
Trans. Refunds & Overpayment	400,000	0	0	750,000
Health Care Reserve Fund	1,301,000	1,300,900	1,300,900	1,300,900
Special Events Trust Fund	406,455	441,600	441,600	250,000
Interfund Revenue & Transfers Total	<u>-97,642,949</u>	<u>-97,826,300</u>	<u>-97,855,700</u>	<u>-97,537,100</u>
General Total	403,191,299	410,417,200	405,404,100	415,872,600
Animal				
Animal Control Center Fees	225,219	209,500	272,800	227,000
Dog Licenses	44,581	42,900	56,200	44,900
Animal Fines	10,774	15,000	22,000	12,000
Miscellaneous	119,574	78,000	78,000	0
Property Tax	<u>1,984,900</u>	<u>1,757,100</u>	<u>1,757,100</u>	<u>1,828,600</u>
Animal Total	2,385,048	2,102,500	2,186,100	2,112,500
Library				
Library Charges	2,585,354	2,625,000	2,684,100	2,806,600
County Reimbursement	6,770,000	6,770,000	6,770,000	6,872,000
State Aid	869,086	924,400	979,800	925,600
Miscellaneous	-10,227	36,200	37,500	0
Trans. Premium & Interest	13,900	9,200	9,200	13,400
Appropriation of Fund Balance	150,000	0	0	0
Property Tax	<u>6,219,700</u>	<u>6,928,300</u>	<u>6,928,300</u>	<u>6,281,200</u>
Library Total	16,597,813	17,293,100	17,408,900	16,898,800

REVENUE SUMMARY
REVENUE ESTIMATES

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
Water				
Metered Water Sales	35,074,676	33,965,000	34,390,900	34,412,000
Upland Sales/MCWA	2,270,112	2,054,100	2,135,300	2,135,300
Other Municipalities	350,526	419,000	400,000	400,000
Delinquent Collections	1,072,406	925,000	925,000	988,000
Service Charges	127,905	150,000	150,000	150,000
Interest & Penalties	919,238	829,000	905,000	905,000
State Aid	71,260	0	0	0
Miscellaneous	313,193	280,400	275,400	280,400
Interest Earnings	17,660	1,000	1,000	1,000
Intergovernmental – Federal	3,420	3,000	3,000	2,500
Trans. Premium & Interest	1,000,000	1,000,000	1,000,000	1,000,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Trans. Health Care Reserve	71,100	71,100	71,100	71,100
Appropriation of Fund Balance	<u>1,739,500</u>	<u>2,662,900</u>	<u>2,662,900</u>	<u>3,686,900</u>
Water Total	43,273,996	42,603,500	43,162,600	44,275,200
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	127,830	1,125,000	665,000	1,429,000
Interest Earnings	1,008	0	0	0
Trans. Premium & Interest	10,900	6,600	6,600	6,400
Property Tax	<u>1,227,700</u>	<u>1,264,300</u>	<u>1,264,300</u>	<u>352,500</u>
War Memorial Total	2,272,438	3,300,900	2,840,900	2,692,900
Parking				
Parking Ramps	7,189,464	7,072,200	7,067,300	6,395,100
Parking Lots	189,765	287,000	229,400	208,200
Meters	1,117,559	1,331,200	1,335,800	1,530,700
Parking Fines	2,911,900	2,888,000	2,650,000	2,888,000
Miscellaneous	169,294	753,800	666,600	99,700
Intergovernmental – Federal	1,739	1,000	1,000	0
Trans. Premium & Interest	194,300	128,100	128,100	124,000
Trans. Health Care Reserve	20,900	20,900	20,900	20,900
Appropriation of Fund Balance	1,317,700	2,836,100	2,836,100	2,283,700
Use of Money & Property	232,636	204,500	165,200	144,400
Property Tax	<u>298,600</u>	<u>298,600</u>	<u>298,600</u>	<u>298,600</u>
Parking Total	13,643,857	15,821,400	15,399,000	13,993,300

**REVENUE SUMMARY
REVENUE ESTIMATES**

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
Cemetery				
Sales	404,843	430,000	530,000	460,000
Service Charges	561,529	522,900	600,000	590,000
Miscellaneous	174,044	115,900	135,000	137,000
Interest Earnings	11,034	24,400	1,500	40,000
Interfund Revenue & Transfers	0	0	0	750,000
Trans. Premium & Interest	16,000	17,700	17,700	11,200
Cremation Service fees	278,215	280,000	280,000	280,000
Property Tax	<u>1,266,700</u>	<u>2,491,900</u>	<u>2,491,900</u>	<u>1,726,400</u>
Cemetery Total	2,712,365	3,882,800	4,056,100	3,994,600
Public Market				
Market Fees	887,551	910,000	945,000	930,000
Embellishment Fees	46,982	46,900	48,800	49,700
Interest Earnings	848	1,000	1,000	2,000
Trans. Premium & Interest	46,500	49,100	49,100	14,000
Property Tax	<u>96,200</u>	<u>529,700</u>	<u>529,700</u>	<u>799,000</u>
Public Market Total	1,078,081	1,536,700	1,573,600	1,794,700
Refuse				
Current Collections	21,852,209	21,600,000	21,759,100	21,600,000
Commercial Charges	3,693,644	3,600,000	3,600,000	3,600,000
Delinquent Collections	2,373,312	2,309,900	2,314,700	2,208,000
Miscellaneous	653,333	432,200	390,000	458,000
Interest Earnings	13,760	30,000	10,000	60,000
Intergovernmental – New York State	0	9,200	0	0
Sale of Scrap	11,619	12,000	51,000	10,000
Trans. Premium & Interest	0	0	0	19,600
Trans. Health Care Reserve	63,300	63,300	63,300	63,300
Appropriation of Fund Balance	<u>2,986,900</u>	<u>0</u>	<u>0</u>	<u>0</u>
Refuse Total	31,648,077	28,056,600	28,188,100	28,018,900
Local Works				
Current Collections	18,551,317	18,430,000	18,442,600	18,778,600
Delinquent Collections	1,541,295	1,411,200	1,465,300	1,465,300
Miscellaneous	153,982	165,000	165,000	165,000
Interest Earnings	17,167	29,000	10,000	29,000
State Reimbursement-Snow & Ice Control	72,839	73,300	73,300	75,000
Trans. Premium & Interest	86,400	81,100	81,100	63,000
Trans. Health Care Reserve	43,700	43,700	43,700	43,700
Appropriation of Fund Balance	<u>1,510,300</u>	<u>1,755,300</u>	<u>1,755,300</u>	<u>1,773,900</u>
Local Works Total	21,977,000	21,988,600	22,036,300	22,393,500
Total All Funds	538,779,974	547,003,300	542,255,700	552,047,000

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

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

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

Secondly, because the Rochester City School District is not permitted under law to levy a property tax, the City does so on behalf of the District for funding education purposes. The City also levies a property tax on its own behalf for funding municipal government purposes. While technically two separate tax levies (and, due to differing exemption provisions, based upon separate and unequal assessment rolls), the City and School property tax collections are accounted for within the City Budget as a combined total. The District receives its portion of the taxes collected subject to subdivision 5-b of Chapter 57 of the Laws of 2007, referred to as the Maintenance of Effort for the Big 4 school districts in NYS. This distribution is displayed as an interfund transfer (“Negative Revenue”) elsewhere in the Revenue Summary. The following display shows the combination of the separate City and School tax rates and impacts in a consolidated presentation. It is this consolidated rate that is most commonly referred to in discussion of the “City property tax.” Detailed information on the calculation of each property tax follows.

The 2019-20 STAR revenue of \$9,212,300 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) in 2019-20 is \$72,600. The assessed value for a typical commercial property (Non-Homestead) is \$285,200 in 2019-20.

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>	<u>Percent Change</u>
TAX RATE (per \$1,000)				
Homestead Class				
- City	6.29	6.48	0.19	3.02%
- School	<u>12.58</u>	<u>12.95</u>	<u>0.37</u>	2.94%
Total	18.87	19.43	0.56	2.97%
Non-Homestead Class				
- City	13.72	13.15	-0.57	-4.15%
- School	<u>27.43</u>	<u>26.31</u>	<u>-1.12</u>	-4.08%
Total	41.15	39.46	-1.69	-4.11%
TAX BURDEN				
Single Family Residence				
- City	\$456.65	\$470.45	\$13.80	3.02%
- School	<u>\$913.31</u>	<u>\$940.17</u>	<u>\$26.86</u>	2.94%
Total	\$1,369.96	\$1,410.62	\$40.66	2.97%
Commercial Property				
- City	\$3,912.94	\$3,750.38	-\$162.56	-4.15%
- School	<u>\$7,823.04</u>	<u>\$7,503.61</u>	<u>-\$319.43</u>	-4.08%
Total	\$11,735.98	\$11,253.99	-\$481.99	-4.11%

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of City 2019-20 Property Tax Levy				
	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
EXPENSE				
Operating	478,149,900			478,149,900
Cash Capital		36,361,000		36,361,000
Debt Service			37,536,100	37,536,100
Tax Reserve	<u>779,858</u>	<u>1,169,783</u>	<u>729,542</u>	<u>2,679,183</u>
Total	478,929,758	37,530,783	38,265,642	554,726,183
REVENUE				
Operating	461,599,583			461,599,583
Cash Capital		11,535,600		11,535,600
Debt Service			<u>22,053,600</u>	<u>22,053,600</u>
Total	461,599,583	11,535,600	22,053,600	495,188,783
TOTAL TAX LEVY	17,330,175	25,995,183	16,212,042	59,537,400
Homestead (41.38823%)**				24,641,476
Non-Homestead (58.61177%)**				34,895,924
ASSESSED VALUE				
Homestead				6,457,508,260
Non-Homestead				3,804,001,091
				2,653,507,169
TAX RATE				
Homestead	1.89	2.83	1.76	6.48
Non-Homestead	3.83	5.74	3.58	13.15

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2019-20 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2018-19 Homestead and Non-Homestead apportionment was 40.06863% and 59.93137%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of School 2019-20 Property Tax Levy

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

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
EXPENSE				
Operating	77,131,090			77,131,090
Cash Capital		13,286,521		13,286,521
Debt Service			85,069,232	85,069,232
Tax Reserve	<u>3,634,449</u>	<u>471,204</u>	<u>1,253,847</u>	<u>5,359,500</u>
Total	80,765,539	13,757,725	86,323,079	180,846,343
REVENUE				
Operating	0	0	0	0
Cash Capital		3,286,521		3,286,521
Debt Service*	<u>0</u>	<u>0</u>	<u>58,459,822</u>	<u>58,459,822</u>
Total	0	3,286,521	58,459,822	61,746,343
TOTAL TAX LEVY	80,765,539	10,471,204	27,863,257	119,100,000
Homestead (41.38823%)**				49,293,382
Non-Homestead (58.61177%)**				69,806,618
ASSESSED VALUE				6,459,674,430
Homestead				3,806,167,261
Non-Homestead				2,653,507,169
TAX RATE				
Homestead	8.78	1.14	3.03	12.95
Non-Homestead	17.84	2.31	6.16	26.31

*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 2019-20 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2018-19 Homestead and Non-Homestead apportionment was 40.06863% and 59.93137% respectively.

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of Property Tax Revenue For The General Fund

City Property Tax Levy	59,537,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	178,637,400

Less: Allowance for Uncollectables (Tax Reserve) 8,038,683

Less: STAR Revenue 9,212,300

Combined City and School Property Tax Revenue 161,386,400

Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:

Animal Control Fund	1,828,600
Library Fund	6,281,200
War Memorial Fund	352,500
Parking Fund	298,600
Cemetery Fund	1,726,400
Public Market Fund	799,000
Net General Fund Property Tax Revenue	150,100,100

Property Tax Cap

On June 24, 2011 New York State enacted a property tax cap that imposes a limit on the annual growth of property taxes levied by local governments to 2% or the rate of inflation, whichever is less. The calculation of the basic cap of up to 2% is subject to several exclusions or modifications. The calculation is adjusted by a tax base growth factor reflecting the “quantity change” in taxable property values in the base year which is reflective of actual physical changes including new construction. The levy limit is further impacted by the level of change for In Lieu of Tax Payments (PILOTs). The decrease in PILOTs for 2019-20 at the revised homestead and non-homestead tax rates results in decreased revenue of approximately \$1,156,200. The cap calculation is also adjusted by any pension contribution increases that exceed two percentage points of covered payroll. The final adjustment in the calculation is the ability of a local government to use a carryover of up to 1.5% of any unused tax levy growth from the prior year calculation. The tax levy was increased in 2018-19 however it was not increased by the maximum allowed. The value represented by this carry-over is \$494,606. For 2019-20, the allowable levy growth factor is 2.0% as published by the NYS Office of the Comptroller. The resulting allowable total tax levy increase for 2019-20 is \$7,093,397. There is no proposed increase to the property tax levy but there is a proposed 2.0% increase to the Local Works levy. The increase in the Local Works levy when combined with other related charges on the tax bill results in a margin of approximately \$6,550,000.

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

STAR

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of \$86,300 or less. The second, called Basic STAR, is for all other home owners regardless of age with incomes less than \$250,000.

The Board of Real Property Services may establish special equalization rates that may result in revised STAR exemption amounts if the determined STAR exemption is 5% or more different than the previous year's exemptions. Approximately 4,500 property owners will benefit from the existing Enhanced STAR program and 16,500 property owners for the Basic STAR program in 2019-20 on their property tax bill. Properties purchased since February 1, 2015 receive a STAR check directly from NYS instead of receiving a credit on their tax bill. The amount of the benefit will be the same. Current STAR exemption recipients will not be impacted as long they continue to own their current home and earn under \$250,000. New in 2019-20 is the requirement that individuals making between \$250,000 and \$500,000 are only eligible for the STAR credit and therefore can only receive their credit directly from NYS.

Eligible property owners for the 2019-20 program receive up to a \$45,110 and \$19,700 assessment exemption for the Enhanced program and Basic program respectively. The exemption levels for 2018-19 were \$44,760 and \$20,100. For large cities with fiscally dependent school districts, the enacting legislation assumed 67% of the combined tax rate to be for school purposes. Beginning in 2011-12, the maximum STAR savings can't exceed more than 2% of the prior year maximum savings. The maximum savings in 2018-19 for the Enhanced and Basic programs were \$821 and \$376 respectively. The 2019-20 maximum STAR savings when adjusted for 2% is limited to \$821 for the Enhanced program and \$376 for the Basic program.

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

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

The calculation of the 2019-20 STAR revenue estimate to be reimbursed from the state for those enrolled in the original STAR program is as follows:

	Assessed Value <u>Exemption</u>	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	481,261,261	6.48	3,118,573	3,015,664
Non-Homestead	<u>3,908,422</u>	13.15	<u>51,396</u>	<u>51,241</u>
	485,169,683		3,169,969	3,066,905
School:				
Homestead	482,404,311	12.95	6,247,136	6,042,727
Non-Homestead	<u>3,908,422</u>	26.31	<u>102,831</u>	<u>102,503</u>
	486,312,733		6,349,966	6,145,230
Total	N/A	N/A	9,519,935	9,212,135

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Value – Changes

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

2019-20 Assessed Value	6,457,508,260
2018-19 Assessed Value	6,395,260,568
Change	62,247,692
Percent Change	0.97%

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

Non-Homestead Assessment:

218-224 Alexander Street (from COMIDA)	16,000,000
Roll Section 5 (Special Franchise)	9,828,664
Westfall/East Henrietta (AJ Costello properties-from COMIDA)	7,184,900
105 Vanguard Parkway (Klein Steel-from COMIDA)	5,371,700
40-52 Chestnut Street (50 Chestnut Ventures-from COMIDA)	4,550,000
340 Rutgers St (Button Lofts LLC-from COMIDA)	2,520,000
Roll Section 7 (Railroad)	810,985
395 Westfall Rd (Five Star Bank-from COMIDA)	785,000
Roll Section 6 (Utility)	140,942
936-951 E. Main St. (Circle St Development - to COMIDA)	-2,992,900
725 Averill Ave. (Alex Park Phase I LLC-to COMIDA)	-2,650,000
St. Paul St/Ave E. properties (WBS Capital Inc.-to COMIDA)	-1,200,900
Non-Homestead net of other changes	<u>11,240,636</u>
Subtotal	51,589,027

Homestead Assessment :

Increase in Veterans Exemption	531,516
Homestead net of other changes	<u>10,127,149</u>
Subtotal	10,658,665

Total Assessment Change	62,247,692
-------------------------	------------

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Assessed Valuation – Historic

<u>Fiscal Year</u>	<u>General Municipal Purposes</u>	<u>Veterans Exemption*</u>	<u>Total School Purposes**</u>	<u>Change from Prior Year</u>
2019-20	6,457,508,260	2,166,170	6,459,674,430	62,779,208
2018-19	6,395,260,568	1,634,654	6,396,895,222	-63,639,476
2017-18	6,450,303,764	10,230,934	6,460,534,698	-28,695,449
2016-17	6,477,500,681	11,729,466	6,489,230,147	496,368,503
2015-16	5,980,614,540	12,247,104	5,992,861,644	23,740,117
2014-15	5,922,584,257	46,537,270	5,969,121,527	37,771,486
2013-14	5,882,907,153	48,442,888	5,931,350,041	20,358,462
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057
2010-11	5,723,156,652	54,217,759	5,777,374,411	37,975,473

*Subject to General Municipal Purposes but not School Purposes.

**Local Law No. 1 of 2015 adopted section 458-a (2)(d)(ii) of the Real Property Tax Law (RPTL) to apply the alternate veterans tax exemption for School Purposes as well as General Municipal Purposes. Local Law No. 5 of 2017 adopted section 458-b (2)(d)(iii) of the RPTL to apply the Cold War veterans exemption. Local Law No. 6 of 2017 adopted section 459-c of the RPTL for persons with disabilities and limited income.

Tax Collection Experience

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

A. Current Taxes

<u>Fiscal Year</u>	<u>Tax Billed July 1</u>	<u>Current Collections</u>	<u>Percent of Levy</u>	<u>Tax Balances June 30*</u>
2018-19	224,641,884	208,258,273	92.71	16,383,611
2017-18	219,297,564	205,190,037	93.57	13,714,047
2016-17	217,466,400	203,171,637	93.43	13,592,117
2015-16	213,822,938	198,289,077	92.74	14,247,070
2014-15	213,694,121	191,616,333	89.67	14,789,367
2013-14	206,187,605	190,290,555	92.29	14,423,393
2012-13	206,013,149	190,955,268	92.69	15,025,054
2011-12	205,558,194	185,325,233	90.16	15,009,884
2010-11	201,211,222	182,280,504	90.59	14,879,786
2009-10	197,218,680	181,217,589	91.89	14,354,317

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

B. Delinquent Taxes

<u>Fiscal Year</u>	<u>Delinquent Tax Balances July 1</u>	<u>Delinquent Tax Collections</u>	<u>Percent of Delinquent Tax Balances</u>	<u>Delinquent Tax Balances June 30*</u>	<u>Total Tax Balances June 30**</u>
2018-19	23,470,877	11,266,361	48.0	12,204,516	26,924,064
2017-18	23,556,862	12,503,374	53.08	9,756,817	23,470,877
2016-17	25,848,886	12,589,366	48.7	9,965,610	23,556,862
2015-16	24,042,857	10,491,733	43.64	11,601,816	25,848,886
2014-15	21,196,943	9,729,027	45.90	9,253,490	24,042,857
2013-14	17,595,933	8,683,531	49.35	6,773,716	21,197,109
2012-13	17,491,685	9,953,813	56.91	2,570,879	17,595,933
2011-12	17,188,963	9,163,776	53.31	2,481,801	17,491,685
2010-11	21,084,138	9,355,618	44.37	2,309,177	17,188,963
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138

*Current and delinquent tax balances on June 30 reflect the beginning balances less collections and adjustments for cancellations.

**Total tax balances equals the sum of current and delinquent balances as of June 30.

Constitutional Operating Tax Limit

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

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

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

<u>Fiscal Year</u>	<u>Assessed Value</u>	<u>Equalization Ratio</u>	<u>Full Assessed Valuation</u>
2019-20	6,459,674,430	95.04	6,796,795,486
2018-19	6,396,895,222	96.21	6,648,888,080
2017-18	6,460,534,698	98.52	6,557,586,985
2016-17	6,489,230,147	99.58	6,516,599,866
2015-16	5,992,861,644	91.80	6,528,171,725
Five Year Total			33,048,042,142
Five Year Average			6,609,608,428
Constitutional Percentage			2%
Constitutional Limit			132,192,169

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Constitutional Tax Limit & Margin – Historic

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

Constitutional Operating Tax Limit 2010-11 to 2019-20

<u>Fiscal Year</u>	<u>Limit</u>	<u>Amount Used</u>	<u>Tax Margin</u>
2019-20	132,192,169	86,235,400	45,956,769
*2018-19	128,618,413	85,894,400	42,724,013
2017-18	126,953,917	86,261,900	40,692,017
2016-17	122,588,990	86,682,510	35,906,480
2015-16	120,915,400	95,608,916	25,306,484
2014-15	120,630,471	87,869,202	32,761,269
2013-14	118,271,244	83,788,131	34,483,113
2012-13	117,713,012	81,464,027	36,248,985
2011-12	117,971,445	88,313,937	29,657,508
2010-11	117,705,892	83,918,841	33,787,051

*revised to include High Falls Business Improvement District levy of \$25,000

Computation of Constitutional Tax Levy Margin for Fiscal Year 2019-20

Five Year Average Full Valuation	\$6,609,608,428
Two Per Centum of Five Year Average Full Valuation	\$132,192,169
Exclusion Added Thereto:	
School bonds and notes, principal and interest	\$26,609,500
Water bonds and notes, principal and interest	8,914,600
Appropriation for bonded indebtedness	21,564,100
Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law*	<u>41,420,400</u>
	<u>98,508,600</u>
	230,700,769
Less: Revenue Applied to Debt	<u>6,081,600</u>
Maximum Taxing Power	224,619,169
Total Tax Levy**	<u>178,662,400</u>
Constitutional Tax Levy Margin	\$45,956,769

*Includes City School District Cash Capital

**Includes \$25,000 for High Falls Business Improvement District

**EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT**

Expense Changes – Highlights

The 2019-20 Proposed Budget of \$552,047,000 increases expenditures by \$9,791,300, 1.8% more than the 2018-19 Amended Budget. Highlights of the changes that produce this variance are noted in the following display. Details of these and other expense changes are found in Tabs #2 through #15 of this document.

MAJOR INCREASES

- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiations
- Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care
- Program enhancements
- Police Accountability Board

MAJOR DECREASES

- Cash Capital
- Debt Service
- Departmental reductions and efficiencies
- Utility expense including heat, light and power

Change Detail

Salary & Wage			Vacancy			Major	
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Change</u>	<u>Total</u>	
3,762,000	1,301,100	308,100	-448,300	-28,400	4,896,800	9,791,300	

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

Year-to-Year Comparison

	Budget <u>2018-19</u>	Budget <u>2019-20</u>	<u>Variance</u>	<u>Percent</u>
City Council and Clerk Administration:	1,874,700	2,273,100	398,400	21.3
Mayor's Office	2,980,800	4,517,200	1,536,400	51.5
Management & Budget	786,000	798,800	12,800	1.6
Human Resource Management	2,348,900	2,404,800	55,900	2.4
Communications	3,186,200	3,268,600	82,400	2.6
Law	2,022,200	2,121,900	99,700	4.9
Information Technology	8,257,400	7,426,600	-830,800	-10.1
Finance (Excluding Parking)	5,758,000	5,816,900	58,900	1.0
Finance (Parking)	6,144,000	5,984,000	-160,000	-2.6
Neighborhood & Business Development	11,053,300	11,621,600	568,300	5.1
Environmental Services	86,229,200	89,092,600	2,863,400	3.3
Emergency Communications	14,227,200	14,915,300	688,100	4.8
Police	98,462,300	98,618,600	156,300	0.2
Fire	51,584,200	52,175,300	591,100	1.1
Library	12,054,600	12,296,300	241,700	2.0
Recreation & Youth Services	12,296,300	12,458,700	162,400	1.3
Undistributed Expense	145,632,100	148,042,100	2,410,000	1.7
Contingency	732,900	4,317,500	3,584,600	489.1
Cash Capital	37,425,700	36,361,000	-1,064,700	-2.8
Debt Service	39,199,700	37,536,100	-1,663,600	-4.2
TOTAL	<u>542,255,700</u>	<u>552,047,000</u>	<u>9,791,300</u>	1.8

**EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT**

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
City Council and Clerk	1,923,540	1,918,400	1,874,700	2,273,100
Administration				
Mayor's Office	2,692,406	2,757,900	2,980,800	4,517,200
Management & Budget	725,575	734,200	786,000	798,800
Human Resource Management	2,153,072	2,190,100	2,348,900	2,404,800
Communications	3,097,988	3,051,700	3,186,200	3,268,600
Law Department	1,895,594	1,928,100	2,022,200	2,121,900
	<u>10,564,635</u>	<u>10,662,000</u>	<u>11,324,100</u>	<u>13,111,300</u>
Information Technology	9,228,706	8,870,100	9,109,700	8,416,000
Interfund Credit	-108,836	-85,900	-85,900	-149,000
Intrafund Credit	-818,928	-766,400	-766,400	-840,400
	<u>8,300,942</u>	<u>8,017,800</u>	<u>8,257,400</u>	<u>7,426,600</u>
Finance				
Director's Office	568,541	579,900	585,800	618,500
Accounting	1,180,317	1,125,200	1,207,600	1,196,200
Treasury	1,747,231	1,740,000	1,767,500	1,777,800
Assessment	823,603	831,300	899,100	939,300
Parking & Municipal Violations	6,036,758	5,931,400	6,144,000	5,984,000
Purchasing	1,050,215	1,035,700	1,075,300	1,097,100
Traffic Violations Agency	219,772	856,900	963,000	944,900
	<u>11,626,437</u>	<u>12,100,400</u>	<u>12,642,300</u>	<u>12,557,800</u>
Interfund Credit	-194,587	-165,000	-187,900	-189,700
Intrafund Credit	-520,822	-508,900	-552,400	-567,200
	<u>10,911,028</u>	<u>11,426,500</u>	<u>11,902,000</u>	<u>11,800,900</u>
Neighborhood & Business Development				
Commissioner	985,994	1,063,100	1,105,900	1,302,600
Business & Housing Development	2,371,915	2,573,300	2,784,900	2,784,600
Neighborhood Preservation	1,398,712	1,384,800	1,496,800	1,517,400
Buildings and Zoning	5,464,186	5,455,100	5,665,700	6,017,000
Total	<u>10,220,806</u>	<u>10,476,300</u>	<u>11,053,300</u>	<u>11,621,600</u>
Environmental Services				
Office of the Commissioner	3,118,878	3,294,000	3,322,400	3,578,500
Architecture & Engineering	7,005,827	6,814,900	7,279,600	7,190,400
Operations	34,500,542	34,434,700	36,160,600	37,881,700
Buildings and Parks	15,903,599	16,022,900	16,565,600	17,069,000
Equipment Services	12,048,459	12,187,200	12,704,300	12,798,300
Water	21,504,015	21,995,800	22,718,800	23,042,300
	<u>94,081,320</u>	<u>94,749,500</u>	<u>98,751,300</u>	<u>101,560,200</u>
Interfund Credit	-6,518,168	-6,556,600	-6,736,600	-6,735,600
Intrafund Credit	-5,392,245	-5,630,500	-5,785,500	-5,732,000
	<u>82,170,907</u>	<u>82,562,400</u>	<u>86,229,200</u>	<u>89,092,600</u>

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

1-37

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Emergency Communications	13,617,515	14,158,200	14,227,200	14,915,300
Police	95,042,022	97,637,600	98,462,300	98,618,600
Fire	50,263,849	51,500,000	51,584,200	52,175,300
Library				
Central Library	7,321,524	7,382,600	7,445,700	7,708,800
Community Library	<u>4,349,032</u>	<u>4,464,100</u>	<u>4,608,900</u>	<u>4,587,500</u>
	11,670,556	11,846,700	12,054,600	12,296,300
Recreation & Youth Services				
Office of the Commissioner	2,188,259	2,335,900	2,160,400	2,069,600
Recreation	7,868,603	8,193,700	8,736,200	8,144,700
BYS	<u>1,729,989</u>	<u>1,280,900</u>	<u>1,399,700</u>	<u>2,244,400</u>
Total	11,786,851	11,810,500	12,296,300	12,458,700
Undistributed	142,680,292	143,064,600	146,032,800	148,473,100
Interfund Credit	-166,665	-235,500	-245,000	-246,000
Intrafund Credit	<u>-130,759</u>	<u>-195,500</u>	<u>-155,700</u>	<u>-185,000</u>
	142,382,868	142,633,600	145,632,100	148,042,100
Contingency	0	732,900	732,900	4,317,500
Capital				
Cash Capital	35,158,000	37,425,700	37,425,700	36,361,000
Debt Service	<u>37,621,412</u>	<u>39,199,700</u>	<u>39,199,700</u>	<u>37,536,100</u>
	72,779,412	76,625,400	76,625,400	73,897,100
TOTAL	521,634,931	532,008,300	542,255,700	552,047,000

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
PERSONNEL EXPENSES				
City Council and Clerk	1,702,488	1,708,700	1,668,600	1,960,700
Administration	7,860,195	7,974,800	8,457,200	9,958,500
Information Technology	4,437,145	4,250,900	4,471,400	3,583,500
Finance	6,054,944	6,475,300	6,725,900	6,695,600
Neighborhood & Business Development	8,812,526	9,004,300	9,455,800	9,916,900
Environmental Services	39,092,839	39,176,000	40,655,600	42,003,200
Emergency Communications	12,321,112	12,863,400	13,059,100	13,685,900
Police	84,673,062	86,654,900	87,575,100	88,001,900
Fire	46,860,278	47,751,100	47,962,900	48,501,000
Library	8,799,675	8,941,800	8,978,800	9,242,000
Recreation & Youth Services	7,891,794	7,922,500	8,406,100	8,542,500
Undistributed	<u>110,423,072</u>	<u>112,401,500</u>	<u>112,313,800</u>	<u>114,933,000</u>
	338,929,130	345,125,200	349,730,300	357,024,700
MATERIALS AND SUPPLIES				
City Council and Clerk	9,694	7,400	7,400	9,400
Administration	82,227	97,800	116,800	123,100
Information Technology	29,716	27,900	27,900	25,400
Finance	179,305	193,000	229,000	232,000
Neighborhood & Business Development	62,486	58,100	51,300	48,900
Environmental Services	10,095,656	9,816,500	10,458,200	10,598,500
Emergency Communications	72,346	86,600	102,800	91,700
Police	1,376,501	1,385,400	1,454,600	1,460,300
Fire	628,827	623,800	644,400	662,400
Library	1,236,365	1,273,700	1,278,300	1,213,800
Recreation & Youth Services	<u>323,320</u>	<u>361,700</u>	<u>355,200</u>	<u>380,600</u>
	14,096,443	13,931,900	14,725,900	14,846,100

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
SERVICES				
City Council and Clerk	211,358	202,300	198,700	303,000
Administration	2,622,213	2,589,400	2,750,100	3,029,700
Information Technology	4,761,845	4,591,300	4,610,400	4,807,100
Finance	5,392,188	5,432,100	5,687,400	5,630,200
Neighborhood & Business Development	1,345,794	1,413,900	1,546,200	1,655,800
Environmental Services	35,969,574	36,741,300	38,100,200	38,493,200
Emergency Communications	1,224,057	1,208,200	1,065,300	1,137,700
Police	8,985,942	9,537,300	9,355,500	9,156,400
Fire	2,753,338	3,109,700	2,970,400	3,007,900
Library	1,634,516	1,631,200	1,797,500	1,840,500
Recreation & Youth Services	3,571,737	3,526,300	3,535,000	3,535,600
Capital & Debt	39,400	39,400	39,400	39,400
	<u>68,511,962</u>	<u>70,022,400</u>	<u>71,656,100</u>	<u>72,636,500</u>
OTHER				
Neighborhood & Business Development	0	0	0	0
Environmental Services	8,923,251	9,015,700	9,537,300	10,465,300
Emergency Communications	0	0	0	0
Police	6,517	60,000	77,100	0
Fire	21,406	15,400	6,500	4,000
Library	0	0	0	0
Recreation & Youth Services	0	0	0	0
Undistributed	32,257,220	30,663,100	33,719,000	33,540,100
Contingency	0	732,900	732,900	4,317,500
Capital & Debt	72,740,012	76,586,000	76,586,000	73,857,700
	<u>113,948,406</u>	<u>117,073,100</u>	<u>120,658,800</u>	<u>122,184,600</u>
INTERFUND & INTRAFUND CREDITS	-13,851,010	-14,144,300	-14,515,400	-14,644,900
Total	521,634,931	532,008,300	542,255,700	552,047,000

**EXPENDITURE SUMMARY
SUMMARY OF 2018-19 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. 2018-19 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

<u>Department</u>	<u>Approved Budget</u>	<u>Amended Budget</u>	<u>Variance</u>	<u>Ordinances</u>
City Council and Clerk	1,874,700	1,874,700	0	
Administration:	0	0	0	
-Mayor's Office	2,840,800	2,980,800	140,000	2018-169, 2018-222, 2018-316
-Management & Budget	786,000	786,000	0	
-Human Resource Management	2,348,900	2,348,900	0	
-Communications	3,181,200	3,186,200	5,000	2018-282
-Law	2,022,200	2,022,200	0	
Information Technology	8,257,400	8,257,400	0	
Finance (excl. Parking)	5,729,000	5,758,000	29,000	2018-259, 2018-287
Finance - Parking	6,144,000	6,144,000	0	
Neighborhood & Business Developm	11,053,300	11,053,300	0	
Environmental Services	86,229,200	86,229,200	0	
Emergency Communications	14,227,200	14,227,200	0	
Police	90,583,100	98,462,300	7,879,200	2018-248, 2018-275, 2018-279, 2018-280, 2018-303, 2018-309, 2018-310, 2018-343, 2018-344, 2018-345, 2018-348, 2018,371, 2018-373, 2018-375, 2018-377, 2018-409, 2019-42, 2019-43, 2019-102, 2019-103
Fire	51,569,200	51,584,200	15,000	2018-347
Library	11,971,600	12,054,600	83,000	2018-254, 2018-349
Recreation & Youth Services	11,830,200	12,296,300	466,100	2018-307, 2018-308, 2018-312, 2018-349, 2018-372, 2019-41, 2019-72
Undistributed Expenses	144,759,200	145,632,100	872,900	2018-307, 2018-312, 2018-345, 2018-347, 2018-349, 2018-371, 2018-409, 2019-13, 2019-102
Contingency	8,583,000	732,900	-7,850,100	2018-349, 2018-371
Cash Capital	36,457,000	37,425,700	968,700	2018-311, 2018-332, 2018-378, 2019-48
Debt Service	39,199,700	39,199,700	0	
TOTAL EXPENSE	539,646,900	542,255,700	2,608,800	

EXPENDITURE SUMMARY
SUMMARY OF 2018-19 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
2018-169	City Start Grant	20,000	* Mayor's Office
2018-222	City Accelerator 2018 Grant	100,000	* Mayor's Office
2018-248	GRANET	200,000	* Police
2018-254	NYS Bullet Aid	63,000	* Library
2018-259	DMV office -- see 2018-257	0	Finance
2018-275	Unspent grant funds RPD	33,100	* Police
2018-279	Forfeiture funds for seized vehicles	5,000	* Police
2018-280	Crime Stoppers	20,000	* Police
2018-282	Clarissa St Reunion	5,000	* Communications
2018-287	DMV tech amend	29,000	* Finance
2018-303	Forefeiture funds - Teen Empowerment	5,000	* Police
2018-307	After School program - RCSD	62,300	* DRYS
		3,200	* Undistributed
2018-308	KaBoom/Concrete to Canvas Grant	20,000	* DRYS
2018-309	Child Passenger Safety	600	* Police
2018-310	Secret Service Electronic crime investigations	15,000	* Police
2018-311	Tony Hawk Foundation - Skate Park	250,000	* Cash Capital
2018-312	TPP Year Four	260,300	* DRYS
		97,100	* Undistributed
2018-316	Financial empowerment centers	20,000	* Mayor's Office
2018-332	Cobbs Hill Basketball courts	18,700	* Cash Capital
2018-343	GRANET	60,000	* Police
2018-344	NYS DCJS	23,000	* Police
2018-345	STOP DWI	45,000	* Police
		12,200	* Undistributed
2018-347	2018 SHSP	15,000	* Fire
		5,000	* Undistributed

EXPENDITURE SUMMARY
SUMMARY OF 2018-19 BUDGET AMENDMENTS

2018-348	Grant Carry forwards	62,800	* Police
2018-349	AmeriCorps	20,000	Library
		89,800	DRYS
		172,800	Undistributed
		<u>-43,100</u>	Contingency
		239,500	*
2018-371	Locust Club Arbitration	7,252,000	Police
		555,000	Undistributed
		<u>-7,807,000</u>	Contingency
		0	
2018-372	Pathways to Peace - RCSD	10,000	* DRYS
2018-373	RPD RCSD Crowd control	25,700	* Police
2018-375	Community Policing	20,000	* Police
2018-377	Forfeit assets; wire taps	20,000	* Police
2018-378	Fitness Court	100,000	* Cash Capital
2018-409	Project CLEAN	12,000	* Police
		4,000	* Undistributed
2019-13	James Cloar Roc Riverway study	20,000	* Undistributed
2019-41	RACF YVOV	5,000	* DRYS
2019-42	STOP DWI	2,000	* Police
2019-43	ASPCA	51,600	* Police
2019-48	Parking Meters	600,000	* Cash Capital
2019-72	NYSCOA	18,700	* DRYS
2019-102	Complex Coord Terrorist Attack Grant	11,400	Police
		<u>3,600</u>	Undistributed
		15,000	*
2019-103	Animal Control Grant	15,000	* Police

*Appropriation of additional revenue.

EXPENDITURE SUMMARY
APPLICATION OF RELATED
EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current		Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
	Expense Budget							
City Council and Clerk	2,273,100	1,022,500	0	3,295,600	689,200	2,606,400		
Administration	13,111,300	5,994,800	4,650,320	23,911,420	925,400	22,986,020		
Information Technology	7,426,600	2,032,500	0	11,620,100	0	11,620,100		
Finance	11,800,900	3,955,900	0	15,756,800	16,709,500	-952,700		
Neighborhood & Business Development	11,621,600	5,872,900	929,700	22,896,200	9,219,500	13,676,700		
Environmental Services	89,092,600	28,107,300	21,023,039	164,736,939	107,903,400	56,833,539		
Emergency Communication	14,915,300	8,213,100	416,300	23,579,700	19,573,500	4,006,200		
Police	98,618,600	53,008,600	0	152,318,200	6,750,400	145,567,800		
Fire	52,175,300	29,043,000	944,986	83,463,286	3,462,900	80,000,386		
Library	12,296,300	4,101,300	233,076	16,898,676	16,885,400	13,276		
Recreation & Youth Services	12,458,700	4,994,700	562,800	18,781,200	5,305,900	13,475,300		
Undistributed*	1,695,500	0	0	1,695,500	0	1,695,500		
Contingency	4,317,500	0	0	4,317,500	0	4,317,500		
Cash Capital	N/A	0	0	0	0	0		
Debt Service**	N/A	0	8,775,879	8,775,879	0	8,775,879		
Total		146,346,600	37,536,100	36,361,000	552,047,000	187,425,100	364,621,900	

*Other General Fund expenses not distributed.

**Includes only expenditures not distributed to departmental budgets.

N/A - Not applicable; all expenditures distributed

Net of all interfund and intrafund chargebacks

FUND ACCOUNTING

In accordance with generally accepted accounting principles, the City records financial transactions of its operations in various funds, each of which is a separate entity. Funds that do not generate sufficient revenues from operations are supported by property tax revenue. Following is a description of the funds and a table summarizing transactions in these funds during 2018-19.

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

Refuse Fund includes refuse collection and disposal operations.

FUND SUMMARY

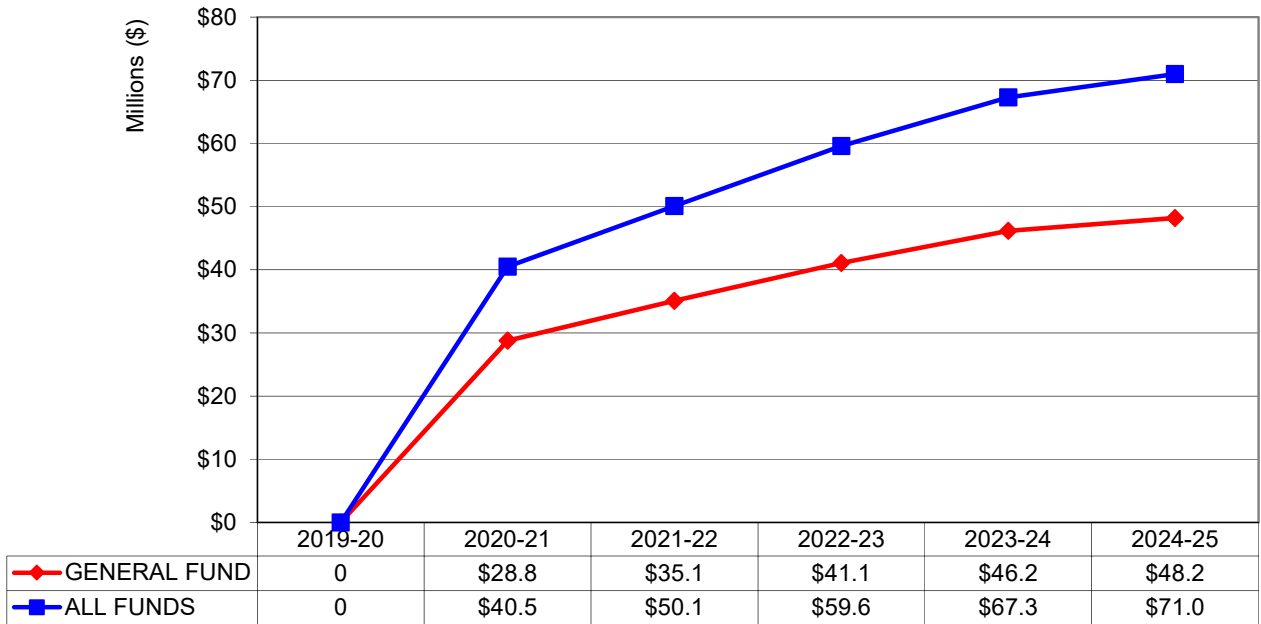
<u>Expense</u>	<u>General</u>	<u>Animal</u>	<u>Library</u>	<u>Local Works</u>	<u>Water</u>	<u>War Memorial</u>	<u>Parking</u>	<u>Cemetery</u>	<u>Public Market</u>	<u>Refuse</u>	<u>Total</u>
City Council and Clerk Administration:	2,273,100										2,273,100
Mayor's Office	4,517,200										4,517,200
Management & Budget	798,800										798,800
Human Resource Management	2,404,800										2,404,800
Communications	3,268,600										3,268,600
Law	2,121,900										2,121,900
Information Technology	7,426,600										7,426,600
Finance	5,816,900										5,816,900
Neighborhood & Business Developme	11,621,600										11,621,600
Environmental Services	28,157,300			13,292,500	23,210,700	913,200		1,993,700		21,525,200	89,092,600
Emergency Communications	14,915,300										14,915,300
Police	97,138,100	1,480,500									98,618,600
Fire	52,175,300		12,296,300								64,471,600
Library											
Recreation & Youth Services.	11,473,700										11,473,700
Undistributed Expense	125,906,500	617,000	4,101,300	4,123,200	5,554,900	50,000	1,120,900	586,600	985,000	5,784,900	148,042,100
Contingency	4,317,500										4,317,500
Cash Capital	21,229,000	15,000	268,000	3,586,000	6,595,000	450,000	2,238,000	1,301,000	50,000	629,000	36,361,000
Debt Service	20,310,400		233,200	1,391,800	8,914,600	1,279,700	4,650,400	113,300	562,900	79,800	37,536,100
	415,872,600	2,112,500	16,898,800	22,393,500	44,275,200	2,692,900	13,993,300	3,994,600	1,794,700	28,018,900	552,047,000
<u>Revenue</u>											
Property Tax (City & School)	150,100,100	1,828,600	6,281,200		352,500		298,600	1,726,400	799,000		161,386,400
Other Taxes	192,814,200										192,814,200
Departmental Income	10,059,000	271,900	2,806,600	20,243,900	39,215,300	1,429,000	8,135,200	1,467,000	979,700	27,418,000	112,025,600
Use of Money & Property	1,156,000			29,000	244,000		143,200	40,000	2,000	60,000	1,674,200
Fines & Forfeitures	4,889,000	12,000					2,888,000				7,789,000
Licenses & Permits	3,464,900										3,464,900
Sale of Property & Comp.	2,331,500									458,000	2,331,500
Miscellaneous	3,326,100				55,400						3,381,500
Intergovernmental State	103,419,300		925,600	165,000		905,000					104,419,900
Intergovernmental Federal	5,713,000			75,000	2,500						5,715,500
Intergovernmental Other	21,536,600		6,872,000	43,700	71,100		20,900	750,000		63,300	29,313,600
Interfund Revenue	-97,537,100		13,400	63,000	1,000,000	6,400	124,000	11,200	14,000	19,600	-96,588,100
Trans. Premium & Interest				1,773,900	3,686,900		2,283,700				7,744,500
Appropriation of Fund Balance	14,600,000										14,600,000
<u>Total</u>	415,872,600	2,112,500	16,898,800	22,393,500	44,275,200	2,692,900	13,993,300	3,994,600	1,794,700	28,018,900	552,047,000

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 \$40.5 million is expected for 2020-21. This gap accumulates to \$71.0 million in 2024-2025.

PROJECTED CITY OF ROCHESTER GAPS



Revenue

Property Tax

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

Sales Tax

A sales tax rate of 8.0% is assumed, with distributions according to current distribution formulas. The taxable sales growth rate assumed for 2020-21 is 1% higher than the 2019-20 budget. Future taxable sales growth rates assumed are 2.5% for 2020-21, 2.5% for 2021-22, and 2.5% for 2022-23 through 2024-25.

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 \$1.45 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 2019-20 to 2024-25.
- Consolidated Highway Improvement Program funds continue at a maintenance of effort level.

The following actions are assumed of Monroe County:

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

Fees and Enterprise Revenues

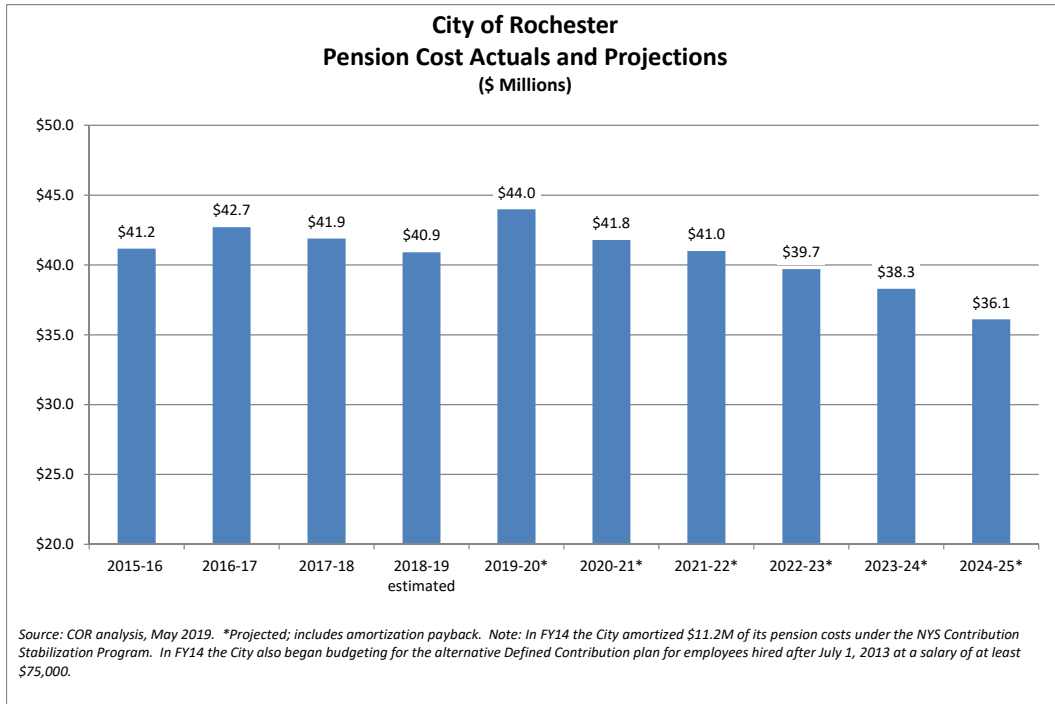
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

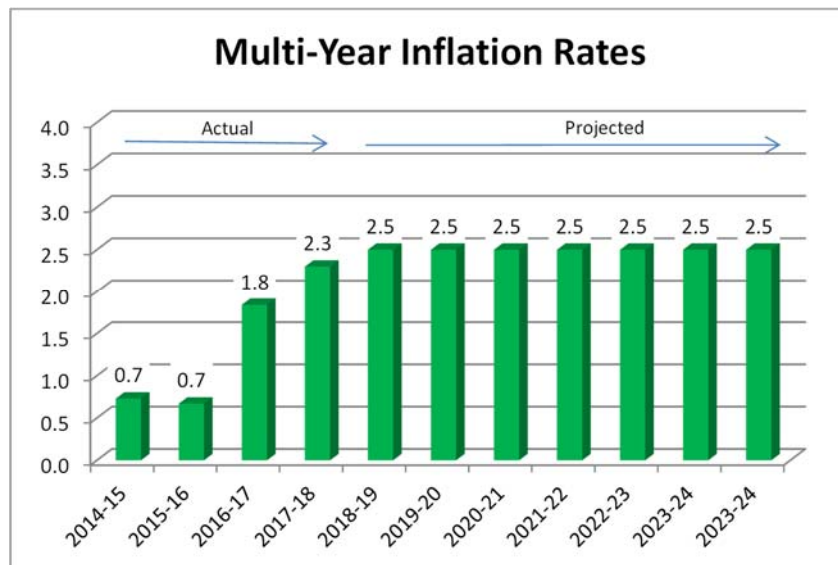
The multi-year projection assumes the appropriation of a rolling one percent General Fund surplus for 2020-21 to 2024-25.

Expense

While a significant portion of the projected expenditures are the mandated contribution to the New York State Retirement System, pension costs appear to be flattening or slightly reduced. Retirement expense reflects projections based on the most recent information from the New York State Retirement System and amounts to \$44 million for 2019-20.



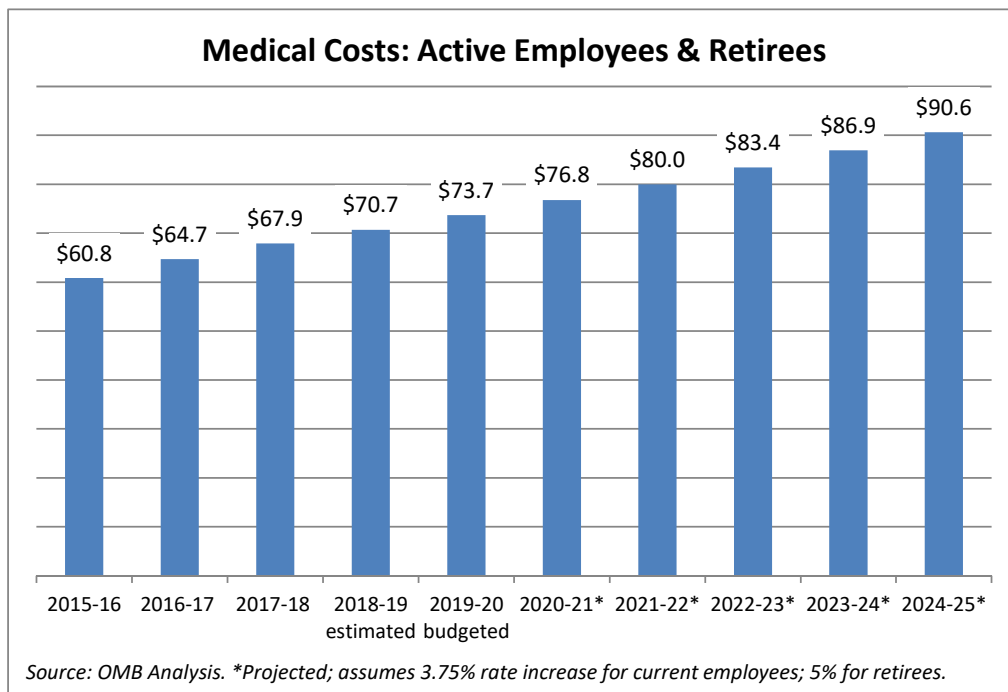
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 2.5% for 2019-20 through 2024-25. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, construction 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 2020-2024 Capital Improvement Program. The projected debt service reflects projects in the Capital Improvement Program.

A significant and growing impact on the projected expenditures is for medical costs for both current employees and for retirees. Projected costs for active employee hospitalization and medical insurance assume a 3.75% increase annually. Projections for retiree hospitalization and medical insurance assume a 0.6% increase in 2019-20 and 5% each year thereafter.



Closing The Gap

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

Revenue Options

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

- Intergovernmental aid and grant increase
- New tax or user fees authorizations
- Property tax increase
- Service charge increase

-
- Expanded use of Enterprise activities

Expenditure Options

Major expenditure options to eliminate the gap are to:

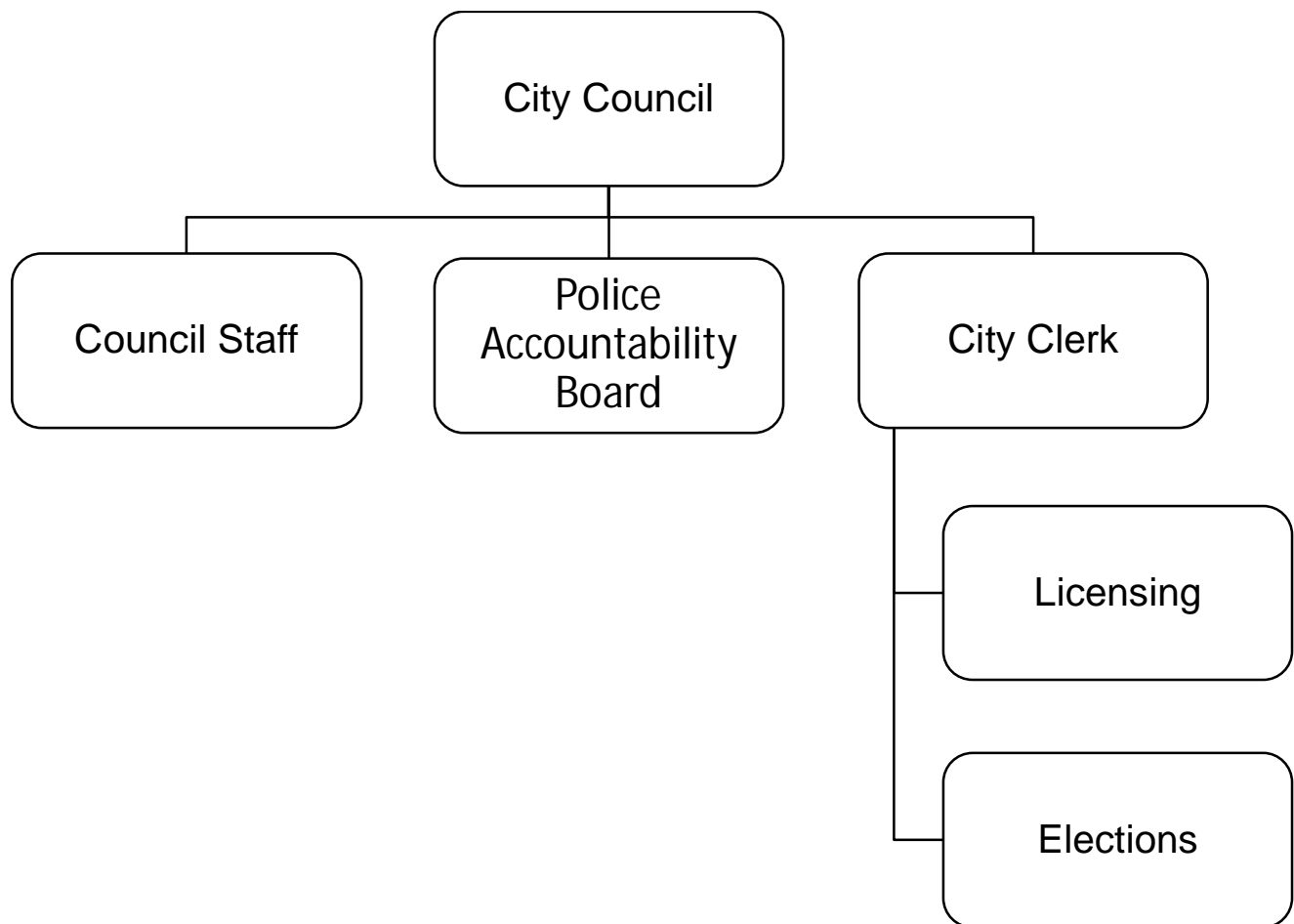
- Improve productivity – Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels
- Reduce service – If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will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

Mission Statement

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

The Police Accountability Board supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by ensuring public accountability of the Rochester Police Department sworn officers while preserving the integrity of the agency.

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

Departmental Highlights

The Office of the City Council includes the members of the City Council and appropriations for Council research, support staff, and other related expenses. As the legislative branch of City government, City Council works in conjunction with the Mayor and her administration to ensure a balanced government.

The Police Accountability Board (PAB) will be established to provide a transparent and accountable process for the community to evaluate patterns, practices, policies and procedures of the Rochester Police Department (RPD). The PAB will conduct fair and unbiased investigations into alleged police misconduct. Six months of funding is included in the 2019-20 Budget.

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

Licensing receives applications and payments for licenses including but not limited to businesses, occupations, marriages, dogs, passport applications, fire permits and burglar alarm permits. It prepares related reports for City, County, and State agencies.

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

Vital Customers

City Council:

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

Police Accountability Board:

- External: All those who currently or potentially could live, visit, or do business in the City of Rochester, all who come in contact with the Rochester Police Department
- Internal: City of Rochester Police Department

City Clerk (Clerk's Office, Licensing, Elections):

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

Critical Processes

City Council:

- Works in conjunction with the Mayor's Office to pass laws and govern the city
- Sets fiscal policies and approves all spending, whether for operations (e.g., salaries) or capital items such as major equipment purchases, street repairs, or other public improvements
- Proposes new programs at the suggestion of city residents
- Responds annually to thousands of constituent requests
- Makes decisions regarding the following: dividing city into election districts; approving City real estate transactions; issuing municipal bonds; approving fees and charges, such as taxicab rates; creating Special Assessment Districts; adopting Home Rule Messages involving State enabling legislation; confirming City department heads and volunteer members of City Boards and

Commissions; conducting an annual independent audit of the City's finances; and investigation of all City departments, with access to all records, compelling testimony, and issuing subpoenas

Police Accountability Board:

- Provides a transparent and accountable process for the community to evaluate the patterns, practices, policies and procedures of the RPD
- Conducts fair and unbiased investigations into alleged police misconduct
- Develops and maintains a disciplinary matrix to be used by the Rochester Police Department

City Clerk (Clerk's Office, Licensing, Elections):

- Prepares the agendas for City Council meetings, records the proceedings, and prints and distributes the minutes
- Prints supplements and amendments to the City Code and Charter
- Administers and audits the payroll for City election inspectors
- Advertises public hearings and notifies the Secretary of State of changes in local laws
- Receives and processes applications and payments for numerous licenses
- Prepares reports with licensing information for City, County, and State agencies

2019-20 Strategic Goals & Objectives

Unit	Objective	Projected Completion
Police Accountability Board	Develop key performance indicators to demonstrate the effectiveness of the PAB	Third Quarter
Police Accountability Board	Develop by-laws and working policies and procedures, including the disciplinary matrix	Third Quarter
Police Accountability Board	Hire an executive director	Third Quarter
Police Accountability Board	Establish and set up a work location and meeting place for the Board and Executive Director	Third Quarter
Police Accountability Board	Produce ongoing reports as required by legislation	Ongoing

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
Licenses processed:				
• Dog	4,076	3,913	3,664	3,915
• Marriage	1,721	1,788	1,850	1,788
• Duplicate Marriage	1,537	1,793	1,525	1,712
• Commissioner of Deeds	152	149	145	165
• Business	1,168	1,208	1,115	1,203
• Hack Plates	224	187	205	189
• Taxicab drivers	278	259	340	255
• Other taxicab	195	275	220	264
• Animal and Poultry	32	55	68	52
Domestic Partnerships	246	217	234	220
Alarm permits	6,156	6,463	6,500	6,371
Handicapped parking	559	900	100	900
Marriage ceremonies	458	464	500	478
Passports	131	144	155	141

CITY COUNCIL & CLERK

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Corn Hill parking	272	277	275	280
Cobbs Hill Dog Park	747	800	N/A	800

N/A – Not Applicable

Year-To-Year Comparison

<u>Activity</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>	<u>Change</u>	Percent <u>Change</u>
City Council	1,029,800	1,049,600	19,800	1.9%
Police Accountability Board	0	282,900	282,900	N/A
Office of the City Clerk	396,200	418,000	21,800	5.5%
Licensing	238,700	247,600	8,900	3.7%
Elections	<u>210,000</u>	<u>275,000</u>	<u>65,000</u>	31.0%
Total	1,874,700	2,273,100	398,400	21.3%

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	Miscellaneous	Major Change	<u>Total</u>
53,800	5,700	8,300	0	0	330,600	398,400

Major Changes

Funding is added to provide for six months of operation of the Police Accountability Board	282,900
Funding is added to account for the Presidential primary election	70,000
One vacant on-call position is eliminated	-7,100
Reduce travel based on projected need	-5,700
Reduce professional fees based on projected need	-5,300
Net decrease in miscellaneous lines as an efficiency measure	-4,200

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

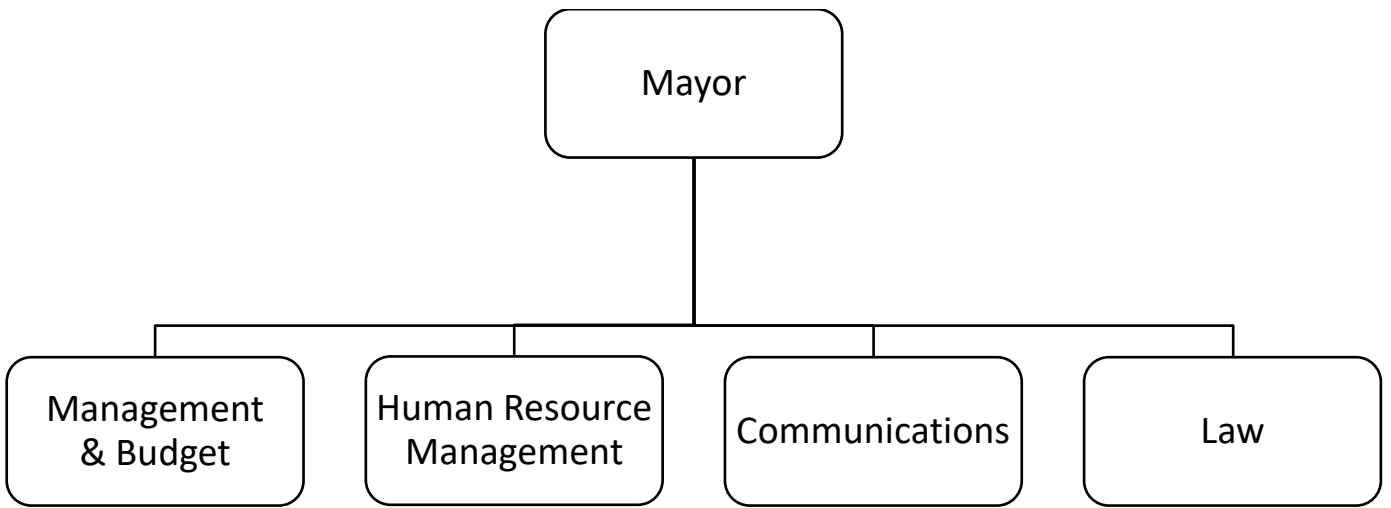
	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,702,488	1,708,700	1,668,600	1,960,700
Materials & Supplies	9,694	7,400	7,400	9,400
Services	211,358	202,300	198,700	303,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,923,540	1,918,400	1,874,700	2,273,100
Appropriation by Activity				
City Council	1,041,895	1,028,600	1,029,800	1,049,600
Police Accountability Board	0	0	0	282,900
Office of the City Clerk	369,571	380,300	396,200	418,000
Licensing	231,702	244,300	238,700	247,600
Elections	<u>280,372</u>	<u>265,200</u>	<u>210,000</u>	<u>275,000</u>
Total	1,923,540	1,918,400	1,874,700	2,273,100
Employee Years by Activity				
City Council	7.2	7.2	7.2	7.2
Police Accountability Board	0.0	0.0	0.0	2.3
Office of the City Clerk	4.4	4.4	4.4	4.4
Licensing	4.1	4.1	4.1	4.1
Elections	<u>8.3</u>	<u>7.9</u>	<u>7.4</u>	<u>8.4</u>
Total	24.0	23.6	23.1	26.4

**CITY COUNCIL & CLERK
PERSONNEL SUMMARY**

FULL TIME POSITIONS			City Council	Police Accountability Board	Office of the City Clerk	Licensing	Elections	
Br.	Title	Budget 2018-19	Approved 2019-20					
36	Chief of Staff	1.0	1.0	1.0				
33	City Clerk	0.0	1.0		1.0			
31	City Clerk	1.0	0.0					
28	Executive Director	0.0	1.0		1.0			
28	Deputy City Clerk	1.0	1.0		1.0			
26	Associate Legislative Analyst	0.0	1.0	1.0				
24	Chief Legislative Assistant	1.0	1.0			1.0		
24	Senior Legislative Analyst	1.0	0.0					
24	Accountability Examiner	0.0	2.0		2.0			
22	Senior Legislative Assistant	1.0	1.0	0.3	0.5	0.2		
18	Secretary to Council	1.0	1.0	1.0				
18	Assistant to Executive Director	0.0	1.0		1.0			
16	Legislative Assistant	1.0	1.0		1.0			
11	Receptionist to City Council	1.0	1.0	0.5	0.5			
11	Senior Legislative Clerk	1.0	1.0			1.0		
9	Legislative Clerk	2.0	2.0			2.0		
FX	President-City Council	(1)	(1)	(1)				
FX	Vice President-City Council	(1)	(1)	(1)				
FX	Council Member	(7)	(7)	(7)				
	() = not in totals							
EMPLOYEE YEARS								
Full Time		12.0	16.0	3.8	4.0	4.0	4.2	0.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		12.6	13.9	3.6	0.3	0.5	0.0	9.5
Less: Vacancy Allowance		<u>1.5</u>	<u>3.5</u>	<u>0.2</u>	<u>2.0</u>	<u>0.1</u>	<u>0.1</u>	<u>1.1</u>
Total		23.1	26.4	7.2	2.3	4.4	4.1	8.4

Purpose

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



Year-To-Year Comparison

	Budget <u>2018-19</u>	Budget <u>2019-20</u>	<u>Change</u>	Percent <u>Change</u>
Mayor's Office	2,980,800	4,517,200	1,536,400	51.5%
Management & Budget	786,000	798,800	12,800	1.6%
Human Resource Management	2,348,900	2,404,800	55,900	2.4%
Communications	3,186,200	3,268,600	82,400	2.6%
Law Department	<u>2,022,200</u>	<u>2,121,900</u>	<u>99,700</u>	4.9%
Total	11,324,100	13,111,300	1,787,200	15.8%
Employee Years	110.6	124.5	13.9	12.6%

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
226,200	73,100	41,000	0	4,300	1,442,600	1,787,200

Major Change Highlights

Project Management and Information Services functions transfer from Information Technology Department to the Mayor's Office	1,195,000
Three full time positions (one temporary, one transfer from DRYS) are added in Office of Community Wealth Building to support community development, business development, and adult workforce development functions	213,800
A Director of Policy position is added in the Law Department to lead, develop and implement City of Rochester policy strategies	89,800
Funding is added in DHRM to support applicant tracking system	28,100

ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2017-18	Estimated 2018-19	Amended 2018-19	Approved 2019-20
Appropriation by Major Object				
Personnel Expenses	7,860,195	7,974,800	8,457,200	9,958,500
Materials & Supplies	82,227	97,800	116,800	123,100
Services	2,622,213	2,589,400	2,750,100	3,029,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	10,564,635	10,662,000	11,324,100	13,111,300
Appropriation by Activity				
Mayor's Office	2,692,406	2,757,900	2,980,800	4,517,200
Management & Budget	725,575	734,200	786,000	798,800
Human Resource Management	2,153,072	2,190,100	2,348,900	2,404,800
Communications	3,097,988	3,051,700	3,186,200	3,268,600
Law Department	<u>1,895,594</u>	<u>1,928,100</u>	<u>2,022,200</u>	<u>2,121,900</u>
Total	10,564,635	10,662,000	11,324,100	13,111,300
Employee Years by Activity				
Mayor's Office	28.0	28.9	30.2	44.4
Management & Budget	8.5	8.3	8.5	8.8
Human Resource Management	30.3	30.9	30.9	29.8
Communications	18.0	18.5	19.5	20.0
Law Department	<u>20.5</u>	<u>19.5</u>	<u>21.5</u>	<u>21.5</u>
Total	105.3	106.1	110.6	124.5

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.

Project Management and Information Services:

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by facilitating inter-departmental technology projects as an enabler of process efficiencies.

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 Rochester City government to ensure all City employees are committed to integrity, ethical behavior, legal compliance, and accountability.

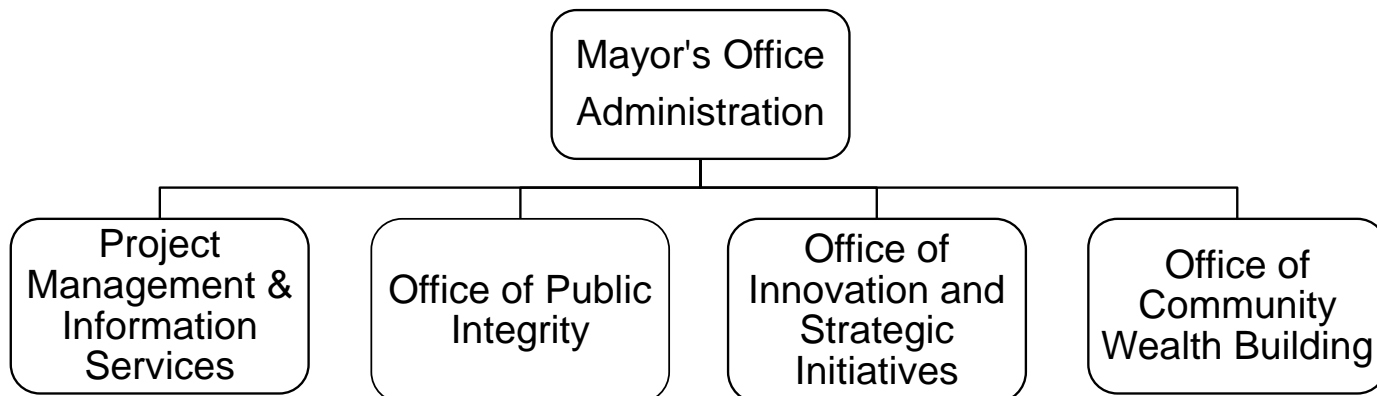
Office of Innovation and Strategic Initiatives:

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

Office of Community Wealth Building:

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by facilitating cross-sector collaboration among governments, non-profits, the private sector, anchor institutions, and the community, with the goal of advancing community wealth building policies, programs, initiatives, and systems throughout the Rochester community. The Office works to foster economic equity by serving the diverse needs of residents and small businesses in a culturally congruent and sustainable way.

Organization



Vital Customers

Mayor's Office Administration:

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

Project Management and Information Services:

- External: All who use public facing systems, such as the City's e-government processes
- Internal: City of Rochester administration and departments

Office of Public Integrity (OPI):

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

Office of Innovation and Strategic Initiatives:

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

Office of Community Wealth Building:

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

Critical Processes

Mayor's Office Administration:

- Oversees all City departments
- Develops programs and policies
- Prepares operating and capital budgets
- Continuously improves performance of all City operations
- Manages City's intergovernmental relations
- Represents the City to all constituencies and monitor satisfaction with City services

Project Management and Information Services:

- Conducts business process re-engineering and optimization
- Manages and implements enterprise process and system solutions
- Manages change assessment and acceptance
- Delivers education and training services
- Provides database design and administration services
- Designs and develops data warehouses
- Develops reporting and analytics solutions
- Ensures information security
- Delivers Geographic Information System (GIS) services
- Provides information services support

Office of Public Integrity (OPI):

- Conducts administrative investigations

ADMINISTRATION MAYOR'S OFFICE

- Conducts internal audits
- Conducts external audits if a relationship exists with the City
- Educates employees and constituents

Office of Innovation and Strategic Initiatives:

- Collaborates with internal stakeholders to identify opportunities to develop and implement process improvement plans to increase the efficiency and customer service of departmental operations
- Develops and implement internal data strategies
- Performs research, GIS mapping, and data analysis; maintain data dashboards
- Promotes and formalize inter and intra-agency data-sharing processes and service coordination
- Provides policy recommendations and advise on major internal projects
- Provides strategic support for internal programs and studies
- Leverages funding opportunities for new or existing programs
- Facilitates community engagement opportunities

Office of Community Wealth Building:

- Facilitates community engagement opportunities to provide financial literacy education and general empowerment for residents and small business owners
- Provides direct support and referrals to small businesses across all stages of the business development lifecycle
- Serves as the City's liaison to Owner-Worker Network (OWN) Rochester, formerly the Market Driven Community Corporation
- Provides resources and supports to improve the community's access to credit
- Secures and leverages funding opportunities for new projects, programs and systems change initiatives
- Collaborates with community partners to identify and make recommendations for policy change and take action around strategic areas of focus

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.

2019-20 Strategic Goals & Objectives

Unit	Objective	Priorities Supported	Projected Completion
Mayor's Office	Implement organizational changes as articulated in the recent Baker Tilly study	Innovation and Efficiency	Ongoing
Mayor's Office	Rigorously pursue federal, state and private funding to enhance City programs and initiatives	Innovation and Efficiency	Ongoing
Mayor's Office	Continue to oversee and expand the public safety diversity effort through outreach, recruitment, Clergy on Patrol, and other programs	Safer and More Vibrant Neighborhoods	Ongoing

ADMINISTRATION
MAYOR'S OFFICE

Unit	Objective	Priorities Supported	Projected Completion
Mayor's Office	Advocate for more educational opportunities for city families through expanded partnerships with RCSD including literacy initiatives, scholarship opportunities, early learning programming, and further development of the community schools model	Better Educational Opportunities	Ongoing
Mayor's Office	Monitor the five-section RPD model and enhanced neighborhood policing	Safer and More Vibrant Neighborhoods	Ongoing
Mayor's Office	Continue to work with the Department of Environmental Services and the Police Department to implement police section offices in neighborhoods	Safer and More Vibrant Neighborhoods	Ongoing
Mayor's Office	Secure funding for future phase of ROC the Riverway	Safer and More Vibrant Neighborhoods	Ongoing
Project Management and Information Systems	Manage the planning, building, testing and delivery of large software implementations in accordance with technology governance priority plan	Innovation and Efficiency	Ongoing
OPI	Update current Risk Assessment to reflect changes in departments, programs and risks within the City	Innovation and Efficiency	First Quarter
OPI	Convert Financial Disclosure Statement to online format	Innovation and Efficiency	Second Quarter
OPI	Execute updated risk-based audit plan	Innovation and Efficiency	Fourth Quarter
OPI	Increase IT skills to strengthen IT audit and data mining capabilities	Innovation and Efficiency	Fourth Quarter
Innovation	Partner with DRYS to expand new electronic permitting system	Innovation and Efficiency	Third Quarter
Innovation	Support departmental initiatives to measure and improve customer service and satisfaction	Innovation and Efficiency	Fourth Quarter
Innovation	Enhance departmental accountability by incorporating additional data-based performance management	Innovation and Efficiency	Fourth Quarter
Innovation	Offer at least four process improvement trainings open to all City employees and at least four trainings focused on individual departments	Innovation and Efficiency	Fourth Quarter

ADMINISTRATION
MAYOR'S OFFICE

Unit	Objective	Priorities Supported	Projected Completion
Innovation	Continue to implement and manage the Rochester Shared Mobility Program initiatives with CMAQ funding (bikeshare, commuter vanpool, and car share), and secure sustainable ongoing funding	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing
Innovation	Partner with DHRM to implement workforce planning strategies in identified departments and to develop new internal trainings	Innovation and Efficiency	Ongoing
Innovation	Partner with NBD to support capacity building strategies for REDCO	Innovation and Efficiency	Ongoing
Community Wealth Building	Work with community partners to implement a small business tracking/referral solution, strengthen the small business ecosystem and create new market opportunities	Innovation and Efficiency	Second Quarter
Community Wealth Building	Implement a new financial empowerment centers program and expand the range of technical assistance provided to residents	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Second Quarter
Community Wealth Building	Expand the promotion of Earned Income Tax Credit awareness and develop incentivized-matched savings plans in partnership with key stakeholders	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Third Quarter
Community Wealth Building	Provide strategic support to the City's Race, Equity and Leadership (REAL) Initiative and nurture a REAL mindset to ensure the effectiveness of all office operations and activities	Better Educational Opportunities, Innovation and Efficiency	Ongoing
Community Wealth Building	Pursue new sources of revenue for the City as well as grant funding for Office of Community Wealth Building programs and initiatives	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
Mayor's Office of Constituent Services (OCS)				
Total calls answered	N/A	18,000	17,300	18,000
Projects and initiatives executed	N/A	26	21	25
Office of Public Integrity (OPI)				
Audits completed	13	14	12	12
Audit findings and recommendations	26	11	15	15

ADMINISTRATION
MAYOR'S OFFICE

Key Performance Indicators	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Investigations completed	23	20	15	15
Investigative findings and recommendations	5	4	10	10
Ethics awareness training sessions	14	12	10	12
Reviews and consultations completed	21	28	15	15
Investigations conducted by OPI involving potential financial loss	4	6	8	8
Office of Innovation and Strategic Initiatives				
Data and mapping requests completed	62	35	45	75
Program/process evaluations completed	4	3	7	7
External organizational partnerships formalized	17	5	5	5
External funds secured/leveraged for internal projects (\$)	321,300	10,450,000	500,000	300,000
External funds secured/leveraged through collaborative proposals for external projects (\$)	380,000	0	100,000	100,000
Residents submitting feedback	1,630	3,200	3,000	3,000
Residents impacted by internal and external projects executed	11,482	13,800	5,000	10,000
Project concepts reviewed	88	80	75	75
Projects developed	54	50	25	25
Projects executed	21	25	15	20
Student projects executed in collaboration with colleges/universities	6	1	4	2
Internal training sessions and consultations performed	N/A	N/A	N/A	20
Number of staff trained or receiving consultations	N/A	N/A	N/A	150
Office of Community Wealth Building				
External organizational partnerships formalized and sustained via memorandums and contracts	N/A	35	15	35
Portfolio of new projects, programs and systemic change initiatives developed	N/A	20	10	5
Portfolio of existing projects, programs and systemic change initiatives managed	N/A	N/A	N/A	15
Individuals, families, and businesses receiving direct coaching and referrals to other support services	N/A	40	N/A	500
Individuals, families, and businesses participating in developmental programs and course offerings	N/A	45	N/A	500
External funds secured for OCWB projects, programs, and systemic change initiatives (\$)	N/A	140,000	100,000	50,000

ADMINISTRATION
MAYOR'S OFFICE

Key Performance Indicators	Actual	Estimated	Budget	Budget
	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
External funds leveraged to support new and existing collaborative community programs (\$)	N/A	3,437,500	N/A	500,000

N/A – Not Applicable

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,980,800	4,517,200	1,536,400
Employee Years	30.2	44.4	14.2

Change Detail

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
47,500	14,200	43,600	0	1,500	1,429,600	1,536,400	

Major Changes

Transfer Project Management and Information Services functions from Information Technology Department	1,195,000
Two full time positions (one temporary) added in Office of Community Wealth Building to support community development and business development functions	125,800
Increase in grant funding in Office of Community Wealth Building	103,400
Full time position transferred from DRYS to oversee adult workforce development in Office of Community Wealth Building	88,000
Two on call positions eliminated in Office of Public Integrity	-58,100
One part time position supporting Sister Cities program transfers to Communications	-22,600
Efficiencies result in savings	-1,900

Program Change

The Project Management and Information Services functions for initiatives that involve IT software expertise will be relocated from the Information Technology Department to the Mayor's Office in FY 2019-20. The functions will report directly to the Deputy Mayor which will improve coordination of technology-related projects that often are interdepartmental in nature, and will elevate the strategic nature of these key projects. The transfer of six project management staff along with seven members of the Information Services team will improve communication channels among internal customers and stakeholders and improve organizational change management.

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	2,199,889	2,195,900	2,354,900	3,715,500
Materials & Supplies	17,484	23,200	31,900	35,500
Services	475,033	538,800	594,000	766,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,692,406	2,757,900	2,980,800	4,517,200
Appropriation by Activity				
Mayor's Office	1,677,549	1,455,900	1,526,000	1,522,700
Project Management & Information				
Services	0	0	0	1,199,200
Office of Public Integrity	591,158	558,200	655,900	633,000
Office of Innovation	423,699	492,000	495,200	548,100
Office of Community Wealth Building	<u>0</u>	<u>251,800</u>	<u>303,700</u>	<u>614,200</u>
Total	2,692,406	2,757,900	2,980,800	4,517,200
Employee Years by Activity				
Mayor's Office	14.4	13.6	13.6	13.6
Project Management & Information				
Services	0.0	0.0	0.0	13.0
Office of Public Integrity	8.0	8.0	8.6	6.8
Office of Innovation	5.6	5.3	6.0	6.0
Office of Community Wealth Building	<u>0.0</u>	<u>2.0</u>	<u>2.0</u>	<u>5.0</u>
Total	28.0	28.9	30.2	44.4

**ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Mayor's Office Administration	Project Management & Info Services	Office of Public Integrity	Office of Innovation & Strategic Initiatives	Office of Community Wealth Building
Br.	Title	Budget 2018-19	Approved 2019-20					
FX	Mayor	1	1	1				
FX	Deputy Mayor	1	1	1				
36	Chief of Staff	1	1	1				
36	Director of Special Projects & Education Initiatives	1	1	1				
34	Director, Office of Public Integrity	1	1			1		
33	Director of Project Management	0	1		1			
31	Chief of Performance Accountability	0	1				1	
31	Executive Staff Assistant IV	2	2	1			1	
31	Information Services Manager	0	1		1			
29	Assistant to Mayor	1	1	1				
29	GIS Coordinator	0	1		1			
29	Information Services Analyst III	0	1		1			
29	Project Manager/Business Analyst III	0	2		2			
28	Manager of Administrative Services	1	1	1				
28	Principal Field Auditor	1	1			1		
27	Project Manager/Business Analyst II	0	1		1			
27	Executive Staff Assistant III	2	1					1
27	Information Services Analyst II	0	1		1			
26	Associate Field Auditor	1	1			1		
26	Community Development Manager	0	1					1
25	Project Manager/Business Analyst I	0	1		1			
25	GIS Engineer I	0	1		1			
24	Process Improvement Associate	1	0					
23	Project Manager/Business Analyst	0	2		2			
23	Executive Staff Assistant II	1	2				1	1
23	Information Services Developer	0	1		1			
23	Secretary to Mayor	1	1	1				
23	Senior Field Auditor	1	1			1		
23	Senior Field Auditor/Investigations	0	1			1		
22	Process Improvement Assistant	0	1				1	
20	Administrative Analyst	1	1				1	
20	Executive Assistant	1	1			1		
20	Innovation Analyst	1	1				1	
20	Secretary to Chief of Staff	1	0					
20	Secretary to Deputy Mayor/Bilingual	0	1	1				
18	Assistant to Chief of Staff	0	1	1				
18	Community Development Coordinator	0	1					1
16	Assistant to Director of Special Projects & Education Initiatives	1	1	1				
16	Executive Staff Assistant I	2	2	2				
16	Innovation Specialist	1	0					
16	Secretary to Deputy Mayor	1	0					
14	Field Auditor	1	0					
EMPLOYEE YEARS								
Full Time		27.0	42.0	13.0	13.0	6.0	6.0	4.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		3.2	2.4	0.6	0.0	0.8	0.0	1.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		30.2	44.4	13.6	13.0	6.8	6.0	5.0

Mission Statement

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

Vital Customers

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

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop methodology to update administrative chargebacks	Innovation and Efficiency	Second Quarter
Review and recommend changes to Key Performance Indicators to enhance accountability	Innovation and Efficiency	Fourth Quarter
Expand the role of the Investment Priorities Team to facilitate better project coordination and achieve greater impact	Innovation and Efficiency	Fourth Quarter
Support the Mayor's efforts to pursue federal, state, and private funding to enhance City programs and initiatives	Innovation and Efficiency	Ongoing
Continue to maintain a sustainable expense base through budget control, efficiency, and participation in countywide shared service discussions	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
FINANCIAL/COST				
Total Property Tax levy (\$000)	174,449	178,637	178,637	178,637
General Fund surplus (\$000)	5,671	5,670	5,670	5,700
Budget growth (%)	1.6	2.4	2.4	1.8
Non-Property Tax Revenue (\$000)	370,733	386,233	381,408	390,661

ADMINISTRATION
OFFICE OF MANAGEMENT AND BUDGET

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	786,000	798,800	12,800
Employee Years	8.5	8.8	0.3

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
-9,800	400	1,800	0	0	20,400	12,800

Major Change

The allocation for training is increased to provide for succession planning	11,400
Funds are added for interns to develop a training and procedures manual	9,000

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	710,681	712,000	758,800	758,000
Materials & Supplies	1,558	6,800	6,800	7,000
Services	13,336	15,400	20,400	33,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	725,575	734,200	786,000	798,800
Appropriation by Activity				
Management & Budget Analysis	725,575	734,200	786,000	798,800
Employee Years by Activity				
Management & Budget Analysis	8.5	8.3	8.5	8.8

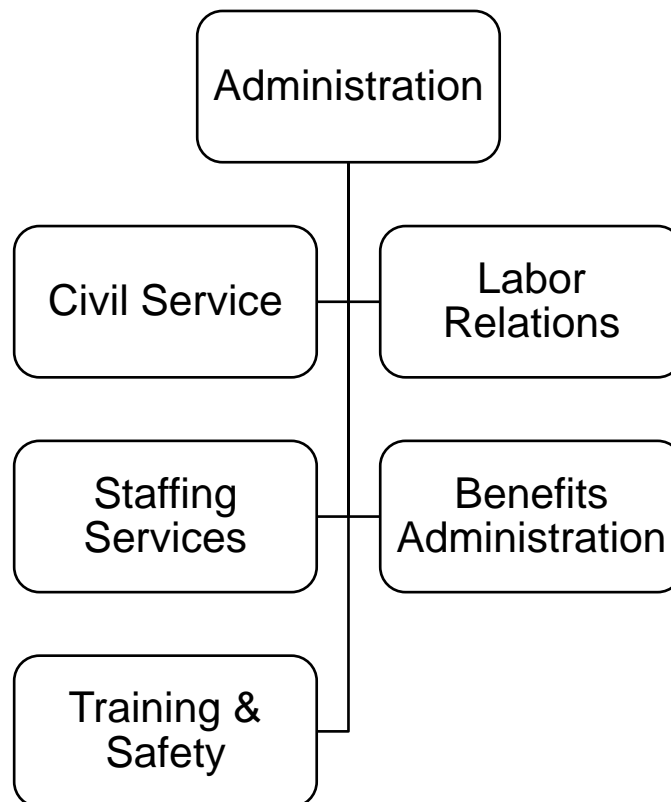
ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget	Approved
		2018-19	2019-20
36	Director	1	1
31	Assistant Director	1	1
29	Principal Staff Assistant	1	1
26	Associate Administrative Analyst	0	1
24	Process Improvement Associate	2	1
24	Senior Administrative Analyst	2	1
18	Management Trainee	0	1
18	Secretary to Dir. of Budget & Efficiency	1	1
EMPLOYEE YEARS			
	Full Time	8.0	8.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.5	0.8
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	8.5	8.8

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Collaborate with the Rochester Fire and Police Departments on a joint City Public Safety recruitment campaign in anticipation of the Firefighter and Police Officer Civil Service Examination scheduled for the fall of 2019	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Implement an applicant tracking and recruitment solution as part of the HRM enterprise implementation	Innovation and Efficiency	Third Quarter
Develop an Employee Development Plan to assist employees in career and personal development. The Employee Development Plan will align department initiatives and employee career goals	Innovation and Efficiency	Third Quarter
Wellness program – expand program to support overall well-being (mental, emotional, financial, social, spiritual/purpose) to also include fitness areas accessible to City employees	Innovation and Efficiency	Fourth Quarter
Negotiate successor collective bargaining agreement with AFSCME Local 1635P. Current agreement expires June 30, 2020	Innovations and Efficiency	Fourth Quarter
Partner with departments to set diversity and inclusion goals based on areas of underutilization identified in the 3-year Affirmative Action Plan	Innovation and Efficiency	Fourth Quarter
Continue to collaborate with the Office of Innovation to implement Workforce Planning and other initiatives identified in the Baker Tilly study	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
INTERNAL OPERATIONS				
Grievances filed	22	35	35	35
Provisional positions at end of fiscal year	148	160	155	160
# Days for hiring process	61	55	55	50
Examinations administered	95	75	90	80
CUSTOMER PERSPECTIVE				
Employment applications received	9,172	9,500	9,750	10,500
Average number of employees participating in Wellness initiatives	2880	3150	2,600	2800

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
FINANCIAL/COSTS				
Full time employee turnover	195	200	152	200
Number of full time positions hired, promoted, transferred	842	900	900	900
Non-full time positions hired, promoted, transferred	931	900	900	900
Personal injury accidents	205	156	230	190
Average hours of sick leave per full time employee	76	85	85	85
LEARNING & INNOVATION				
Training hours per employee	25	25	27	25
WORKFORCE DIVERSITY				
New hires - % females	43	40	39	41
New hires - % minority	45	47	40	48
Employees - % females	27	28	33	30
Employees - % minority	34	37	35	39

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,348,900	2,404,800	55,900
Employee Years	30.9	29.8	-1.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
53,600	5,000	4,800	0	2,800	-10,300	55,900

Major Change

Elimination of Senior Payroll Auditor	-77,900
Add funding to support applicant tracking system	28,100
Add to funding to support exam development	25,200
Increase in facilities expense for civil service testing	11,300
Increase funding for travel to support management training	3,000

Program Change

In 2019-20, the Department of Human Resource Management will begin implementing online training for City employees to comply with New York State mandated training for sexual harassment that must be completed by October 9, 2019. Furthermore, online training for Workplace Violence, Implicit Bias, and Diversity & Inclusion and Equity will also occur in 2019-20.

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,905,002	1,925,300	2,021,800	1,998,500
Materials & Supplies	10,806	12,800	16,100	16,700
Services	237,264	252,000	311,000	389,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,153,072	2,190,100	2,348,900	2,404,800
Appropriation by Activity				
Administration	795,855	851,800	864,500	837,900
Civil Service	322,363	311,900	350,200	405,300
Staffing Services	313,478	319,900	327,200	339,800
Labor Relations	231,158	171,900	260,300	260,600
Benefits Administration	239,376	242,700	242,500	249,800
Training & Safety	<u>250,842</u>	<u>291,900</u>	<u>304,200</u>	<u>311,400</u>
Total	2,153,072	2,190,100	2,348,900	2,404,800
Employee Years by Activity				
Administration	7.7	8.9	8.9	7.9
Civil Service	6.7	5.6	5.6	5.5
Staffing Services	4.8	5.0	5.0	5.0
Labor Relations	3.3	3.4	3.4	3.4
Benefits Administration	4.0	4.0	4.0	4.0
Training & Safety	<u>3.8</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>
Total	30.3	30.9	30.9	29.8

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety
Br.	Title	Budget 2018-19	Approved 2019-20						
36	Director of Human Resource Management	1	1	1					
32	Manager of Labor Relations	1	1				1		
30	Benefits Manager	1	1					1	
29	Principal Staff Assistant	1	1			1			
26	Affirmative Action Officer	1	1	1					
25	Application Services Analyst I	0	1	1					
25	Business Analyst I	1	0						
25	Employee Safety Coordinator	1	1						1
25	Training Coordinator	0	1						1
26	Labor Relations Specialist	1	1				1		
24	Senior Human Resource Consultant	1	1		1				
23	Senior Payroll Auditor	1	0						
23	Training Coordinator	1	0						
21	Human Resource Consultant II	1	2	1		1			
20	Executive Assistant	1	1	1					
18	Human Resource Consultant I	2	1			1			
16	Benefits Assistant	1	2					2	
16	Human Resource Assistant	1	1						1
16	Human Resource Assistant/Bilingual	0	1	1					
16	Research Assistant	1	1			1			
14	Senior Human Resource Associate/Bilingual	0	1		1				
13	Administrative Secretary	1	0						
12	Human Resource Associate	1	0						
12	Human Resource Associate Bilingual	2	1			1			
12	Secretary to Labor Relations Manager	1	1				1		
9	Clerk II	1	2	1				1	
9	Clerk II with Typing Bilingual	1	0						
9	Safety Associate	0	1						1
7	Clerk III	2	2		2				
7	Clerk III with Typing	1	0						
EMPLOYEE YEARS									
Full Time		28.0	27.0	7.0	4.0	5.0	3.0	4.0	4.0
Overtime		0.3	0.3	0.0	0.3	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.6	2.5	0.9	1.2	0.0	0.4	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		30.9	29.8	7.9	5.5	5.0	3.4	4.0	4.0

Mission Statement

Information and Graphic Services:

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

Special Events:

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

Vital Customers

Information and Graphic Services:

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

Special Events:

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

Critical Processes

Information and Graphic Services:

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

Special Events:

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Reach out to ethnic minorities & recent immigrants - Connect with immigrant / ethnic populations and address barriers	Innovation and Efficiency	Ongoing
Improve social media outreach with thematic video content for social media	Innovation and Efficiency	Ongoing
Improve emergency preparedness communications - Address planning gaps for media communications and improve agency coordination	Safer and More Vibrant Neighborhoods	Ongoing
Address bias and cultural competency with local media – Conduct outreach to local media and colleges and develop a series of events	Innovation and Efficiency	Ongoing
Continue to improve and streamline FOIL response process - Reduce turnaround time through system and process refinements	Innovation and Efficiency	Ongoing
Explore opportunities to generate additional revenue via special events - Identify outdoor advertising opportunities	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
INTERNAL OPERATIONS				
Advertising/marketing/promotions	2,014	1,550	1,600	1,550
Still photography assignments	1,799	1,700	1,800	1,700
AV setups/presentations	364	425	450	425
Television/video program productions	278	250	260	250
Web site users	1,446,287	1,500,000	1,500,000	1,500,000
Web page views	5,497,040	5,240,000	5,400,000	5,240,000
CUSTOMER PERSPECTIVE				
Major promotional campaigns	102	85	85	85
FOIL applications	5,343	5,600	5,400	5,600
News releases	515	490	490	490
News conferences	121	120	120	120
Speeches, talking points and briefing papers written	917	525	500	525
Mayoral recognitions	3,401	2,900	3,000	2,900
Facebook page followers	19,113	24,200	18,935	24,200
Twitter followers	105,000	108,500	116,860	108,500
Special Events permit applications processed	497	525	525	525
City produced events	35	37	37	37
Attendance at City permitted events	1,867,900	1,900,000	1,825,000	1,900,000
FINANCIAL/COST				
Revenue generated from out-of-home advertising (\$)	N/A	0	225,000	225,000
Revenue generated from City trademark licensing (\$)	N/A	3,000	5,000	5,000
Revenue generated for Special Events trust fund (\$)	248,577	250,000	250,000	250,000
N/A – Not Applicable				

ADMINISTRATION
COMMUNICATIONS

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	3,186,200	3,268,600	82,400
Employee Years	19.5	20.0	0.5

Change Detail

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
68,100	46,700	-6,300	0	0	-26,100	82,400	

Major Changes

Two part time Administrative Analysts are eliminated	-62,500
A Secretary to Director of Communications Bilingual is eliminated	-59,200
An Administrative Secretary Bilingual is added	50,600
A Clerk III is added	42,100
Part time position supporting Sister Cities program transfers from Mayor's Office	22,600
Funding for videography, editing and general video production services is reduced	-20,000
Funds are added for interns	15,300
Funds for agreements for photography services are reduced	-10,000
NYS grant for Clarissa Street reunion does not recur	-5,000

Program Change

The out-of-home advertising program launch has taken longer than anticipated, resulting in no estimated revenue for 2018-19. The program will move forward in 2019-20.

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,365,471	1,353,200	1,462,000	1,523,700
Materials & Supplies	11,658	12,000	12,000	12,400
Services	1,720,859	1,686,500	1,712,200	1,732,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,097,988	3,051,700	3,186,200	3,268,600
Appropriation by Activity				
Administration	295,768	292,300	303,800	255,800
Information and Graphic Services	929,465	955,700	1,039,500	1,050,900
Special Events	<u>1,872,755</u>	<u>1,803,700</u>	<u>1,842,900</u>	<u>1,961,900</u>
Total	3,097,988	3,051,700	3,186,200	3,268,600
Employee Years by Activity				
Administration	3.0	3.0	3.0	2.0
Information and Graphic Services	11.4	12.0	13.0	13.0
Special Events	<u>3.6</u>	<u>3.5</u>	<u>3.5</u>	<u>5.0</u>
Total	18.0	18.5	19.5	20.0

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Information and Graphics Services	Special Events
Br.	Title	Budget 2018-19	Approved 2019-20			
36	Director, Communications	1	1	1		
31	Assistant to Director - Communications	1	1	1		
29	Special Events Operations Manager	1	1			1
28	Communications Creative Coordinator	1	1		1	
27	Press Officer	1	1		1	
26	Digital Media Specialist	0	1		1	
25	New Media Editor	1	1		1	
25	Principal Graphic Designer	1	1		1	
24	Assistant Digital Media Specialist	0	1		1	
24	Assistant Special Events Operations Manager	1	1			1
24	Associate Communications Assistant	2	1		1	
24	Associate Digital Communications Assistant	0	1		1	
24	Digital Media Specialist	1	0			
22	Assistant Digital Media Specialist	1	0			
22	Jr. Speechwriter	0	1		1	
22	Special Events Coordinator Bilingual	1	1			1
18	Communications Assistant	1	1		1	
18	Jr. Speechwriter	1	0			
18	Secretary to Dir. of Communications Bilingual	1	0			
16	Communications Aide Bilingual	1	1		1	
13	Administrative Secretary Bilingual	0	1			1
7	Clerk III	0	1		1	
EMPLOYEE YEARS						
Full Time		17.0	18.0	2.0	12.0	4.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.5	2.0	0.0	1.0	1.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		19.5	20.0	2.0	13.0	5.0

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 more jobs, safer and more vibrant neighborhoods, better educational opportunities and innovation and efficiency.

Vital Customers

- External: Rochester Riverside Convention Center, Rochester Economic Development Corporation, Rochester Public Library, Rochester Land Bank
- Internal: The Mayor, City Council and the City of Rochester Departments

Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Execute land disposition agreements for Inner Loop Parcels 4 and 5	More Jobs	First Quarter
Negotiate requirements for remediation of RPD Lake Section Station	Safer and More Vibrant Neighborhoods	First Quarter
Acquire property for construction of new RPD Goodman Section Station	Safer and More Vibrant Neighborhoods	Second Quarter
Execute land disposition agreements for Inner Loop Parcels 3 and 7	More Jobs	Third Quarter

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
INTERNAL OPERATIONS				
Claims filed against City	333	350	350	350
Collection cases started	54	80	80	80
Motions & Discovery	222	400	200	N/A
FOIL reviews & appeals	773	500	500	500
Real estate closings	507	550	550	500
Legislative items drafted	461	450	450	450

**ADMINISTRATION
LAW DEPARTMENT**

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	84	100	100	100
Motions	N/A	N/A	N/A	60
Civil lawsuits served	N/A	N/A	N/A	50
Civil lawsuits resolved	N/A	N/A	N/A	50

LEARNING & INNOVATION

Average # of training hours per employee	12	9	9	12
--	----	---	---	----

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,022,200	2,121,900	99,700
Employee Years	21.5	21.5	0.0

Change Detail

Salary & Wage	General	Vacancy					<u>Total</u>
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
66,800	6,800	-2,900	0	0	29,000	99,700	

Major Changes

A Director of Policy position is added to lead, develop and implement City of Rochester policy strategies	89,800
Eliminate vacant Paralegal as an efficiency measure	-60,800

Program Change

The Motions & Discovery performance indicator has been discontinued and is replaced with the Motions performance indicator. The civil lawsuits served and civil lawsuits resolved performance indicators are added to better reflect the operations of the Law Department.

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

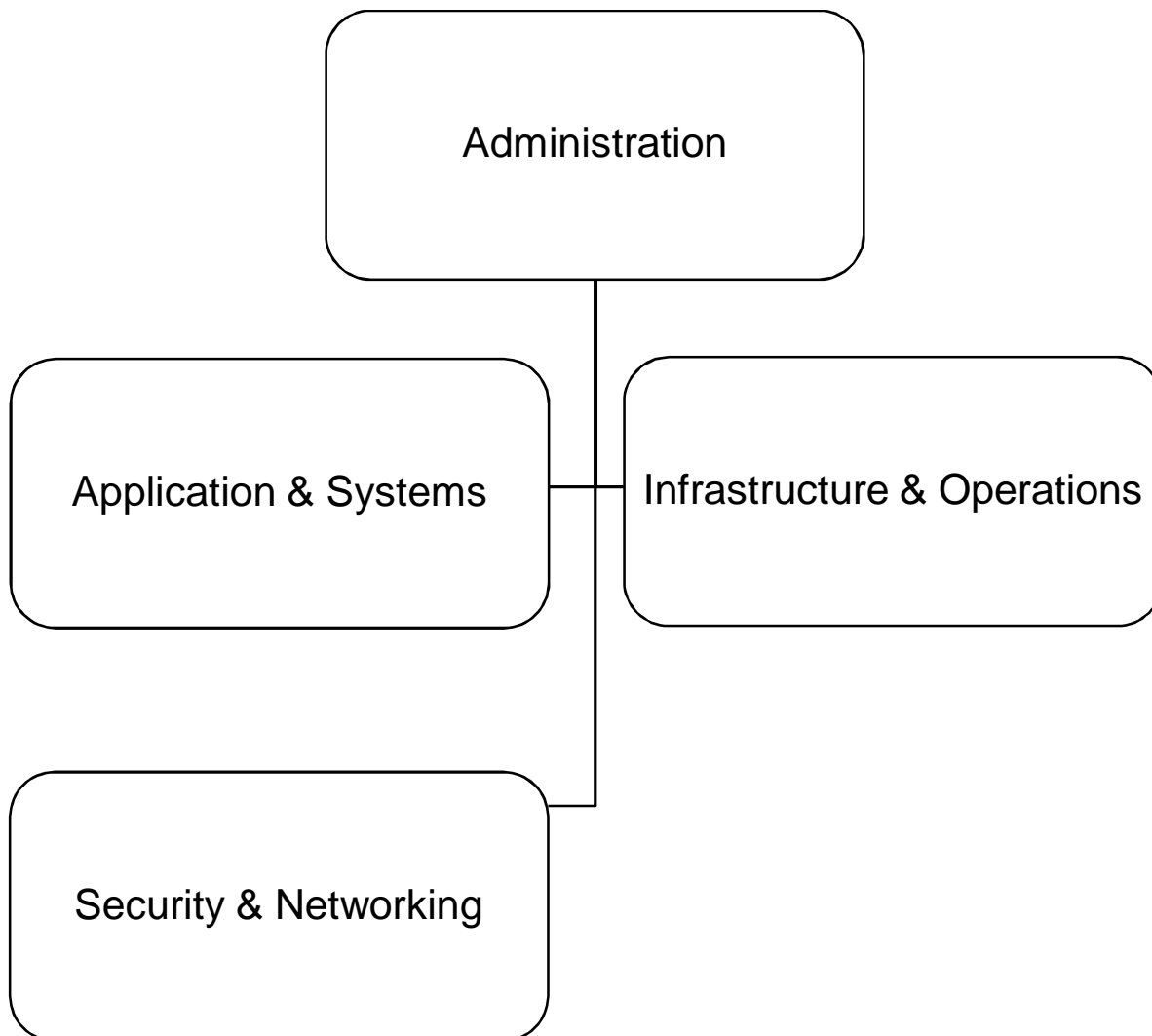
	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,679,152	1,788,400	1,859,700	1,962,800
Materials & Supplies	40,721	43,000	50,000	51,500
Services	175,721	96,700	112,500	107,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,895,594	1,928,100	2,022,200	2,121,900
Appropriation by Activity				
Legal Services	1,895,594	1,928,100	2,022,200	2,121,900
Employee Years by Activity				
Legal Services	20.5	19.5	21.5	21.5

ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget	Approved
		2018-19	2019-20
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	1	1
32	Municipal Attorney IV	0	6
32	Municipal Attorney III	5	0
30	Municipal Attorney III	0	3
29	Municipal Attorney II	4	0
28	Director of Policy	0	1
28	Municipal Attorney II	0	2
26	Municipal Attorney I	0	1
25	Municipal Attorney I	3	0
22	Supervising Paralegal	1	1
20	Paralegal	3	2
9	Legal Secretary	3	3
EMPLOYEE YEARS			
Full Time		21.0	21.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.5	0.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		21.5	21.5

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by delivering high quality, cost efficient and innovative services to enable the use of technology.

Organization**Vital Customers**

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

❑ Critical Processes

Administration:

- ❑ Develop IT strategic plans in collaboration with the Office of Project Management and Information Services
- ❑ Oversee IT architecture development and planning
- ❑ Participate in IT governance
- ❑ Manage collaborative activities with a focus on technology
- ❑ Develop IT strategic and tactical plans
- ❑ Oversee project execution and governance for IT projects
- ❑ Support IT policy administration
- ❑ Support City Council legislation administration
- ❑ Manage IT vendor relationships

Applications & Systems Bureau:

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

Infrastructure & Operations Bureau:

- ❑ Deliver technical infrastructure planning, design, deployment and migration
- ❑ Provide asset inventory and configuration management
- ❑ Manage backup and recovery (including Disaster Recovery)
- ❑ Deliver policy based change management
- ❑ Perform systems monitoring and alerting for City technical infrastructure and performance
- ❑ Monitor basic OS/application availability
- ❑ Provide client hardware and software
- ❑ Perform IT Service Management (Service Desk, Problem Management, Change Management)
- ❑ Manage primary Data Center operations
- ❑ Manage asset portfolio

Security & Networking Bureau:

- ❑ Develop and deploy information security strategy and solutions
- ❑ Provide IT Security and Risk consulting, education and training
- ❑ Provide protection and detection mechanisms (email, firewall, anti-malware, incident response)
- ❑ Deliver network infrastructure planning, design, deployment and migration
- ❑ Manage enterprise network engineering and telecommunications
- ❑ Deliver video surveillance/camera access and control services

Departmental Highlights

Pursuant to an organizational assessment conducted in 2018-19, the IT Department is reorganized with a focus on systems support, technology and infrastructure.

The IT service culture will align people, processes and technology to meet the IT service needs of the City.

The department plans to adopt an IT Service Management (ITSM) approach, which focuses on customer need and IT services, stressing continual improvement. It provides for:

- effective delivery of IT services
- optimized use of IT assets
- practices that help with customer satisfaction on the IT services provided, and
- monitoring of IT performance

2019-20 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Support digital government through IT operational effectiveness	Innovation and Efficiency	Fourth Quarter
Maintain public accountability, integrity and transparency	Innovation and Efficiency	Fourth Quarter
Modernize city capabilities using an “Intelligent Community” approach	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Fourth Quarter

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	170	181	180	180
IT employees allocated to strategic projects	27%	20%	28%	N/A
Percent of projects as part of the enterprise roadmap	27%	65%	40%	N/A
Percent of enterprise applications compared to total applications	32%	32%	34%	35%
Percent of legacy applications with prioritized/planned replacement	28%	55%	40%	55%
Percent of legacy applications compared to total applications	70%	70%	50%	55%
Percent of projects where business need was met (per business case)	92%	80%	90%	N/A
IT projects delivered on-time (per project plan)	58%	45%	80%	N/A
Percent of calls resolved at first level/Help Desk	45%	38%	50%	45%

INFORMATION TECHNOLOGY DEPARTMENT

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
GIS Server Usage (total site service requests in millions)	60	60	50	N/A

N/A – Not Applicable

Year-To-Year Comparison

<u>Bureau</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>	<u>Change</u>	Percent <u>Approved</u>
Administration	1,021,400	2,457,800	1,436,400	140.6%
Relationship Management	2,065,900	0	-2,065,900	-100.0%
Application Services	1,364,400	0	-1,364,400	-100.0%
Technical Infrastructure	2,977,100	0	-2,977,100	-100.0%
Enterprise Process and Systems	1,151,800	0	-1,151,800	-100.0%
Information Services	529,100	0	-529,100	-100.0%
Applications & Systems	0	1,923,600	1,923,600	N/A
Infrastructure & Operations	0	2,775,500	2,775,500	N/A
Security & Networking	0	1,259,100	1,259,100	N/A
Total	9,109,700	8,416,000	-693,700	-7.6%
Interfund Credit*	-85,900	-149,000	-63,100	73.5%
Intrafund Credit*	<u>-766,400</u>	<u>-840,400</u>	<u>-74,000</u>	<u>9.7%</u>
Total	8,257,400	7,426,600	-830,800	-10.1%

Change Detail

<u>Salary & Wage Adjustments</u>	<u>General Inflation</u>	<u>Vacancy Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
191,800	6,500	39,800	0	5,200	-1,074,100	-830,800

Major Changes

Transfer Project Management and Information Services functions to Mayor's Office	-1,193,800
Funding increases for network connections and expansion of existing capacity	135,000
Upgrade security software	128,400
Transfer Director of Business Intelligence from the Rochester Police Department	117,100
One vacant Business Analyst is transferred to the Department of Neighborhood and Business Development to support the Land Management Project	-82,700
One vacant Business Analyst is eliminated due to restructuring	-76,100
Reduce contract services for consulting and operations support	-65,900
Reduce enterprise systems training based on expected need	-36,100

Program Changes

The Information Technology Department is restructured for 2019-20. The bureaus of Enterprise Process Systems and Information Services are transferred to the Mayor's Office to create the Office of Project Management and Information Services. Services such as database management and GIS mapping and

project management will no longer be provided by the IT department. This restructuring transfers 13 full time positions and an operating budget of \$1,193,800.

IT Security and IT Network services will be merged into a new Security and Networking bureau. The Applications and Systems bureau replaces the former Application Services bureau and will provide maintenance, support and enhancements for all production applications, enterprise and legacy.

The bureau of Relationship of Management is dissolved. Some services will be discontinued as a result and some services will be absorbed into other IT bureaus.

In addition, one Director of Business Intelligence is transferred from the Rochester Police Department. The department will work to identify new Key Performance Indicators for its IT Service management approach in 2019-20.

INFORMATION TECHNOLOGY DEPARTMENT

Telecom/ Data Network Chargebacks – Based on costs associated with telephone and data/network use.					
	<u>2018-19</u>	<u>2019-20</u>	<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>
ENVIRONMENTAL SERVICES	116,700	238,000	INFORMATION TECHNOLOGY	35,000	20,300
FIRE	56,200	52,900	LIBRARY	0	15,100
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	70,700	50,800	RECREATION & YOUTH SERVICES		
CITY COUNCIL & CLERK	8,000	10,600	Commissioner	10,800	5,600
ADMINISTRATION			Recreation	34,100	30,000
Mayor's Office	13,300	21,900	Youth Services	12,700	10,200
Management & Budget	2,900	4,100	Total - DRYS	57,600	45,800
Human Resource Mgt.	14,400	13,700	FINANCE		
Communications	9,300	9,100	Director's Office	2,000	2,000
Law	7,900	10,700	Accounting	6,600	8,100
Total - Administration	47,800	59,500	Treasury	9,100	9,100
POLICE	201,600	244,500	Assessment	7,400	6,600
EMERGENCY COMMUNICATIONS	11,300	5,100	Parking	11,100	15,800
			TVA	4,400	4,600
			Purchasing	3,800	5,600
			Total - Finance	44,400	51,800
			Total Interfund	52,800	117,100
			Total Intrafund	596,500	677,300
			CITY TOTAL	649,300	794,400

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>2018-19</u>	<u>2019-20</u>
City Council/ Clerk's Office	1,100	1,100
Administration	19,200	18,400
Information Technology	7,300	7,000
Finance	23,400	22,400
Neighborhood & Business Development	11,600	11,100
Environmental Services	74,600	71,600
Police	34,200	33,000
Fire	13,200	12,700
Recreation & Youth Services	<u>18,400</u>	<u>17,700</u>
Total	203,000	195,000
Total Interfund	33,100	31,900
Total Intrafund	<u>169,900</u>	<u>163,100</u>
Total	203,000	195,000

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	4,437,145	4,250,900	4,471,400	3,583,500
Materials & Supplies	29,716	27,900	27,900	25,400
Services	4,761,845	4,591,300	4,610,400	4,807,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	9,228,706	8,870,100	9,109,700	8,416,000
Interfund Credit*	-108,836	-85,900	-85,900	-149,000
Intrafund Credit*	<u>-818,928</u>	<u>-766,400</u>	<u>-766,400</u>	<u>-840,400</u>
Total	8,300,942	8,017,800	8,257,400	7,426,600
Appropriation by Activity				
Administration	1,015,133	989,100	1,021,400	2,457,800
Relationship Management	2,310,568	2,024,500	2,065,900	0
Application Services	1,473,710	1,365,000	1,364,400	0
Technical Infrastructure	2,874,678	2,907,800	2,977,100	0
Enterprise Process and Systems	1,116,885	1,090,900	1,151,800	0
Information Services	437,732	492,800	529,100	0
Applications & Systems	0	0	0	1,923,600
Infrastructure & Operations	0	0	0	2,775,500
Security & Networking	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,259,100</u>
Total	9,228,706	8,870,100	9,109,700	8,416,000
Interfund Credit*	-108,836	-85,900	-85,900	-149,000
Intrafund Credit*	<u>-818,928</u>	<u>-766,400</u>	<u>-766,400</u>	<u>-840,400</u>
Total	8,300,942	8,017,800	8,257,400	7,426,600
Employee Years by Activity				
Administration	3.7	3.5	4.7	6.8
Relationship Management	3.0	3.0	3.0	0.0
Application Services	12.3	11.5	11.5	0.0
Technical Infrastructure	17.3	16.3	16.3	0.0
Enterprise Process and Systems	15.0	14.2	15.0	0.0
Information Services	5.2	4.9	4.9	0.0
Applications & Systems	0.0	0.0	0.0	15.6
Infrastructure & Operations	0.0	0.0	0.0	12.0
Security & Networking	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>7.0</u>
Total	56.5	53.4	55.4	41.4

*Reflects chargebacks for telephone/network service and office printers

INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Application & Systems	Infrastructure & Operations	Security & Networking
Br.	Title	Budget 2018-19	Approved 2019-20				
36	Chief Technology Officer	0	1	1			
36	Chief Information Officer	1	0				
33	Director of Business Intelligence	0	1	1			
33	Director of IT Operations	0	1	1			
31	Application & Systems Manager	0	1		1		
31	Application Services Manager	1	0				
31	Business Process Services Manager	1	0				
31	Information Services Manager	1	0				
31	Infrastructure & Operations Manager	0	1			1	
31	IT Relationship Manager	3	0				
31	Technical Infrastructure Services Manager	1	0				
31	Security & Networking Manager	0	1				1
31	Systems Architect	0	1	1			
29	GIS Coordinator	1	0				
29	Information Services Analyst III	1	0				
29	IT Security Analyst III	1	1				1
29	Systems Engineer III	3	2			2	
27	Application Services Analyst II	2	3		3		
27	Business Analyst II	1	0				
27	Information Services Analyst II	1	0				
27	Systems Engineer II	1	0				
25	Application Services Analyst I	4	6		5		1
25	Business Analyst I	7	2		2		
25	GIS Engineer I	1	0				
25	Information Services Analyst I	1	0				
25	IT Security Analyst I	1	1				1
25	IT Transitions Analyst	3	2		2		
25	Systems Engineer I	4	4			3	1
24	Records Management Coordinator	1	1		1		
23	Business Analyst	4	0				
23	Client Support Analyst	4	4			4	
23	IT Security Analyst	0	1				1
23	Systems Engineer	1	1				1
19	Senior IT Call Center Analyst	1	1			1	
17	IT Call Center Analyst	1	1			1	
12	Computer Operator	1	1		1		
12	IT Control Assistant	2	2	2			
Total							
EMPLOYEE YEARS							
Full Time		55.0	40.0	6.0	15.0	12.0	7.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.8	1.4	0.8	0.6	0.0	0.0
Less: Vacancy Allowance		1.4	0.0	0.0	0.0	0.0	0.0
Total		55.4	41.4	6.8	15.6	12.0	7.0

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.



Departmental Highlights

For 2019-20 the department of Finance will complete several key initiatives. The 2020 city-wide reassessment, which began in spring 2019 with property description notifications issued to property owners, will be completed in 2019-20. Tyler Cashiering will be implemented in City Departments. Purchasing will complete the transition from paper tracking of MWBE and Workforce Utilization to web-based software reporting for all new contracts.

Municipal parking garage internal accounting and administrative control will continue to be enhanced as the new Parking Access Revenue Control system software is implemented in two more garages. Parking will complete the installation of new single space parking meters that accept credit cards, and offer pay by phone.

The Rochester Traffic Violations Agency continues to assist the Rochester City Court in the disposition and administration of non-criminal infractions of traffic laws, ordinances and rules and regulations. The agency adjudicates traffic violation tickets and offers plea bargain options.

Highlights of the Department's 2019-20 Strategic Goals and Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2019-20 Strategic Goals & Objectives

Bureau	Highlights	Priorities Supported	Projected Completion
Director's Office	Provide City and City School District financing in accordance with City debt policies	Innovation and Efficiency	First Quarter & Third Quarter
Accounting	Prepare Comprehensive Annual Financial Report (CAFR)	Innovation and Efficiency	Second Quarter
Accounting	Implement Munis upgrade	Innovation and Efficiency	Third Quarter
Treasury	Conduct annual foreclosure sale	Innovation and Efficiency	Second Quarter
Treasury	Prepare annual tax bill	Innovation and Efficiency	Third Quarter & Fourth Quarter
Treasury	Conduct annual tax lien sale	Innovation and Efficiency	Fourth Quarter
Treasury	Implement Tyler Cashiering in other departments	Innovation and Efficiency	Fourth Quarter
Assessment	Complete the valuation for the 2020 reassessment	Innovation and Efficiency	Second Quarter

Bureau	Highlights	Priorities Supported	Projected Completion
Assessment	Mail impact notices to the property owners notifying them of the change in assessment for their properties	Innovation and Efficiency	Second Quarter
Assessment	Complete migration to Real Property Systems (RPS V4)	Innovation and Efficiency	Third Quarter
Parking & Municipal Violations	Install new single space parking meters that accept credit cards, and offer pay by phone	Innovation and Efficiency	First Quarter
Parking & Municipal Violations	Crosstrain Traffic Violations Agency and Parking employees to look up moving violations tickets and parking tickets on each unit's respective system	Innovation and Efficiency	Third Quarter
Parking & Municipal Violations	Continue installation and implementation of the new parking access revenue control system software in two garages	Innovation and Efficiency	Fourth Quarter
Purchasing	Complete transition to tracking MWBE and workforce utilization from paper to web-based software reporting for all new contracts	Innovation and Efficiency	Second Quarter
Purchasing	Increase the use of electronic requests for quotations (RFQs) through the use of BidNet	Innovation and Efficiency	Third Quarter
Purchasing	Increase MWBE participation in City contract purchases	More Jobs	Ongoing
Purchasing	Increase MWBE participation in City public works contracts and PSAs	More Jobs	Ongoing
Traffic Violations Agency	Provide additional training for TVA employees (DMV, scofflaw, customer service)	Innovation and Efficiency	First Quarter
Traffic Violations Agency	Crosstrain Traffic Violations Agency and Parking employees to look up moving violations tickets and parking tickets on each unit's respective system	Innovation and Efficiency	Third Quarter

Year-To-Year Comparison

	Budget 2018-19	Budget 2019-20	Change	Percent Change
<u>Bureau</u>				
Director's Office	585,800	618,500	32,700	5.6%
Accounting	1,207,600	1,196,200	-11,400	-0.9%
Treasury	1,767,500	1,777,800	10,300	0.6%
Assessment	899,100	939,300	40,200	4.5%
Parking & Municipal Violations	6,144,000	5,984,000	-160,000	-2.6%
Purchasing	1,075,300	1,097,100	21,800	2.0%
Traffic Violations Agency	<u>963,000</u>	<u>944,900</u>	<u>-18,100</u>	<u>-1.9%</u>
Total	12,642,300	12,557,800	-84,500	-0.7%
Interfund Credit*	-187,900	-189,700	-1,800	1.0%
Intrafund Credit*	<u>-552,400</u>	<u>-567,200</u>	<u>-14,800</u>	<u>2.7%</u>
Total	11,902,000	11,800,900	-101,100	-0.8%
Employee Years	113.1	111.6	-1.5	-1.3%

*Reflects chargeback for postage and duplicating.

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	Miscellaneous	Major Change	Total
133,400	129,200	21,300	-12,400	-9,600	-346,400	-84,500

Major Change Highlights

Security, utilities, cleaning and other services are reduced due to anticipated sale of Crossroads Garage and Mortimer Street Garage	-326,400
Add funding for South Avenue Garage utility expense, reimbursable by Rochester Convention Center Management Corporation (RCCMC)	150,000
A vacant full time and a vacant part time position are eliminated in Parking Violations Bureau (PVB) as an efficiency measure	-71,500
State permit expense for the Cumberland Street lot is eliminated as the City discontinues its use	-46,900
Net reduction in miscellaneous lines in PVB based on historical experience and projected need	-43,000
Add funding for annual software support for new meters	36,000
Overtime decreases in Traffic Violations Agency (TVA) based on projected need	-34,700
Funding increased for an additional note sale	25,100
Increase temporary hours for 2019-20 reassessment	18,000
Abolish one part time Interdepartmental Messenger as an efficiency measure	-16,300
Reduce temporary wages as an efficiency measure	-9,700
Net reduction in services in TVA based on projected need	-8,800
Reduce professional fees due to a partial vs. full Other Post-Employment Benefits (OPEB) actuarial analysis in 2019-20	-8,800

Reduce professional fees as an efficiency measure	-8,000
Reduce contract labor to reflect actual need	-7,400
Reduce overtime in Payroll as an efficiency measure	-7,000
Funding added for full time clerical support is partially offset by abolishing part time clerical support	7,000

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	6,054,944	6,475,300	6,725,900	6,695,600
Materials & Supplies	179,305	193,000	229,000	232,000
Services	5,392,188	5,432,100	5,687,400	5,630,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	11,626,437	12,100,400	12,642,300	12,557,800
Interfund Credit*	-194,587	-165,000	-187,900	-189,700
Intrafund Credit*	<u>-520,822</u>	<u>-508,900</u>	<u>-552,400</u>	<u>-567,200</u>
Total	10,911,028	11,426,500	11,902,000	11,800,900
Appropriation by Activity				
Director's Office	568,541	579,900	585,800	618,500
Accounting	1,180,317	1,125,200	1,207,600	1,196,200
Treasury	1,747,231	1,740,000	1,767,500	1,777,800
Assessment	823,603	831,300	899,100	939,300
Parking & Municipal Violations	6,036,758	5,931,400	6,144,000	5,984,000
Purchasing	1,050,215	1,035,700	1,075,300	1,097,100
Traffic Violations Agency	<u>219,772</u>	<u>856,900</u>	<u>963,000</u>	<u>944,900</u>
Total	11,626,437	12,100,400	12,642,300	12,557,800
Interfund Credit*	-194,587	-165,000	-187,900	-189,700
Intrafund Credit*	<u>-520,822</u>	<u>-508,900</u>	<u>-552,400</u>	<u>-567,200</u>
Total	10,911,028	11,426,500	11,902,000	11,800,900
Employee Years by Activity				
Director's Office	4.0	4.0	4.0	4.0
Accounting	17.6	17.4	16.2	16.1
Treasury	20.5	18.9	19.4	18.9
Assessment	13.1	13.4	13.4	14.9
Parking & Municipal Violations	36.8	36.0	37.7	36.0
Purchasing	11.7	11.8	11.8	11.4
Traffic Violations Agency	<u>0.0</u>	<u>2.7</u>	<u>10.6</u>	<u>10.3</u>
Total	103.7	104.2	113.1	111.6

*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

2019-20 Strategic Goals & Objectives

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

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2019-20</u>	Budget <u>2019-20</u>
FINANCIAL/COST				
Total entity general obligation debt (\$000)	342,543	344,239	336,034	342,315
Bond and notes sale	3	3	3	4
Sales value (\$000)	123,208	135,234	177,029	161,250

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	585,800	618,500	32,700
Employee Years	4.0	4.0	0.0

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
8,700	100	-400	0	-800	25,100	32,700

Major Change

Funding increased for an additional note sale	25,100
---	--------

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	356,620	347,000	348,000	356,300
Materials & Supplies	1,834	700	1,400	1,100
Services	210,087	232,200	236,400	261,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	568,541	579,900	585,800	618,500
Appropriation by Activity				
Director's Office	568,541	579,900	585,800	618,500
Employee Years by Activity				
Director's Office	4.0	4.0	4.0	4.0

DEPARTMENT OF FINANCE
 DIRECTOR'S OFFICE
 PERSONNEL SUMMARY

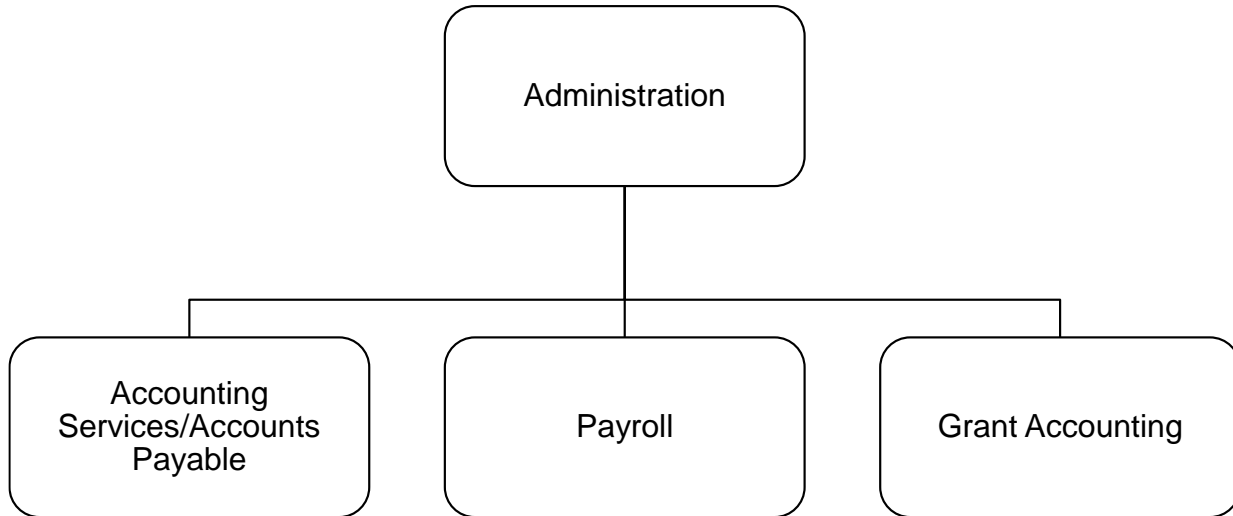
FULL TIME POSITIONS			
Br.	Title	Budget 2018-19	Approved 2019-20
36	Director of Finance	1	1
25	Business Analyst I	1	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
EMPLOYEE YEARS			
	Full Time	4.0	4.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	4.0	4.0

DEPARTMENT OF FINANCE
ACCOUNTING

Mission Statement

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

Organization



Vital Customers

- External: City of Rochester citizens, city vendors, grantors, investment community
- Internal: City of Rochester Departments, City Council

Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Prepare Comprehensive Annual Financial Report (CAFR)	Innovation and Efficiency	Second Quarter
Implement Munis upgrade	Innovation and Efficiency	Third Quarter

DEPARTMENT OF FINANCE
ACCOUNTING

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
CUSTOMER PERSPECTIVE				
Weekly invoices processed	1,164	1,175	1,200	1,200
Federal and New York State grants processed	175	182	190	180
Housing loans	104	107	110	105
Business development loans/leases	90	88	85	90
FINANCIAL/COST				
In lieu of tax agreements billed	198	201	201	209

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,207,600	1,196,200	-11,400
Employee Years	16.2	16.1	-0.1

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
9,500	800	5,200	0	-3,700	-23,200	-11,400

Major Changes

Reduce professional fees due to a partial vs. full actuarial analysis in 2019-20	-8,800
Reduce contract labor due to reflect actual need	-7,400
Reduce overtime in Payroll as an efficiency measure	-7,000

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,092,630	1,052,800	1,126,000	1,127,500
Materials & Supplies	2,555	1,900	1,900	2,000
Services	85,132	70,500	79,700	66,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,180,317	1,125,200	1,207,600	1,196,200
Appropriation by Activity				
Administration	333,796	238,900	297,200	273,400
Accounting Services/Accounts Payable	321,931	330,500	343,700	326,100
Payroll	234,087	254,200	266,800	286,200
Grant Accounting	<u>290,503</u>	<u>301,600</u>	<u>299,900</u>	<u>310,500</u>
Total	1,180,317	1,125,200	1,207,600	1,196,200
Employee Years by Activity				
Administration	2.0	2.1	2.0	2.0
Accounting Services/Accounts Payable	6.0	6.1	6.1	6.1
Payroll	5.0	5.1	4.1	4.0
Grant Accounting	<u>4.6</u>	<u>4.1</u>	<u>4.0</u>	<u>4.0</u>
Total	17.6	17.4	16.2	16.1

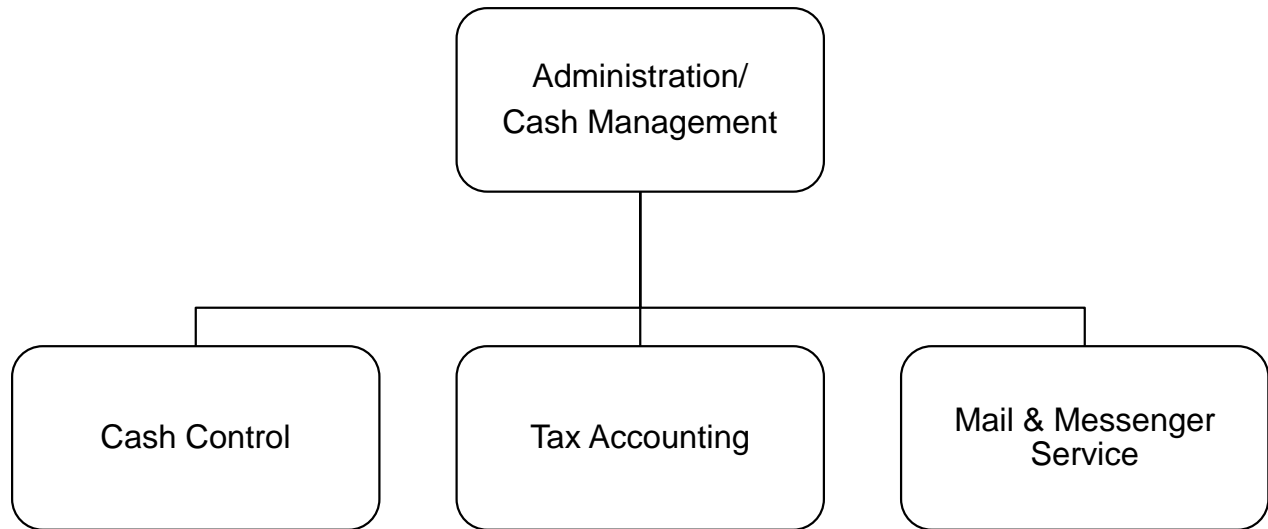
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Accounting Services/ Accounts Payable	Payroll	Grant Accounting
Br.	Title	Budget 2018-19	Approved 2019-20				
33	Deputy Director, Finance	1	1	1			
30	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Principal Finance Officer	1	1				1
24	Associate Accountant	4	3			1	2
23	Application Services Developer	0	1			1	
20	Senior Accountant	4	5		3	1	1
18	Payroll Auditor	1	0				
17	Accountant	1	1		1		
9	Clerk II	1	1		1		
9	Clerk II with Typing	1	1		1		
EMPLOYEE YEARS							
	Full Time	16.0	16.0	2.0	6.0	4.0	4.0
	Overtime	0.2	0.1	0.0	0.1	0.0	0.0
	Part Time, Temporary, Seasonal	0.0	0.0	0.0	0.0	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	16.2	16.1	2.0	6.1	4.0	4.0

DEPARTMENT OF FINANCE
TREASURY

Mission Statement

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

Organization**Vital Customers**

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

Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conduct annual foreclosure sale	Innovation and Efficiency	Second Quarter
Prepare annual tax bill	Innovation and Efficiency	Third Quarter & Fourth Quarter
Conduct annual tax lien sale	Innovation and Efficiency	Fourth Quarter
Implement Tyler Cashiering in other departments	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
INTERNAL OPERATIONS				
Foreclosure notices mailed	1,670	1,048	1,500	2,000
CUSTOMER PERSPECTIVE				
Tax accounts	61,982	62,000	62,400	62,400
Tax information calls	21,435	22,000	30,000	25,000
FINANCIAL/COSTS				
Delinquent tax accounts	9,386	9,573	9,900	9,900
Percent of adjusted property tax balances collected – Current (%)	93.30	94.00	94.00	94.00
Percent of adjusted property tax balances collected – Delinquent (%)	48.76	47.00	47.00	47.00
Liens sold	2449	2500	2,500	2,000
City initiated foreclosures	1,670	1,048	1,500	2,000
Properties redeemed before foreclosure	904	474	950	950
Average daily cash ledger balance (\$000)	357,000	347,400	354,400	350,000
Average daily invested cash bank balance (\$000)	275,600	266,200	271,500	283,300
Average investment rate (%)	.06	1.21	0.15	1.4

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,767,500	1,777,800	10,300
Employee Years	19.4	18.9	-0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-2,700	3,800	28,200	0	2,000	-21,000	10,300

DEPARTMENT OF FINANCE
TREASURY

Major Changes

Abolish one part time Interdepartmental Messenger as an efficiency measure	-16,300
Reduce temporary wages as an efficiency measure	-9,700
Increase in printing services related to foreclosures	5,000

Postage Chargebacks

<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>
CITY COUNCIL & CLERK	16,500	19,400	ENVIRONMENTAL SERVICES	123,000	136,600
NEIGHBORHOOD & ECONOMIC DEVELOPMENT	63,700	65,300	EMERGENCY COMMUNICATIONS	3,700	4,000
ADMINISTRATION			POLICE	70,500	60,400
Mayor's Office	4,000	10,700	FIRE	1,100	1,100
Management & Budget	0	0	LIBRARY	100	0
Human Resource Management	8,700	10,500	RECREATION & YOUTH SERVICES		
Communications	1,400	1,100	Commissioner	1,100	2,100
Law	<u>5,400</u>	<u>4,600</u>	Recreation	1,000	500
Total - Administration	19,500	26,900	Youth Services	<u>1,700</u>	<u>2,500</u>
FINANCE			Total - DRYS	3,800	5,100
Director's Office	100	200	INFORMATION TECHNOLOGY	100	100
Accounting	3,300	7,100	Total Interfund	163,700	172,900
Treasury	32,600	47,600	Total Intrafund	<u>268,800</u>	<u>272,900</u>
Assessment	32,700	16,100	CITY TOTAL	432,500	445,800
Parking & Municipal Violations	44,500	43,700			
TVA	14,500	8,500			
Purchasing	<u>2,800</u>	<u>3,700</u>			
Total - Finance	130,500	126,900			

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,114,910	1,161,900	1,141,100	1,114,400
Materials & Supplies	35,102	36,100	36,100	37,100
Services	597,219	542,000	590,300	626,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,747,231	1,740,000	1,767,500	1,777,800
Interfund Credit*	-172,585	-149,500	-163,700	-172,900
Intrafund Credit*	<u>-259,264</u>	<u>-234,200</u>	<u>-268,800</u>	<u>-272,900</u>
Total	1,315,382	1,356,300	1,335,000	1,332,000
Appropriation by Activity				
Administration/Cash Management	736,045	803,100	767,800	790,400
Cash Control	191,371	192,100	169,700	169,500
Tax Accounting	278,096	280,800	284,300	282,300
Mail and Messenger Service	<u>541,719</u>	<u>464,000</u>	<u>545,700</u>	<u>535,600</u>
Total	1,747,231	1,740,000	1,767,500	1,777,800
Interfund Credit*	-172,585	-149,500	-163,700	-172,900
Intrafund Credit*	<u>-259,264</u>	<u>-234,200</u>	<u>-268,800</u>	<u>-272,900</u>
Total	1,315,382	1,356,300	1,335,000	1,332,000
Employee Years by Activity				
Administration/Cash Management	6.7	8.2	8.1	8.1
Cash Control	4.4	3.4	3.2	3.2
Tax Accounting	7.2	5.0	5.8	5.6
Mail and Messenger Service	<u>2.2</u>	<u>2.3</u>	<u>2.3</u>	<u>2.0</u>
Total	20.5	18.9	19.4	18.9

*Reflects chargeback for postage

Finance

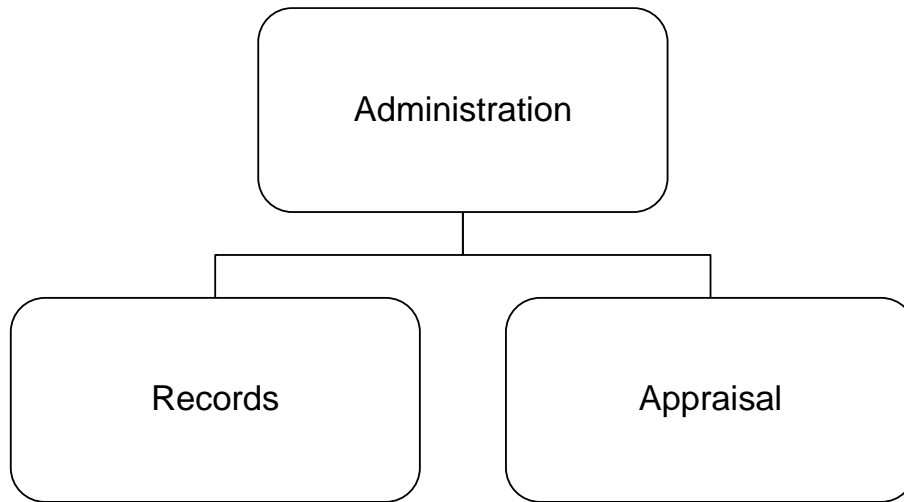
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2018-19	Approved 2019-20				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Cash & Investment Manager	1	1	1			
24	Associate Accountant	1	1	1			
20	Head Cashier/Bilingual	0	1		1		
20	Senior Accountant	2	2	2			
18	Head Account Clerk	1	1			1	
18	Head Cashier	1	0				
17	Accountant	1	1	1			
15	Principal Account Clerk	1	1		1		
14	Junior Accountant	2	2			2	
14	Mailroom Coordinator	1	1				1
13	Senior Cashier	1	1		1		
12	Resource Collector	2	2			2	
10	Interdepartmental Messenger	1	1				1
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
Full Time		18.0	18.0	8.0	3.0	5.0	2.0
Overtime		0.2	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		1.2	0.7	0.1	0.0	0.6	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		19.4	18.9	8.1	3.2	5.6	2.0

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete the valuation for the 2020 reassessment	Innovation and Efficiency	Second Quarter
Mail impact notices to the property owners notifying them of the change in assessment for their properties	Innovation and Efficiency	Second Quarter
Complete migration to Real Property Systems (RPS V4)	Innovation and Efficiency	Third Quarter

DEPARTMENT OF FINANCE
ASSESSMENT

Objective	Priorities Supported	Projected Completion
Conduct informal hearings and the Board of Assessment Review within City Hall for the property owners to review and contest the tentative assessment	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
CUSTOMER PERSPECTIVE				
Reviews performed:				
• Exemptions (new and renewal)	10,649	10,000	10,200	9,300
• Inspection of building permits	2,568	2,500	2,500	2,500
• Non-profits & other	3,551	3,500	3,500	3,500
• Owner reviews	572	520	500	3,200
• Notices and Letters	29,315	75,000	75,000	75,000

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	899,100	939,300	40,200
Employee Years	13.4	14.9	1.5

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
47,400	200	-18,100	0	-6,300	17,000	40,200

Major Changes

Increase temporary hours for 2019-20 Reassessment	18,000
Reduce professional fees as an efficiency measure	-8,000
Funding added for full time clerical support is partially offset by abolishing part time clerical support	7,000

Program Change

The Bureau of Assessment will be converting from a 35+ year old ARLM & DMT system (Assessment Roll Levy Module and Data Management) to RPS V4 (Real Property Systems) in the third quarter of 2019-20. ARLM is no longer supported by New York State making RPS V4 the City's best option. Training for RPS V4 is provided by NYS Department of Taxation and Finance. The new RPS V4 system is a modern Windows based software that allows for data to be extracted and used in Microsoft Word, Excel and Access. Standard and custom reports are available. Custom reports can be run from RPS V4 by anyone who is trained. RPS V4 has the ability to produce letters and store them instead of converting them and performing a very time consuming mail merge. RPS V4 will also enable single property and mass appraisal capabilities and is GIS compatible.

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	780,493	792,800	801,300	874,000
Materials & Supplies	5,859	3,000	9,000	6,000
Services	37,251	35,500	88,800	59,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	823,603	831,300	899,100	939,300
Appropriation by Activity				
Administration	93,934	154,000	200,600	199,000
Records	230,332	219,400	228,400	245,600
Appraisal	<u>499,337</u>	<u>457,900</u>	<u>470,100</u>	<u>494,700</u>
Total	823,603	831,300	899,100	939,300
Employee Years by Activity				
Administration	0.9	1.0	1.0	1.2
Records	5.3	5.3	5.3	6.6
Appraisal	<u>6.9</u>	<u>7.1</u>	<u>7.1</u>	<u>7.1</u>
Total	13.1	13.4	13.4	14.9

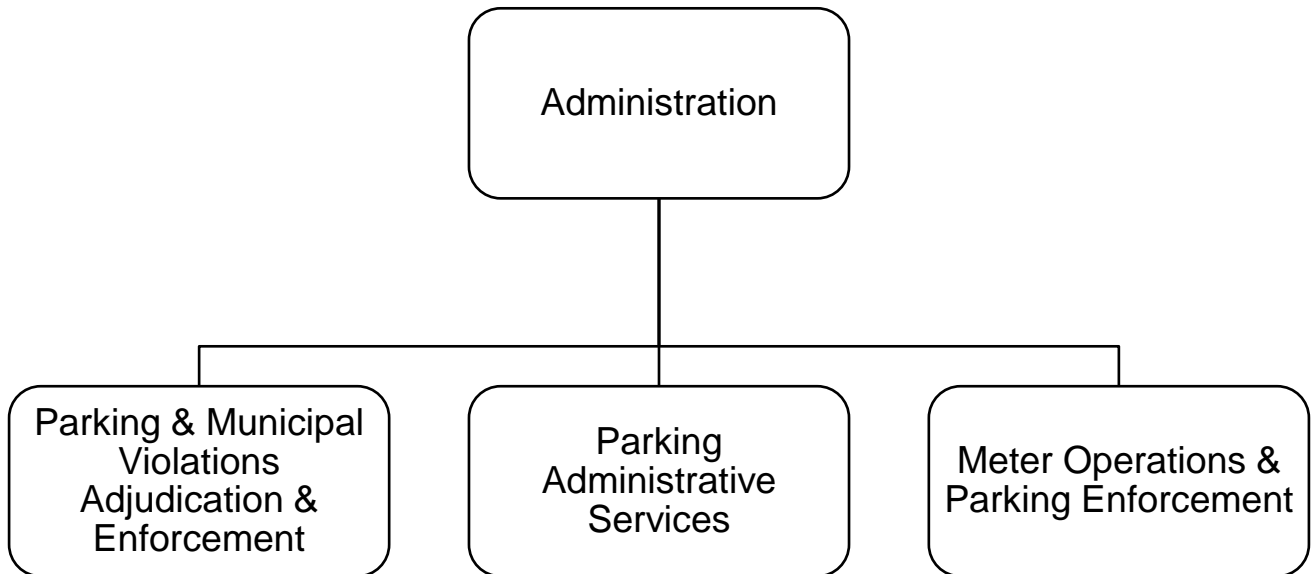
DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2018-19	Approved 2019-20			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
9	Clerk II	2	3		3	
9	Clerk II with Typing	1	1		1	
EMPLOYEE YEARS						
	Full Time	12.0	13.0	1.0	5.0	7.0
	Overtime	0.4	0.5	0.0	0.4	0.1
	Part Time, Temporary, Seasonal	1.0	1.4	0.2	1.2	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	13.4	14.9	1.2	6.6	7.1

Mission Statement

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

Organization



Vital Customers

External:

- Potential developers and business owners contemplating a move to the city of Rochester
- Vehicle owners who park in City parking facilities
- Vehicle owners who park on city streets
- Vehicle owners and city property owners who violate Chapter 13A of the City of Rochester Code
- All those who currently or potentially could live, visit, or do business in the city of Rochester

Internal:

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

Critical Processes

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

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Install new single space parking meters that accept credit cards and offer pay by phone	Innovation and Efficiency	First Quarter
Crosstrain Traffic Violations Agency and Parking employees to look up moving violations tickets and parking tickets on each unit's respective system	Innovation and Efficiency	Third Quarter
Continue installation and implementation of the new parking access revenue control system software in two garages	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
CUSTOMER PERSPECTIVE				
Percent of booted vehicles that pay vs. being towed	84%	85%	85%	85%
Percent of parking tickets paid vs. tickets issued	89%	90%	89%	90%

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	6,144,000	5,984,000	-160,000
Employee Years	37.7	36.0	-1.7

Change Detail

Salary & Wage	General	Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
35,800	114,100	4,300	-12,400	0	-301,800	-160,000

Major Changes

Security, utilities, cleaning and other services are reduced due to anticipated sale of Crossroads Garage	-211,800
Add funding for South Avenue Garage utility expense, reimbursable by Rochester Convention Center Management Corporation (RCCMC)	150,000
Security, utilities, cleaning and other services are reduced due to anticipated sale of Mortimer Street Garage	-114,600
A vacant full time position is eliminated as an efficiency measure	-52,300
State permit expense for the Cumberland Street lot is eliminated as the City discontinues its use	-46,900

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

5-25

Add funding for annual software support for new meters	36,000
Net reduction in miscellaneous lines based on historical experience and projected need	-27,200
A vacant part time position is eliminated as an efficiency measure	-19,200
Professional services decrease based on projected need	-15,800

Program Changes

The 2019-20 Budget anticipates the sale of Crossroads and Mortimer Street parking garages by the end of the second quarter. Installation and implementation of the new parking access revenue control system software is planned for Washington Square Garage and South Avenue Garage. New on-street meters will allow parkers to pay by cash or credit card with an option for pay by phone. Required on-street metered payment hours remain until 6 pm.

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,824,441	1,842,400	1,955,800	1,896,400
Materials & Supplies	60,053	80,900	93,900	96,600
Services	4,152,264	4,008,100	4,094,300	3,991,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6,036,758	5,931,400	6,144,000	5,984,000
Appropriation by Activity				
Administration	251,343	260,000	257,800	266,300
Parking/Municipal Violations Adjud. & Enforcement	604,903	671,400	727,100	742,800
Parking Administrative Services	4,253,706	4,075,400	4,199,800	4,000,600
Meter Operations/Parking Enforcement	<u>926,806</u>	<u>924,600</u>	<u>959,300</u>	<u>974,300</u>
Total	6,036,758	5,931,400	6,144,000	5,984,000
Employee Years by Activity				
Administration	3.0	3.0	3.0	3.0
Parking/Municipal Violations Adjud. & Enforcement	9.3	9.4	9.6	9.5
Parking Administrative Services	9.0	8.1	9.5	8.0
Meter Operations/Parking Enforcement	<u>15.5</u>	<u>15.5</u>	<u>15.6</u>	<u>15.5</u>
Total	36.8	36.0	37.7	36.0

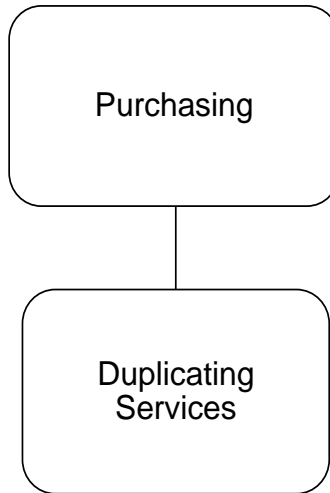
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	P&MV Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2018-19	Approved 2019-20				
33	Director, Parking	1	1	1			
28	Asst. Director, Parking	1	1		1		
26	Municipal Parking Compliance Auditor	1	1			1	
25	Business Analyst I	1	1	1			
21	Supervisor of Structures & Equipment	1	1			1	
19	Parking Enforcement Supervisor	2	2				2
18	Parking Compliance Monitor	0	1			1	
16	Administrative Assistant	1	1			1	
15	Senior Parking Equipment Mechanic	1	0				
14	Parking Compliance Monitor	2	0				
14	Junior Accountant	1	1			1	
13	Sr. Cashier Bilingual	1	1		1		
11	Adjudication Assistant	1	1		1		
11	Secretary	1	1	1			
10	Parking Enforcement Officer	8	8				8
10	Parking Equipment Mechanic	1	2				2
9	Clerk II	2	2		2		
9	Clerk II with Typing	1	1			1	
7	Clerk III	4	4		3	1	
5	Account Clerk	1	1		1		
EMPLOYEE YEARS							
Full Time		32.0	31.0	3.0	9.0	7.0	12.0
Overtime		0.5	0.5	0.0	0.1	0.2	0.2
Part Time, Temporary, Seasonal		5.2	4.7	0.0	0.5	0.8	3.4
Less: Vacancy Allowance		<u>0.0</u>	<u>0.2</u>	<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	<u>0.1</u>
Total		37.7	36.0	3.0	9.5	8.0	15.5

DEPARTMENT OF FINANCE
PURCHASING

Mission Statement

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

Organization**Vital Customers**

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

Critical Processes

- Oversee fair and open bidding process to ensure compliance and award to low bidder
- Provide contract awards and maintenance
- Auction surplus equipment
- Issue purchase orders and call numbers
- Train department and bureau purchasing liaisons in purchasing law and practices
- Gather and monitor information from public works and development projects for contractor compliance
- Gather information from vendors
- Act as liaison between vendors/contractors and City of Rochester departments/bureaus
- Review and approve Minority and Women Business Enterprises Utilization plans
- Act as liaison between prime contractors and MWBE subcontractors for City of Rochester projects
- Provide copying services to City Hall

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete transition to tracking MWBE and workforce utilization from paper to web-based software reporting for all new contracts	Innovation and Efficiency	Second Quarter
Increase the use of electronic requests for quotations (RFQs) through the use of BidNet	Innovation and Efficiency	Third Quarter
Increase MWBE participation in City contract purchases	More Jobs	Ongoing
Increase MWBE participation in City public works contracts and PSAs	More Jobs	Ongoing

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
INTERNAL OPERATIONS				
Contracts awarded:				
• Construction (\$000)	28,639	30,000	44,600	50,000
• Construction M/WBE (\$000)	5,744	7,000	8,200	15,000
• Percent of MWBE to Total	20.1	23.3	18.4	30.0
• Number of goods and services contracts awarded	550	480	550	500
Percent of City public bids received electronically	24	26	30	30
Percent of purchases of best value bids	1	1	1	1
FINANCIAL/COSTS				
Money recovered from sale of surplus property (\$)	392,614	250,000	250,000	250,000
LEARNING AND INNOVATION				
Percent of City public bids distributed electronically	88	96	95	95

N/A – Not Applicable

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,075,300	1,097,100	21,800
Employee Years	11.8	11.4	-0.4

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
16,600	3,400	1,600	0	-800	1,000	21,800

DEPARTMENT OF FINANCE
PURCHASING

Major Changes

Increase in maintenance costs for new tracking software to support MWBE goals and initiatives	27,000
Net reduction in temp wages as an efficiency measure	-26,000

DEPARTMENT OF FINANCE
PURCHASING

Duplicating Chargebacks

<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>
CITY COUNCIL & CLERK	8,700	10,700	ENVIRONMENTAL SERVICES	34,500	27,600
NEIGHBORHOOD & BUSINESS DEV.	76,700	73,500	EMERGENCY COMMUNICATIONS	6,900	6,500
ADMINISTRATION			INFORMATION TECHNOLOGY	7,200	200
Mayor's Office	24,700	40,600	RPD	8,200	6,200
Innovation	12,600	22,000	FIRE	7,000	17,900
Management & Budget	5,500	6,200	RECREATION & YOUTH SERVICES		
Human Resource Management	13,500	17,600	Commissioner	100	0
Communications	32,200	26,500	Recreation	46,500	37,700
Law	<u>5,200</u>	<u>400</u>	Youth Services	<u>0</u>	<u>0</u>
Total - Administration	93,700	113,300	Total - DRYS	46,600	37,700
LIBRARY	300	400			
FINANCE			Total Interfund	24,200	16,800
Director's Office	800	0	Total Intrafund	<u>283,600</u>	<u>294,300</u>
Accounting	700	800	CITY TOTAL	307,800	311,100
Treasury	4,400	6,800			
Assessment	5,500	5,000			
Parking and Municipal Violations	1,000	600			
TVA	1,000	100			
Purchasing	<u>4,600</u>	<u>3,800</u>			
Total - Finance	18,000	17,100			

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	751,060	755,900	763,300	753,200
Materials & Supplies	65,030	61,100	77,400	79,600
Services	234,125	218,700	234,600	264,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,050,215	1,035,700	1,075,300	1,097,100
Interfund Credit*	-22,002	-15,500	-24,200	-16,800
Intrafund Credit*	<u>-261,558</u>	<u>-274,700</u>	<u>-283,600</u>	<u>-294,300</u>
Total	766,655	745,500	767,500	786,000
Appropriation by Activity				
Purchasing	751,713	747,500	768,500	786,000
Duplicating Services	<u>298,502</u>	<u>288,200</u>	<u>306,800</u>	<u>311,100</u>
Total	1,050,215	1,035,700	1,075,300	1,097,100
Interfund Credit*	-22,002	-15,500	-24,200	-16,800
Intrafund Credit*	<u>-261,558</u>	<u>-274,700</u>	<u>-283,600</u>	<u>-294,300</u>
Total	766,655	745,500	767,500	786,000
Employee Years by Activity				
Purchasing	10.7	10.8	10.8	10.4
Duplicating Services	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total	11.7	11.8	11.8	11.4

*Reflects chargeback for duplicating

DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

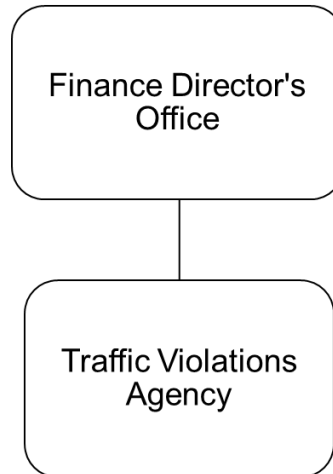
FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2018-19	Approved 2019-20		
33	Purchasing Agent	1	1	1	
24	Minority & Women Business Enterprise Officer	1	1	1	
22	Contract Administrator	1	1	1	
22	Senior Purchaser	2	2	2	
20	Administrative Analyst	2	2	2	
19	Purchaser	1	1	1	
14	Purchasing Control Clerk	1	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		11.0	11.0	10.0	1.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		0.8	0.4	0.4	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		11.8	11.4	10.4	1.0

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Provide additional training for Traffic Violations Agency employees (DMV, scofflaw, customer service)	Innovation and Efficiency	First Quarter
Crosstrain Traffic Violations Agency and Parking employees to look up moving violations tickets and parking tickets on each unit's respective system	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Number of new moving violations tickets	5,524	23,218	34,300	24,000
Disposition rate of tickets filed	20%	55%	65%	55%
% of cases plea bargained (of those cases that reached a disposition)	93%	90%	80%	90%
% of cases heard in front of the judicial hearing officer	4%	8%	10%	8%
Disposition rate of transferred tickets	12%	30%	30%	30%

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	963,000	944,900	-18,100
Employee Years	10.6	10.3	-0.3

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
18,100	6,800	500	0	0	-43,500	-18,100

Major Changes

Overtime decreases based on projected need	-34,700
Net reduction in services based on projected need	-18,200
Increase rent funding to reflect a full year of payments for the new County DMV sublease agreement	9,400

Program Changes

Effective January 2019 the Traffic Prosecutor began holding case status conferences with multiple motorists to explain the plea offer option versus a trial. Civil judgments are filed against motorists who have tickets with payments overdue more than 120 days.

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY
EXPENDITURE SUMMARY

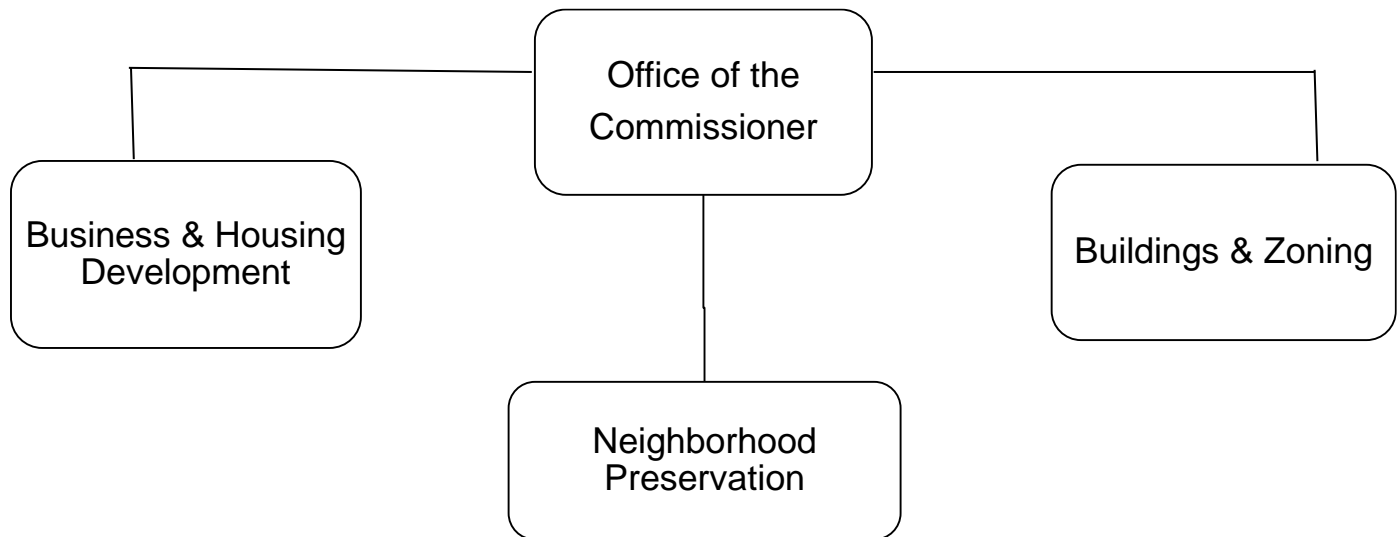
	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	134,790	522,500	590,400	573,800
Materials & Supplies	8,872	9,300	9,300	9,600
Services	76,110	325,100	363,300	361,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	219,772	856,900	963,000	944,900
Appropriation by Activity				
Traffic Violations Agency	219,772	856,900	963,000	944,900
Employee Years by Activity				
Traffic Violations Agency	<u>2.3</u>	<u>9.4</u>	<u>10.6</u>	<u>10.3</u>
Total	2.3	9.4	10.6	10.3

DEPARTMENT OF FINANCE
 TRAFFIC VIOLATIONS AGENCY
 PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2018-19	Approved 2019-20
28	Executive Director	1	1
23	Assistant Executive Director	1	1
13	Administrative Secretary	1	1
10	Motor Vehicle Representative	6	6
EMPLOYEE YEARS			
	Full Time	9.0	9.0
	Overtime	0.6	0.3
	Part Time, Temporary, Seasonal	1.0	1.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	10.6	10.3

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

Departmental Highlights

For 2019-20, the Department of Neighborhood and Business Development will focus on the public review and final approval of Rochester 2034, the City's new Comprehensive Plan, strengthening the city's commercial corridors, increasing home ownership, reducing blight and nuisances, and attracting development to neighborhoods and downtown.

The Department of Neighborhood and Business Development is also committed to partnering with the Mayor's Office of Project Management and Information Services to develop and implement the initial phases of the Land Management project. This project will significantly enhance the level of service provided to our front end customers, will transform how we do business, and will create cutting edge interfaces between City Hall and the community we serve.

Finally, the latter part of the budget year will see the beginnings of a comprehensive update to the Zoning Code and Map, as the department begins the adoption of the completed Comprehensive Plan.

Highlights of the Department's 2019-20 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
<u>Commissioner/Planning</u>		
Advance Rochester 2034 to adoption	Safer and More Vibrant Neighborhoods	Second Quarter
Evaluate and begin the revisions to the Zoning Code and Map in response to the adoption of the Comprehensive Plan	Safer and More Vibrant Neighborhoods	Second Quarter
<u>Business & Housing Development</u>		
Continue Phase II development of Inner Loop East (ILE) Sites 4 & 5	Safer and More Vibrant Neighborhoods	First Quarter
Implement business corridor improvements based on the Commercial Corridor study	Safer and More Vibrant Neighborhoods	Third Quarter
Attract new businesses and generate growth in downtown retail	More Jobs	Ongoing
<u>Neighborhood Preservation</u>		
Connect and support the Common Ground Health project in collaboration with the Department of Recreation and Youth Services for Play Roc and Play Streets in each quadrant	Safer and More Vibrant Neighborhoods	First Quarter
Work to reduce the number of nuisance cases escalated to the Nuisance Advisory Board preventing the City from closing on properties through Chapter 10-12 filings	Safer and More Vibrant Neighborhoods	Ongoing

**Projected
Completion**

Highlights

Priorities Supported

Buildings and Zoning

Evaluate and begin the revisions to the Zoning Code and Map in response to the adoption of the Comprehensive Plan	Safer and More Vibrant Neighborhoods	Second Quarter
Participate in Phase III of the Cities RISE Program	Safer and More Vibrant Neighborhoods	Fourth Quarter
Work with the Office of Project Management and Information Services to develop and implement the initial phases of the Land Management project	Innovation and Efficiency	Fourth Quarter

Year-To-Year Comparison

	Budget 2018-19	Budget 2019-20	Change	Percent Change
Bureau				
Commissioner/Admin Finance/Planning	1,105,900	1,302,600	196,700	17.8%
Business & Housing Development	2,784,900	2,784,600	-300	0.0%
Neighborhood Preservation	1,496,800	1,517,400	20,600	1.4%
Buildings & Zoning	5,665,700	6,017,000	351,300	6.2%
Total	11,053,300	11,621,600	568,300	5.1%
Employee Years	137.6	141.6	4.0	2.9%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
331,100	26,900	-25,700	-73,800	-47,100	356,900	568,300

Major Change Highlights

Professional services increase to reflect Zoning Code and Map Rewrite expense	150,000
A Chief Executive Officer of REDCO is added to oversee and enhance REDCO economic development and job creation efforts	127,700
A Business Analyst position transfers in from IT to support Land Management project	73,300
A CDBG Coordinator position is added in Admin/Finance to support HUD compliance requirements	64,300
An Electrical Inspector position is added to support increasing permit demand	54,000

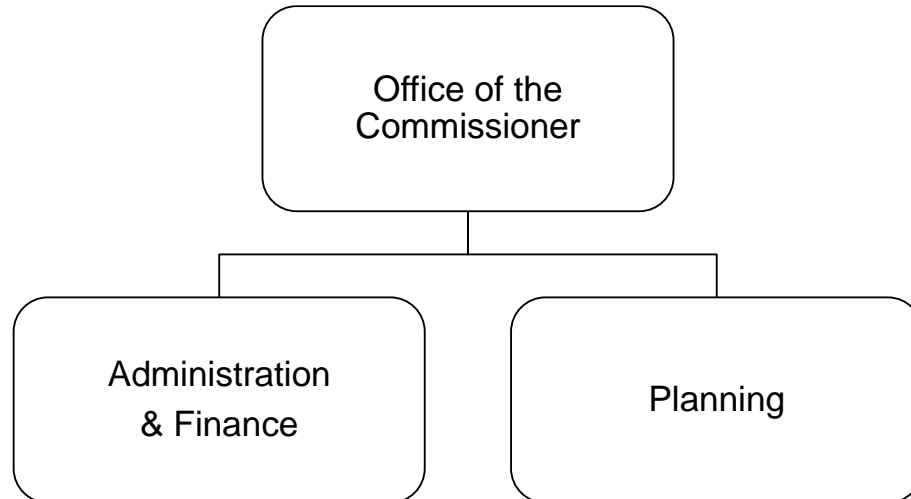
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	8,812,526	9,004,300	9,455,800	9,916,900
Materials & Supplies	62,486	58,100	51,300	48,900
Services	1,345,794	1,413,900	1,546,200	1,655,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	10,220,806	10,476,300	11,053,300	11,621,600
Appropriation by Activity				
Commissioner	985,994	1,063,100	1,105,900	1,302,600
Business & Housing Development	2,371,915	2,573,300	2,784,900	2,784,600
Neighborhood Preservation	1,398,712	1,384,800	1,496,800	1,517,400
Buildings & Zoning	<u>5,464,186</u>	<u>5,455,100</u>	<u>5,665,700</u>	<u>6,017,000</u>
Total	10,220,806	10,476,300	11,053,300	11,621,600
Employee Years by Activity				
Commissioner	12.2	12.1	12.6	14.6
Business & Housing Development	25.3	26.0	29.0	29.0
Neighborhood Preservation	17.1	16.1	18.1	18.1
Buildings & Zoning	<u>73.9</u>	<u>74.9</u>	<u>77.9</u>	<u>79.9</u>
Total	128.5	129.1	137.6	141.6
NBD Resource Allocation - Dollars				
NBD Allocation	10,220,806	10,476,300	11,053,300	11,621,600
Police Department NBD Allocation	<u>2,344,100</u>	<u>2,897,200</u>	<u>2,178,400</u>	<u>2,463,100</u>
Total NBD Allocation	12,564,906	13,373,500	13,231,700	14,084,700
NBD Resource Allocation - Employee Years				
NBD Allocation	128.5	129.1	137.6	141.6
Police Department NBD Allocation	<u>26.5</u>	<u>31.0</u>	<u>24.5</u>	<u>24.5</u>
Total NBD Allocation	155.0	160.1	162.1	166.1

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Prepare and monitor departmental operating and CIP budgets
- Provide budgetary and financial reporting functions
- Monitor grant budgets and coordinate audit visits
- Coordinate performance management and measurement programs
- Administer personnel, purchasing and payroll activities
- Ensure adherence to grant compliance requirements for federal formula grant programs
- Manage the federal disbursement and information system
- Prepare and monitor professional services, sub-recipient and beneficiary agreements
- Monitor and maintain database of affordable homeownership and rental units
- Coordinate City Council agenda process for departmental items
- Coordinate departmental web content
- Prepare and maintain City Comprehensive Plan
- Connect planning to implementation
- Coordinate citywide planning activities and services
- Create and track citywide plans and studies
- Create tools for assisting the community and City Hall

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
<u>Office of the Commissioner</u>		
Utilize federal funding to create jobs and improve neighborhood conditions and housing	More Jobs	Ongoing
Encourage safer and more attractive neighborhoods through enforcement of city codes	Safer and More Vibrant Neighborhoods	Ongoing
Provide information on City programs and services to residents	Safer and More Vibrant Neighborhoods	Ongoing
<u>Planning</u>		
Advance Rochester 2034 to adoption	Safer and More Vibrant Neighborhoods	Second Quarter
Create the Rochester 2034 Implementation Oversight Committee	Safer and More Vibrant Neighborhoods, More Jobs	Second Quarter
Evaluate and begin the revisions to the Zoning Code and Map in response to the adoption of the Comprehensive Plan	Safer and More Vibrant Neighborhoods	Second Quarter
Complete the HUD required analysis of impediments to Fair Housing	Safer and More Vibrant Neighborhoods	Fourth Quarter
Implement the Local Waterfront Revitalization program and support Roc The Riverway	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
<u>ENHANCE NEIGHBORHOODS</u>				
General billing invoices (Rehab/Demo)				
Number issued	2,609	3,000	3,000	3,000
Amount billed (\$)	3,246,888	2,500,000	850,000	2,500,000
Percent collected	58%	65%	65%	65%
Homebuyer Assistance provided by the City (\$)	814,000	800,000	800,000	800,000
<u>PROMOTE DEVELOPMENT</u>				
Grants/funding received – federal (\$ millions)	11.09	12.21	12.10	12.03
Grants/funding received – all other sources (\$)	622,000	576,500	485,000	485,000

B&Z – Buildings and Zoning Bureau

NP – Neighborhood Preservation Bureau

BHD – Business & Housing Development Bureau

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,105,900	1,302,600	196,700
Employee Years	12.6	14.6	2.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
18,200	0	-4,400	0	-9,100	192,000	196,700

Major Changes

A Chief Executive Officer of REDCO is added to oversee and enhance REDCO economic development and job creation efforts 127,700

A CDBG Coordinator position is created in Admin/Finance to support HUD compliance requirements 64,300

Program Change

A Chief Executive Officer of REDCO is added to oversee and enhance REDCO economic development and job creation efforts. A coordinator position is created in the Commissioner's Office to increase support and maintain compliance requirements on the City's federal CDBG, ESG, HOME and HOPWA grants. This includes safeguarding City compliance with all federal rules and regulations associated with carrying out and executing all Integrated Distribution Information Systems (IDIS) transactions, completing the annual Consolidated Annual Performance Evaluation Report and serving as the City of Rochester's primary point of contact with the Department of Housing and Urban Development.

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

Appropriation by Major Object	<u>Actual</u> 2017-18	<u>Estimated</u> 2018-19	<u>Amended</u> 2018-19	<u>Approved</u> 2019-20
Personnel Expenses	853,196	895,600	916,000	1,126,200
Materials & Supplies	17,122	6,200	4,200	4,200
Services	115,675	161,300	185,700	172,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	985,994	1,063,100	1,105,900	1,302,600
Appropriation by Activity				
Commissioner	646,036	390,700	350,200	474,400
Office of Planning	0	295,900	367,200	372,600
Administration & Finance	<u>339,957</u>	<u>376,500</u>	<u>388,500</u>	<u>455,600</u>
	985,994	1,063,100	1,105,900	1,302,600
Employee Years by Activity				
Commissioner	2.0	2.0	2.0	3.0
Office of Planning	3.6	4.0	4.0	4.0
Administration & Finance	<u>6.6</u>	<u>6.1</u>	<u>6.6</u>	<u>7.6</u>
	12.2	12.1	12.6	14.6

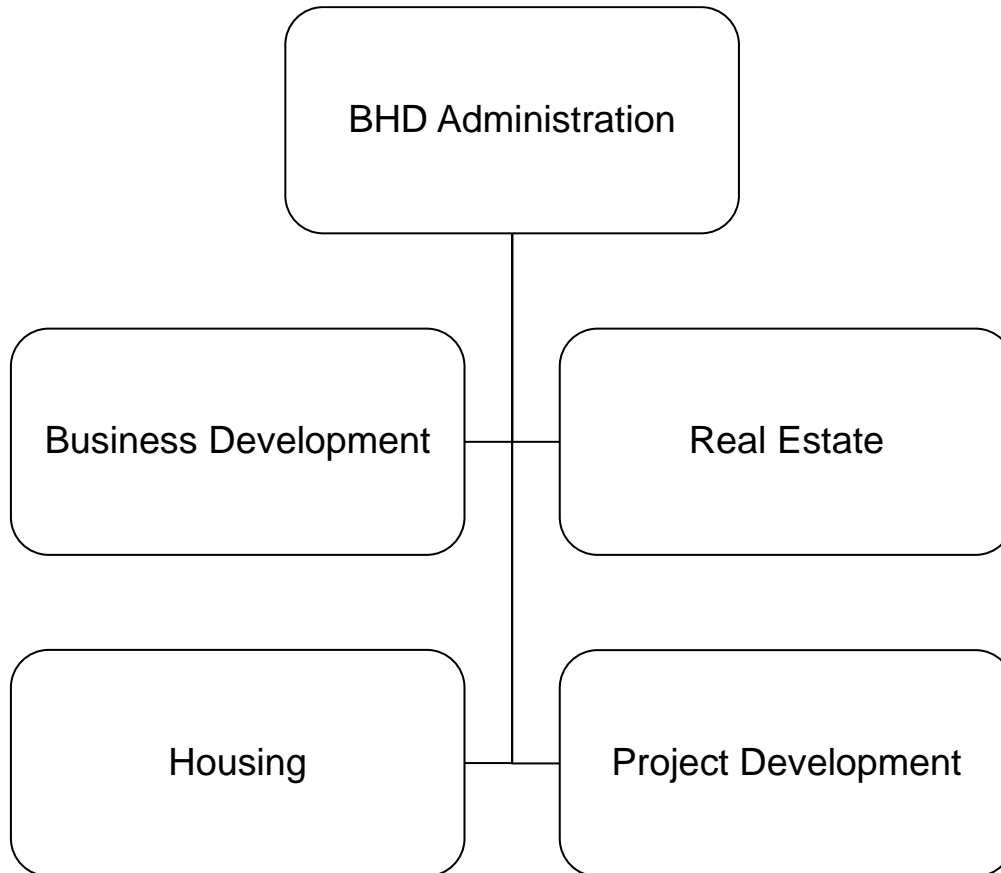
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Office of Planning	Administration & Finance
Br.	Title	Budget 2018-19	Approved 2019-20			
36	Commissioner	1	1	1		
35	Chief Executive Officer - REDCO	0	1	1		
30	Manager of Planning	1	1		1	
29	Principal Staff Assistant	1	1			1
26	Associate City Planner	1	1		1	
24	CDBG Coordinator	0	1			1
24	Sr. Comm Housing Planner	1	1		1	
20	City Planner	1	1		1	
20	Executive Assistant	2	2	1		1
16	Administrative Assistant	2	2			2
11	Clerk I	1	1			1
7	Clerk III with Typing	1	1			1
EMPLOYEE YEARS						
	Full Time	12.0	14.0	3.0	4.0	7.0
	Overtime	0.1	0.1	0.0	0.0	0.1
	Part Time, Temporary, Seasonal	0.5	0.5	0.0	0.0	0.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	12.6	14.6	3.0	4.0	7.6

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Promote development of small and middle markets
- Promote residential development
- Purchase and sell selected real estate that is essential to achieving City goals
- Portfolio management – loan and grant monitoring
- Manage housing programs
- Attract new businesses and generate growth in downtown businesses

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue Phase II development of Inner Loop East (ILE) Sites 4 & 5	Safer and More Vibrant Neighborhoods	First Quarter
Provide targeted investment capital through Revitalize Rochester Fund	Safer and More Vibrant Neighborhoods	First Quarter
Continue Phase II development of Inner Loop East (ILE) Site 2	Safer and More Vibrant Neighborhoods	Second Quarter
Implement 2019-20 plan to sell 30 homes	Safer and More Vibrant Neighborhoods	Third Quarter
Implement business corridor improvements based on the Commercial Corridor study	Safer and More Vibrant Neighborhoods	Third Quarter
Implement 2019-20 HOME Rochester program with City and Rochester Land Bank (RLB) & Greater Rochester Housing Partnership (GRHP) to rehab 10 homes for sale to owner occupants	Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin planning and design for the development of Bulls Head	More Jobs	Fourth Quarter
Implement Phase II redevelopment of residential and mixed-use structures to address market demand for currently under-represented housing inventory	Safer and More Vibrant Neighborhoods	Fourth Quarter
Attract new businesses and generate growth in downtown retail	More Jobs	Ongoing
Encourage the creation of entry-level jobs for city residents	More Jobs	Ongoing
Increase access to capital and micro-lending resources for small businesses	More Jobs	Ongoing

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
ENHANCE NEIGHBORHOODS				
HOME funded rehab and new construction (\$ millions)	.53	1.10	1.10	.91
Owner occupied housing units created	10	9	16	8
City-assisted sales to owner occupants	196	196	190	196
Foreclosures prevented	168	158	108	130
Affordable housing units created	165	196	298	192
Market rate housing units created	228	100	132	100
Mixed-use projects	17	N/A	N/A	N/A

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Total public/private housing investment (\$ millions)	118.91	170	167.97	116.15
Total commercial/retail investment (\$ millions)	20.00	N/A	N/A	N/A
FACILITATE BUSINESS GROWTH				
Total retention assistance (\$ millions)	4.40	N/A	N/A	N/A
Jobs retained	535	437	250	300
Total growth assistance (\$ millions)	24.30	N/A	N/A	N/A
Full-time equivalent jobs created (Business Development, REDCO)	251	200	200	200
Average income of jobs created (\$)	\$32,369	\$34,238	30,000	\$30,000
Businesses relocating into city	11	3	5	5
All grants/loans provided	65	60	50	55
<u>Empire Zone</u>				
Total investments (\$ millions)	10.2	6.0	6.0	N/A
Jobs created	70	70	30	N/A
Jobs retained	1,275	765	765	N/A
Minority and Women Owned Business Enterprise (MWBE)/Disadvantaged Small Business Enterprise (MWDSBE)				
New MWBE businesses	14	20	20	20
Total MWBE assistance (\$ millions)	5.53	N/A	N/A	N/A
Minority workforce %	24%	21%	20%	20%
Women workforce %	11%	10%	6.9%	7%
MWDSBE assistance (\$ millions)	16.39	5.90	4.0	5.0
Workforce Residency				
Workforce city residents (all projects)	25%	27%	25%	25%
Workforce city residents (people count)	880	400	450	450
PROMOTE DEVELOPMENT				
Tax foreclosures	139	102	150	150
Property rental revenue (\$)	227,773	200,000	225,000	270,000
Properties sold through auction/RFP	126	100	100	100
Property sales revenue (\$)	1,740,000	960,000	2,800,000	1,700,000
Leveraged private investment dollars (Commercial Corridors) (\$ millions)	\$26.83	N/A	N/A	N/A
Leveraged private investment dollars (Downtown) (\$ millions)	42.04	N/A	N/A	N/A

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
% grants/loans applications processed on-time (90 days)	63%	72%	70%	70%
Total business development investment (\$ millions)	N/A	19.3	12.0	15.0
Leveraged private investment dollars (Business Development) (\$ millions)	26.8	19.3	10.0	13
Total public/private investment (Project Development) (\$ millions)	42.0	55.0	60	60
New businesses	N/A	11	12	12
N/A – Not Applicable				

Year-To-Year

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,784,900	2,784,600	-300
Employee Years	29.0	29.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
73,000	10,800	-4,700	-21,700	-17,000	-40,700	-300

Major Changes

A vacant part time Real Estate Specialist is eliminated as an efficiency measure -40,700

Program Change

The New York State Empire Zone was a program administered by the state of New York that originated in 1999. Its goal was to provide incentives for businesses to grow and create jobs, with benefits obtained over a ten year period. In 2010, the program stopped accepting new entrants, thus program benefits have substantially decreased each year and are expected to have the final recipients end their benefits this coming year. Due to the end of the program and the expiration of benefits, the Department of Neighborhood and Business Development will no longer be reporting Empire Zone Results within its key performance indicators.

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

Appropriation by Major Object	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Personnel Expenses	1,857,754	1,989,300	2,163,300	2,161,500
Materials & Supplies	4,677	5,800	6,100	5,800
Services	509,484	578,200	615,500	617,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,371,915	2,573,300	2,784,900	2,784,600
Appropriation by Activity				
Administration	654,455	679,300	742,000	804,200
Business Development	380,757	394,400	493,500	437,800
Real Estate	609,213	697,300	774,700	464,000
Housing	451,328	485,500	451,700	335,500
Project Development	<u>276,162</u>	<u>316,800</u>	<u>323,000</u>	<u>743,100</u>
	2,371,915	2,573,300	2,784,900	2,784,600
Employee Years by Activity				
Administration	5.5	4.5	5.5	6.5
Business Development	4.0	3.9	5.9	4.9
Real Estate	6.6	6.5	6.5	7.5
Housing	6.1	6.0	6.0	6.0
Project Development	<u>3.1</u>	<u>5.1</u>	<u>5.1</u>	<u>4.1</u>
	25.3	26.0	29.0	29.0

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

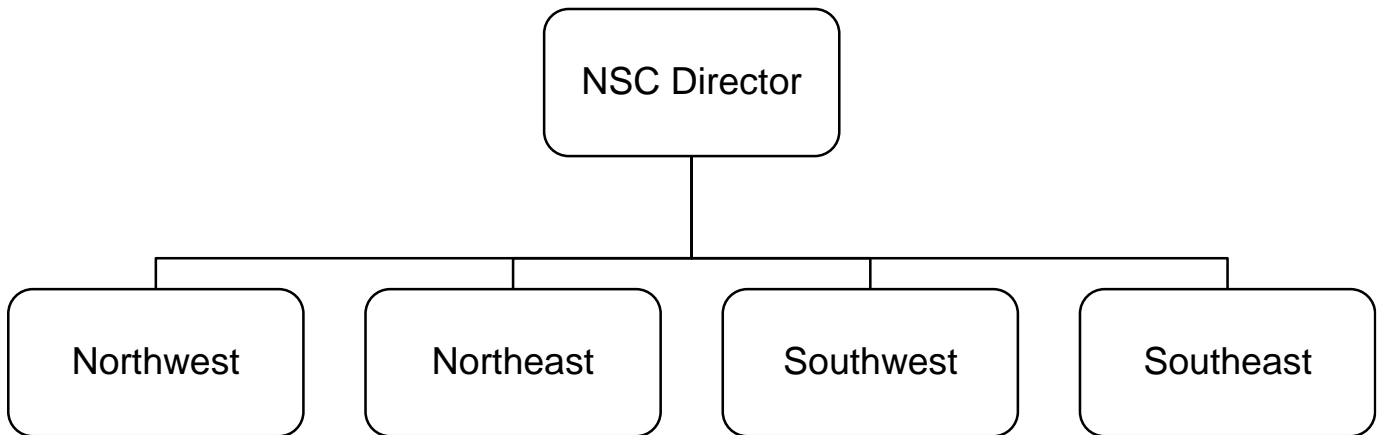
FULL TIME POSITIONS			Administration	Business Development	Real Estate	Housing	Project Development	
Br.	Title	Budget 2018-19	Approved 2019-20					
34	Director of Development Services	1	1	1				
31	Manager of Housing	1	1			1		
30	Director of Real Estate	1	1		1			
30	Director of Strategic Business Development	1	1		1			
30	Manager of Project Development	1	1				1	
28	Assistant Director of Real Estate	1	1		1			
26	Associate Administrative Analyst	2	2			1	1	
26	Associate Real Estate Specialist	1	1		1			
26	Credit Manager	1	1	1				
26	Economic Development Project Manager	1	1		1			
24	Senior Community Housing Planner	5	4			2	2	
24	Senior Community Housing Planner/Bilingual	0	1			1		
24	Senior Economic Development Specialist	3	2		2			
24	Senior Economic Development Specialist/Bilingual	0	1		1			
24	Senior Real Estate Specialist/Bilingual	1	1		1			
22	Credit Underwriter	0	1	1				
22	Economic Development Specialist	1	0					
20	Community Housing Planner/Bilingual	1	1			1		
20	Executive Assistant	1	1	1				
20	Legal Assistant/Real Estate	1	1		1			
20	Real Estate Specialist	0	1		1			
12	Project Assistant	3	2	1	1			
9	Clerk II with Typing	1	1	1				
EMPLOYEE YEARS								
	Full Time	28.0	28.0	6.0	5.0	7.0	6.0	4.0
	Overtime	0.2	0.2	0.0	0.0	0.1	0.0	0.1
	Part Time, Temporary, Seasonal	1.1	1.1	0.5	0.0	0.5	0.1	0.0
	Less: Vacancy Allowance	<u>0.3</u>	<u>0.3</u>	<u>0.0</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.0</u>
	Total	29.0	29.0	6.5	4.9	7.5	6.0	4.1

Mission Statement

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

Organization

Neighborhood Preservation is separated into four geographical quadrant areas:

**Vital Customers**

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

Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Connect and support the Common Ground Health project in collaboration with Department of Recreation and Youth Services for Play Roc and Play Streets in each of the quadrants	Safer and More Vibrant Neighborhoods	First Quarter
Focus on Bay/Goodman area business owners to reestablish a Business Association	More Jobs	Second Quarter
Collaborate with DRYS to complete the Campbell R-Center parking lot expansion	Safer and More Vibrant Neighborhoods	Third Quarter
Create opportunities for residents and business owners to begin action proposals for the Rochester 2034 Comprehensive Plan on Community Beautification, Arts and Culture and Building Neighborhood Capacity	Safer and More Vibrant Neighborhoods	Third Quarter
Create Business Association at the Port of Rochester (NW) to support development and establish a united business front	Safer and More Vibrant Neighborhoods	Fourth Quarter
Increase community engagement through neighborhood events on East Main for the Streetscape project to ensure public voice and citizen input continues	Safer and More Vibrant Neighborhoods	Fourth Quarter
Collaborate and support all Brooks Landing outdoor music events to maximize neighborhood engagement	Safer and More Vibrant Neighborhoods	Fourth Quarter
Support RPD and DES with the design and construction of the RPD Lake Section and RPD Goodman Section Buildings (NW & SE)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Work to reduce the number of nuisance cases escalated to the Nuisance Advisory Board preventing the City from closing on properties through Chapter 10-12 filings	Safer and More Vibrant Neighborhoods	Ongoing
Facilitate and promote art in public spaces	Safer and More Vibrant Neighborhoods	Ongoing
Continue to partner and promote all NE Neighborhood Associations and Block Clubs involvement to further support inter-neighborhood and community-driven events	Safer and More Vibrant Neighborhoods	Ongoing
Continue to engage businesses and residents to maintain clean and visually vibrant commercial corridors by reinforcing community partnerships in all corridors	Safer and More Vibrant Neighborhoods	Ongoing

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION

Objective	Priorities Supported	Projected Completion
Engage Business Associations to assist local businesses to help pursue the various grant programs offered by the city	More Jobs	Ongoing

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
<u>ENHANCE NEIGHBORHOODS</u>				
Good Neighbor Agreements	677	637	637	650
Commercial corridor occupancy rates (avg)	87%	84%	83%	87%
P3 (Private, Public, Partnership) established	16	8	8	9
Neighborhood Association meetings	657	827	863	850
Neighborhood Association meeting attendance	8,770	11,765	11,825	12,100
Neighborhood cleanups	125	167	167	160
Block Clubs	110	80	80	80
Handicap Permits issued	3,800	3,300	3,000	3,200
Neighborhood collaboration investment funds (\$)	18,146	60,000	60,000	60,000
Refuse Reviews of commercial corridors	N/A	800	800	800
<u>FACILITATE BUSINESS GROWTH</u>				
Business Permits issued (new permits only)	149	97	97	100
Business Permits renewed	550	535	540	550
Business Association meetings	242	236	204	220
Business Association meeting attendance	2,304	1,783	1,813	1,800
Nuisance letters issued	102	156	365	150
Businesses counseled	N/A	800	630	700
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,496,800	1,517,400	20,600
Employee Years	18.1	18.1	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
27,700	3,300	14,500	0	-19,000	-5,900	20,600

Major Changes

Professional services reduced to reflect actual need	-9,500
Funds for materials and supplies are added to the Director's office	3,600

Program Changes

The Bureau of Neighborhood Preservation will partner with the community to continue to work on the established Nuisance Abatement Point System as a method to identify and monitor nuisance activities. Nuisance activities can have a negative impact on the quality of life for the surrounding neighborhood. We will aggressively engage new and repeat property owners who receive nuisance points to minimize case escalation to the City-Wide Nuisance Board by creating sound and innovative agreement and plans that are fully executed.

Neighborhood Service Centers will continue to engage citizens to maintain clean, visually vibrant, code compliant and safe commercial corridors by developing and reinforcing community partnerships in each main corridor to accomplish that goal. This goal and performance metric will be tracked through our businesses counseled key performance indicator.

Each of the Neighborhood Service Centers will support health, safety and community engagement by partnering with Common Ground Health and the Department of Recreation and Youth Services to bring play back to the neighborhoods through Play Streets and other neighborhood-led initiatives.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Personnel Expenses	1,154,777	1,125,300	1,197,100	1,222,500
Materials & Supplies	12,576	22,600	16,500	14,400
Services	231,358	236,900	283,200	280,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,398,712	1,384,800	1,496,800	1,517,400
Appropriation by Activity				
NSC - Administration	198,279	199,300	218,900	226,900
NSC - Northwest	293,407	290,600	307,800	310,400
NSC - Northeast	258,329	276,000	314,900	314,100
NSC - Southwest	339,234	307,700	321,100	329,100
NSC - Southeast	<u>309,463</u>	<u>311,200</u>	<u>334,100</u>	<u>336,900</u>
Total	1,398,712	1,384,800	1,496,800	1,517,400
Employee Years by Activity				
NSC - Administration	1.0	1.0	2.0	2.0
NSC - Northwest	4.0	4.0	4.0	4.0
NSC - Northeast	4.0	3.0	4.0	4.0
NSC - Southwest	4.0	4.0	4.0	4.0
NSC - Southeast	<u>4.1</u>	<u>4.1</u>	<u>4.1</u>	<u>4.1</u>
Total	17.1	16.1	18.1	18.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 NEIGHBORHOOD PRESERVATION
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin	Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2018-19	Approved 2019-20					
30	NSC Director	1	1	1				
29	NSC Administrator	4	4		1	1	1	1
24	Assistant to NSC Administrator	4	4		1	1	1	1
13	Secretary to the NSC Director	1	1	1				
12	Customer Service Representative	2	2				1	1
12	Customer Service Rep/Bilingual	2	2		1	1		
EMPLOYEE YEARS								
Full Time		14.0	14.0	2.0	3.0	3.0	3.0	3.0
Overtime		0.1	0.1	0.0	0.0	0.0	0.0	0.1
Part Time, Temporary, Seasonal		4.0	4.0	0.0	1.0	1.0	1.0	1.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		18.1	18.1	2.0	4.0	4.0	4.0	4.1

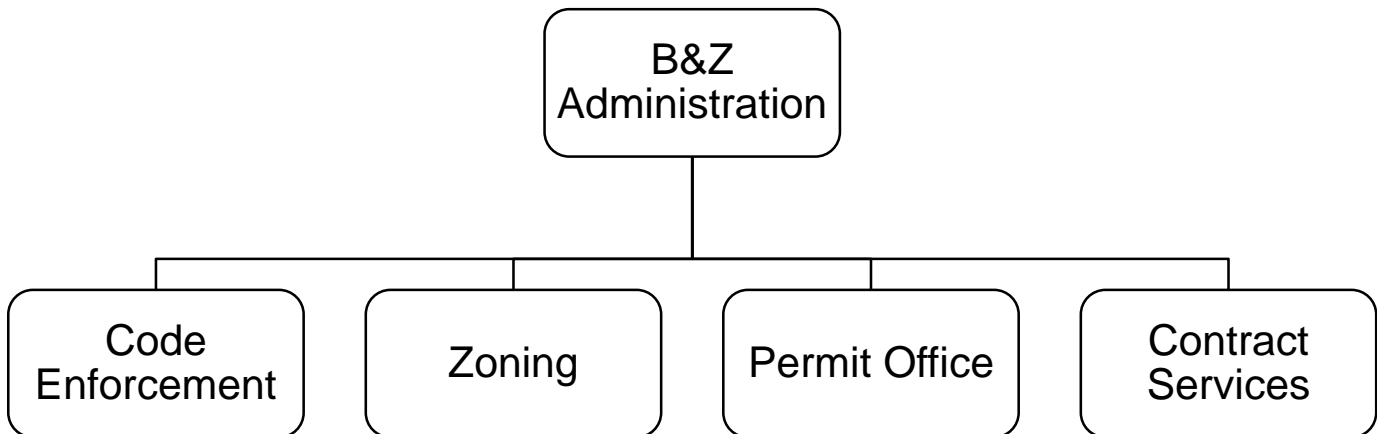
The following full time positions are included in the budget of the Police Department, Bureau of Community Affairs but are assigned to NSC offices and are shown here for reference only.

Br.	Title	2018-19	2019-20
94	Police Lieutenant	4.0	4.0
90	Police Officer	20.0	20.0
EMPLOYEE YEARS			
Full Time		24.0	24.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		24.5	24.5

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Evaluate and begin the revisions to the Zoning Code and Map in response to the adoption of the Comprehensive Plan	Safer and More Vibrant Neighborhoods	Second Quarter
Participate in Phase III of the Cities RISE Program	Safer and More Vibrant Neighborhoods	Fourth Quarter
Work with the Mayor's Office of Project Management and Information Services to implement the initial phases of the Land Management project	Innovation and Efficiency	Fourth Quarter
Enhance the vacant property management program	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
<u>ENHANCE NEIGHBORHOODS</u>				
Units inspected for lead hazards	13,861	14,000	12,000	13,000
Certificates of Occupancy issued	4,043	4,000	4,000	4,000
Landlord/tenant issues identified	3,098	3,000	3,000	3,000
Landlord/tenant issues resolved (average closure time in days)	66	60	90	60
Roofs Repaired (OORP)	12	60	60	60
Emergency Assistance Repair Program (EARP) grants awarded	131	100	80	100
Rehabilitation grants awarded (\$ millions)	3.6	3.2	3.2	3.6
Number of Rehab grants (housing count)	209	160	160	160
<u>PROMOTE DEVELOPMENT</u>				
Certificates of Compliance issued	5,996	6,000	6,000	6,000
Notice and Orders issued	24,957	20,000	20,000	20,000
Lead wipe tests conducted	2,670	2,700	2,700	2,700
Housing code tickets issued	4,806	4,300	4,300	4,300
Customer satisfaction for Certificate of Occupancy process	93%	85%	85%	85%
Customer satisfaction for Certificate of Compliance process	95%	90%	90%	90%
Demolitions	137	108	108	100
Permits issued	8,048	9,500	9,500	9,500
Permit fees collected (\$)	1,832,687	2,100,000	2,100,000	2,100,000
Certificates of Zoning Compliance reviewed	3,276	3,200	2,500	3,000
Planning Commission cases	85	80	105	80
Zoning Board of Appeals cases	103	90	120	90
Preservation Board cases	89	80	105	80
Site Plan Review cases	35	35	40	35
Administrative Adjustments	31	35	30	30

**DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING**

Key Performance Indicators	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Certificates of Nonconformities	12	15	30	15
% Board and Commission vacancies	0%	2%	0%	N/A
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	5,665,700	6,017,000	351,300
Employee Years	77.9	79.9	2.0

Change Detail

Salary & Wage	General		Vacancy		Miscellaneous	Major Change	Total
Adjustment	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	Major Change	Total
212,200	12,800	-31,100	-52,100	-2,000	211,500	211,500	351,300

Major Changes

Professional services increase to reflect Zoning Code and Map Rewrite expense	150,000
A Business Analyst position transfers in from IT to support Land Management project	73,300
An Electrical Inspector position is created to support increasing permit demand	54,000
A vacant part time Electrical Inspector position is eliminated	-44,500
A vacant part time Clerk III/Typing position is eliminated	-21,300

Program Changes

The Bureau of Buildings and Zoning will continue to partner with the Office of Project Management and Information Services to develop and implement the initial phases of the Land Management Project. The Land Management efforts from the Department of Neighborhood and Business Development will be led by our new Business Analyst.

The Bureau will also participate in Phase III of the Attorney General's Cities RISE Grant Program. This grant in part will provide financial resources to support the Land Management project.

The Boards and Commissions vacancy % KPI is being removed. We will continue our efforts to have the boards and commissions fully staffed and additionally supported by alternates who fill in as needed. This performance metric is not a reflection of operations within the bureau of Buildings and Zoning.

The Bureau will also work with the Planning Staff on assessing and amending the Zoning Code and Map in response to the adoption of the Comprehensive Plan.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 BUILDINGS & ZONING
 EXPENDITURE SUMMARY

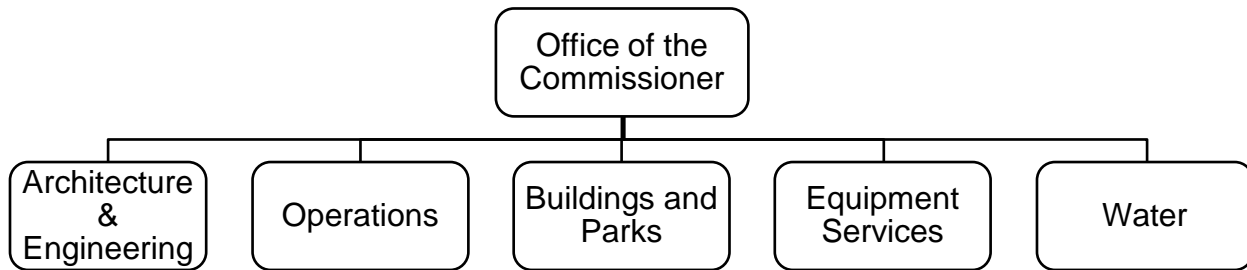
Appropriation by Major Object	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Personnel Expenses	4,946,799	4,994,100	5,179,400	5,406,700
Materials & Supplies	28,110	23,500	24,500	24,500
Services	489,277	437,500	461,800	585,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,464,186	5,455,100	5,665,700	6,017,000
Appropriation by Activity				
Administration	5,464,186	975,000	1,033,400	1,249,200
Code Enforcement	0	2,666,300	2,781,700	2,866,200
Zoning	0	566,000	616,500	643,300
Permit Office	0	649,700	617,500	628,400
Contract Services	<u>0</u>	<u>598,100</u>	<u>616,600</u>	<u>629,900</u>
Total	5,464,186	5,455,100	5,665,700	6,017,000
Employee Years by Activity				
Buildings and Zoning Bureau	73.9	0	0	0
Administration	0	7.4	7.4	9.4
Code Enforcement	0	40.8	41.8	42.8
Zoning	0	7.9	8.9	8.9
Permit Office	0	9.8	10.8	9.8
Contract Services	<u>0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>
Total	73.9	74.9	77.9	79.9

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Code Enforcement	Zoning	Permit Office	Contract Services
Br.	Title	Budget 2018-19	Approved 2019-20					
34	Director of Buildings & Zoning	1	1	1				
30	Manager of Code Enforcement	1	1		1			
30	Manager of Zoning	1	1			1		
29	Principal Staff Assistant	1	1	1				
28	Permit Office Manager	1	1				1	
28	Manager of Contract Services	0	1					1
27	Manager of Contract Services	1	0					
26	Associate Community Housing Planner	1	1					1
26	Code Compliance Coordinator	1	1		1			
25	Business Analyst I	0	1	1				
24	Lead Paint Program Coordinator	1	1		1			
24	Plans Examiner	3	3		3			
24	Senior Administrative Analyst	1	1				1	
24	Senior City Planner	3	2			2		
24	Senior City Planner/Urban Design Specialist	1	1			1		
24	Senior Code Enforcement Officer	4	3		3			
24	Senior Code Enforcement Officer/Bilingual	0	1		1			
24	Senior Property Rehab Specialist	2	2					2
24	Senior Zoning Analyst	1	2			2		
21	Code Enforcement Officer	17	21		21			
21	Code Enforcement Officer/Bilingual	4	4		4			
21	Electrical Inspector	2	3		3			
21	Plumbing Inspector	2	2		2			
21	Property Rehab Specialist	3	3					3
20	City Planner	1	0			0		
20	Zoning Analyst	1	2			2		
18	Code Enforcement Officer Trainee	4	2		2			
18	Code Enforcement Officer Trainee/Bilingual	3	1		1			
16	Administrative Assistant	1	1				1	
16	Administrative Assistant/Bilingual	1	2				1	1
11	Senior Service Assistant	1	1				1	
9	Clerk II	1	1	1				
9	Clerk II with Typing	4	3				2	1
9	Clerk II Bilingual	2	3			1	2	
7	Clerk III with Typing	0	1				1	
7	Clerk III 55a	1	0					
7	Clerk III	2	1	1				
EMPLOYEE YEARS								
Full Time		74.0	76.0	5.0	43.0	9.0	10.0	9.0
Overtime		0.4	0.4	0.1	0.1	0.1	0.1	0.0
Part Time, Temporary, Seasonal		4.5	4.5	4.5	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		<u>1.0</u>	<u>1.0</u>	<u>0.2</u>	<u>0.3</u>	<u>0.2</u>	<u>0.3</u>	<u>0.0</u>
Total		77.9	79.9	9.4	42.8	8.9	9.8	9.0

Mission Statement

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



Departmental Highlights

In 2019-20, the department will continue to provide oversight of several major capital projects, including overall coordination of the ROC the Riverway Initiative. A ROC the Riverway Management Entity Study is forthcoming which will provide recommendations for a preferred organizational structure for a management entity that will oversee the new or enhanced public spaces along the Genesee riverfront. Information regarding individual capital projects can be found in the Strategic Goals & Objectives section for the Bureau of Architecture & Engineering in addition to the Capital section of the budget.

Security in the Commissioner's Office along with the Bureau of Buildings & Parks will work with the Department of Recreation & Youth Services to transform the soccer stadium into the Rochester Community & Youth Sports Complex with a focus on youth athletic programming.

The Bureau of Water along with Architecture & Engineering will focus on the City's infrastructure by beginning a five year assessment of the City's water appurtenances and features as well as a utility assessment. Focus will be concentrated on adherence to pavement restoration requirements and the roll out of the City Dig-Once policy.

Highlights of the Department's 2019-20 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2019-20 Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
<u>Office of Commissioner:</u>		
Complete Climate Adaptation Plan	Innovation and Efficiency	First Quarter
Evaluate Management Entity Study for ROC the Riverway initiative and determine path forward	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete first outreach campaign of Sustainable Homes Rochester Campaign and prepare for second campaign (NYSERDA Clean Heating & Cooling)	Innovation and Efficiency	Second Quarter
Begin local Community Choice Aggregation development process	Innovation and Efficiency	Fourth Quarter
<u>Architecture & Engineering:</u>		
Begin design of Goodman RPD Section Office and SE Neighborhood Service Center	Safer and More Vibrant Neighborhoods	First Quarter
Begin design of Lake Avenue RPD Section Office and NW Neighborhood Service Center	Safer and More Vibrant Neighborhoods	First Quarter
Complete design of Sister City Bridge under ROC the Riverway Initiative	Safer and More Vibrant Neighborhoods	First Quarter
Begin design of State Street reconstruction	Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of Running Track Bridge	Safer and More Vibrant Neighborhoods	Third Quarter

Highlights	Priorities Supported	Projected Completion
Complete construction of Scottsville Road/Elmwood Avenue	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of federally funded preventive maintenance project for Beach/Dewey/Lake Avenue	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
<u>Operations:</u>		
Continue collaboration with Center for Disability Rights to improve accessibility issues	Safer and More Vibrant Neighborhoods	Ongoing
Continue use of alternative pavement solutions for road surface and sidewalks	Innovation and Efficiency	Ongoing
<u>Buildings & Parks:</u>		
Develop and implement a preventative maintenance master plan to improve performance and safety of equipment	Innovation and Efficiency	Second Quarter
Seek accreditation from the Society of Municipal Arborists Urban and Community Forest Program	Innovation and Efficiency	Third Quarter
Research, assess, and develop a City Facilities Management Program	Innovation and Efficiency	Fourth Quarter
Add new scattering gardens and memorialization in Cemeteries	Innovation and Efficiency	Fourth Quarter
Monitor for the presence of and develop strategies for managing a Spotted Lantern Fly infestation	Safer and More Vibrant Neighborhoods	Ongoing
<u>Equipment Services:</u>		
Continue to identify and replace conventionally fueled vehicles with alternative fuel vehicles to reduce emissions footprint	Safer and More Vibrant Neighborhoods	Ongoing
Enhance technician and operator training program and upgraded repair capabilities	Innovation and Efficiency	Ongoing
<u>Water:</u>		
Replace or rehabilitate 40,000 feet of water mains in the distribution system	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 4,200 (5/8" – 2") radio mead readers	Innovation and Efficiency	Fourth Quarter
Assess conditions of water appurtenances and features within the right of way for compliance with City pavement policy, 20% of City to be inspected annually	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget</u>		<u>Change</u>	<u>Percent Change</u>
	<u>2018-19</u>	<u>2019-20</u>		
Office of the Commissioner	3,322,400	3,578,500	256,100	7.7%
Architecture & Engineering	7,279,600	7,190,400	-89,200	-1.2%
Operations	36,160,600	37,881,700	1,721,100	4.8%
Buildings and Parks	16,565,600	17,069,000	503,400	3.0%
Equipment Services	12,704,300	12,798,300	94,000	0.7%
Water	22,718,800	23,042,300	323,500	1.4%
Total	98,751,300	101,560,200	2,808,900	2.8%
Interfund Credit*	-6,736,600	-6,735,600	1,000	0.0%
Intrafund Credit*	-5,785,500	-5,732,000	53,500	-0.9%
	86,229,200	89,092,600	2,863,400	3.3%
Employee Years	730.7	741.2	10.5	1.4%

*Reflects chargeback for motor equipment services.

Change Detail

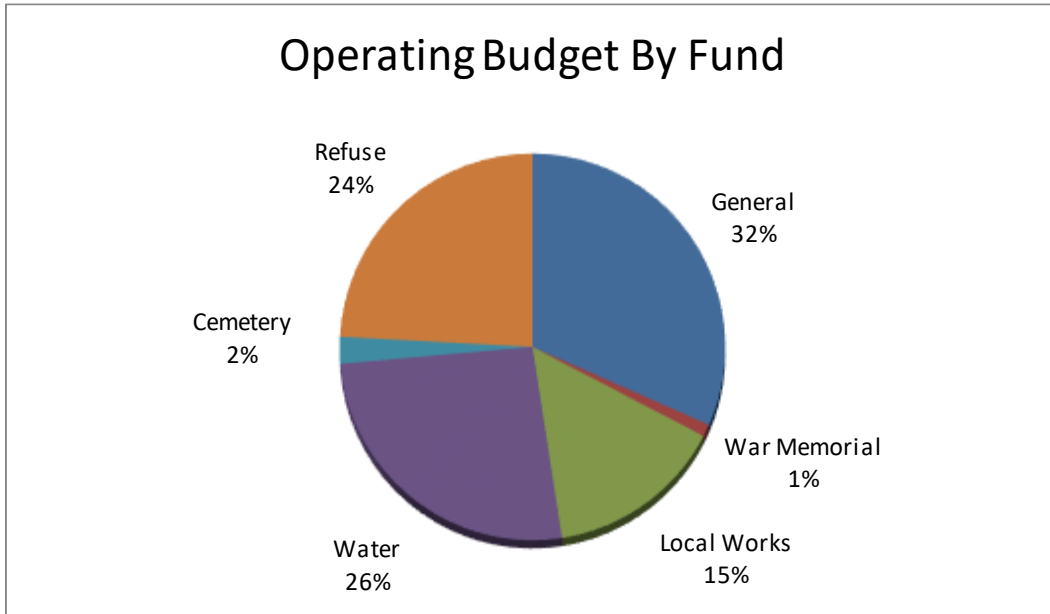
<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Vacancy Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
784,900	711,400	185,600	0	7,700	1,173,800	2,863,400

Major Change Highlights

In lieu of depreciation in Refuse increases to support future capital replacement schedule	928,000
Funds added for soccer stadium due to programming change to Rochester Community & Youth Sports Complex include facility maintenance staffing, repair and security	394,600
Efficiencies realized in street lighting and other utility expense as a result of equipment upgrades	-340,000
Funds for facility maintenance and repair added for Bull's Head Plaza	210,000
Savings in heat, light and power as a result of new contract pricing	-147,900
Net personnel increase in Water as a result of utility and infrastructure assessments	117,900
Savings resulting from new management agreement for Blue Cross Arena	-110,000
ReJOB program and Manager of Workforce Program Development transfer from Recreation and Youth Services	78,700
Temporary full time position and related expense added for the community garden program	77,100
Funds added to assist with city-sponsored events taking place at Blue Cross Arena	75,000
Funds added to conduct five additional mowing cycles at city parks and open spaces	67,900
Contracted equipment maintenance in Equipment Services reduced to reflect efficiencies of in-house repair services	-58,000

Fund Summary

Bureau/Division	<u>General</u>	<u>Local Works</u>	<u>Water</u>	<u>War Memorial</u>	<u>Cemetery</u>	<u>Refuse</u>	<u>Total</u>
Commissioner	3,161,900	100,900	168,400			147,300	3,578,500
Architecture & Engineering	7,063,300	127,100					7,190,400
Operations							
Director's Office	119,900	194,300				292,500	606,700
Solid Waste Collection						19,543,700	19,543,700
Special Services	3,319,400	12,870,200				1,541,700	17,731,300
Operations Total	3,439,300	13,064,500				21,377,900	37,881,700
Building & Parks	14,162,100			913,200	1,993,700		17,069,000
Equipment Services	12,798,300						12,798,300
Water Fund Operating Units & Fixed Charges			23,042,300				23,042,300
Subtotal	40,624,900	13,292,500	23,210,700	913,200	1,993,700	21,525,200	101,560,200
Interfund & Intrafund Credits - Equipment Services	12,467,600						12,467,600
Net Total	28,157,300	13,292,500	23,210,700	913,200	1,993,700	21,525,200	89,092,600



ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	39,092,839	39,176,000	40,655,600	42,003,200
Materials & Supplies	10,095,656	9,816,500	10,458,200	10,598,500
Services	35,969,574	36,741,300	38,100,200	38,493,200
Other	8,923,251	9,015,700	9,537,300	10,465,300
Total	94,081,320	94,749,500	98,751,300	101,560,200
Interfund Credit*	-6,518,168	-6,556,600	-6,736,600	-6,735,600
Intrafund Credit*	<u>-5,392,245</u>	<u>-5,630,500</u>	<u>-5,785,500</u>	<u>-5,732,000</u>
Total	82,170,907	82,562,400	86,229,200	89,092,600
Appropriation by Activity				
Office of the Commissioner	3,118,878	3,294,000	3,322,400	3,578,500
Architecture & Engineering	7,005,827	6,814,900	7,279,600	7,190,400
Operations	34,500,542	34,434,700	36,160,600	37,881,700
Buildings and Parks	15,903,599	16,022,900	16,565,600	17,069,000
Equipment Services	12,048,459	12,187,200	12,704,300	12,798,300
Water	<u>21,504,015</u>	<u>21,995,800</u>	<u>22,718,800</u>	<u>23,042,300</u>
Total	94,081,320	94,749,500	98,751,300	101,560,200
Interfund Credit*	-6,518,168	-6,556,600	-6,736,600	-6,735,600
Intrafund Credit*	<u>-5,392,245</u>	<u>-5,630,500</u>	<u>-5,785,500</u>	<u>-5,732,000</u>
Total	82,170,907	82,562,400	86,229,200	89,092,600
Employee Years by Activity				
Office of the Commissioner	54.6	56.2	54.7	55.4
Architecture & Engineering	54.0	52.3	56.5	59.0
Operations	252.6	245.5	254.1	257.0
Buildings and Parks	160.6	159.5	161.3	163.1
Equipment Services	66.5	64.3	65.9	65.9
Water	<u>136.2</u>	<u>133.9</u>	<u>138.2</u>	<u>140.8</u>
Total	724.5	711.7	730.7	741.2

*Reflects chargeback for motor equipment service.

Mission Statement

Office of the Commissioner:

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

This is accomplished by:

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

Environmental Quality:

Environmental Quality supports the City of Rochester's *Values and Guiding Principles* by providing efficient, high quality project management, technical support, state and federal agency coordination, grant writing and administration, and policy guidance across three primary program areas:

Energy & Sustainability – City sustainability and climate action initiatives, renewable energy and energy efficiency planning and management, greenhouse gas emissions monitoring and reduction, climate change vulnerability assessment and adaptation planning.

Office of Compliance & Pollution Prevention – City facility environmental compliance, chemical and petroleum bulk storage tank management, hazardous and special waste management, pollution prevention and storm water management.

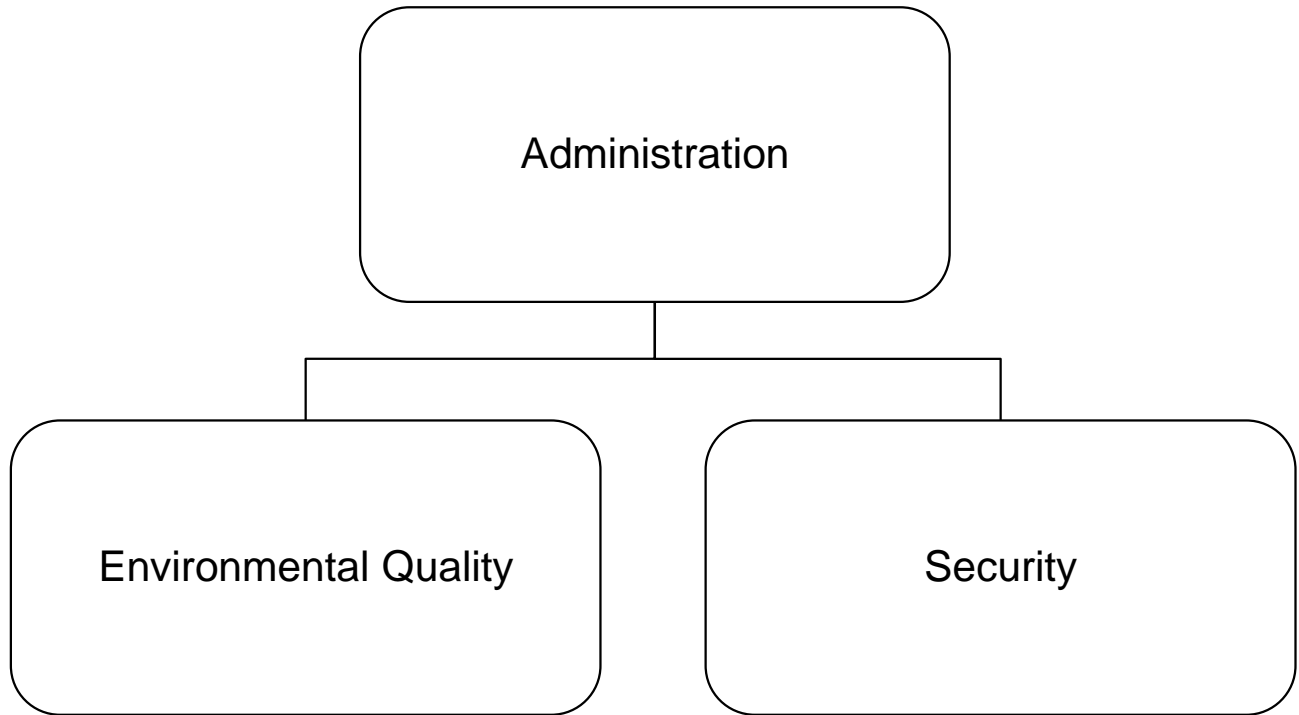
Environmental Investigation & Remediation of Properties – Property transaction environmental due diligence; Phase I and Phase II Environmental site assessments, remedial investigations, remedial planning, remedial design, and cleanup; predevelopment and geotechnical studies; Brownfield Opportunity Area (BOA) plan development and implementation; river sediment sampling, permitting and dredging; long-term site monitoring and institutional control system management.

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

Security:

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

Organization



Vital Customers

Office of the Commissioner:

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

Environmental Quality:

- 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
- Internal: City of Rochester Departments

Security:

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete Climate Adaptation plan	Innovation and Efficiency	First Quarter
Implement new telecommunications ordinance	Innovation and Efficiency	First Quarter
Evaluate Management Entity Study for ROC the Riverway initiative and determine path forward	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete remedy selection for city-owned properties south of Flint Street	Safer and More Vibrant Neighborhoods	Second Quarter
Complete first outreach campaign of Sustainable Homes Rochester Campaign and prepare for second campaign (NYSERDA Clean Heating & Cooling)	Innovation and Efficiency	Second Quarter
Begin investigation of 68-92 Genesee Street cleanup and redevelopment under agreement with NYSDEC	Safer and More Vibrant Neighborhoods	Third Quarter
Conduct a feasibility study for the collection and composting of source separated organics	Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin local Community Choice Aggregation development process	Innovation and Efficiency	Fourth Quarter

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-11

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
INTERNAL OPERATIONS				
New York State cleanup agreements and orders	21	22	29	29
City facility compliance inspections	74	85	36	69
Renewal energy generated at city properties (KWh)	1,540,449	2,546,000	2,546,000	2,747,000
Cleanup cost per acre (\$):				
• Planned residential site reuse	0	0	48,200	78,400
• Planned commercial/industrial reuse	0	21,900	753,500	205,000
Sites remediated	0	3	8	5
Acres remediated	0	2.13	6.61	4.48
Environmental investigations completed	71	39	38	38
Security incidents:				
Auto accidents	16	80	80	80
Alarm troubles	150	300	300	300
911 calls	47	220	220	220
Property damage	6	50	50	50

LEARNING & INNOVATION

Environmental Workforce Development & Job Training (ReJOB):

• Number of participants entering training	25	21	30	25
• Number of participants completing training	25	21	26	25
• Number of participants obtaining employment	25	21	21	25
Security employee certifications				
• Stop the Bleeding (Supervisory training)	5	5	5	5
• Stop the Bleeding (Security officers)	41	41	41	40

N/A – Not Applicable

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	3,322,400	3,578,500	256,100
Employee Years	54.7	55.4	0.7

Change Detail

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
95,600	4,400	9,200	0	-100	147,000		256,100

Major Changes

Funds for security services at Rochester Community & Youth Sports Complex added	118,000
ReJOB program and Manager of Workforce Program Development transfer from Recreation and Youth Services	78,700
Funds added to assist with city-sponsored events taking place at Blue Cross Arena	75,000

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-12

Port of Rochester Marina expense transfers to Buildings & Parks	-63,900
One time allocation for MWBE tracking services does not recur	-50,000
One vacant part time security guard eliminated as an efficiency measure	-17,100
Net increase from converting temporary full time Assistant Environmental Technician to permanent to continue efforts towards Brownfield investigations and cleanup projects	5,000
Funds for ground water monitoring system at Rochester Fire Training Academy are added	1,300

Program Change

ReJOB program transfers from Recreation and Youth Services to better align with training for skilled trades in Environmental Services. New grant application has been submitted to continue training in 2019-20. City facility inspections for 2018-19 are higher than budgeted due to required stormwater facility inspections.

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	2,828,793	2,924,900	2,873,500	3,035,700
Materials & Supplies	33,817	27,200	44,500	45,700
Services	256,268	341,900	404,400	497,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,118,878	3,294,000	3,322,400	3,578,500
Appropriation by Activity				
Administration	696,471	753,400	802,400	855,700
Environmental Quality	623,337	589,400	616,600	726,800
Security	1,795,520	1,943,300	1,839,500	1,996,000
Port of Rochester Marina	<u>3,550</u>	<u>7,900</u>	<u>63,900</u>	<u>0</u>
Total	3,118,878	3,294,000	3,322,400	3,578,500
Employee Years by Activity				
Administration	6.4	7.3	7.3	7.3
Environmental Quality	7.9	7.1	7.2	8.4
Security	<u>40.3</u>	<u>41.8</u>	<u>40.2</u>	<u>39.7</u>
Total	54.6	56.2	54.7	55.4

DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

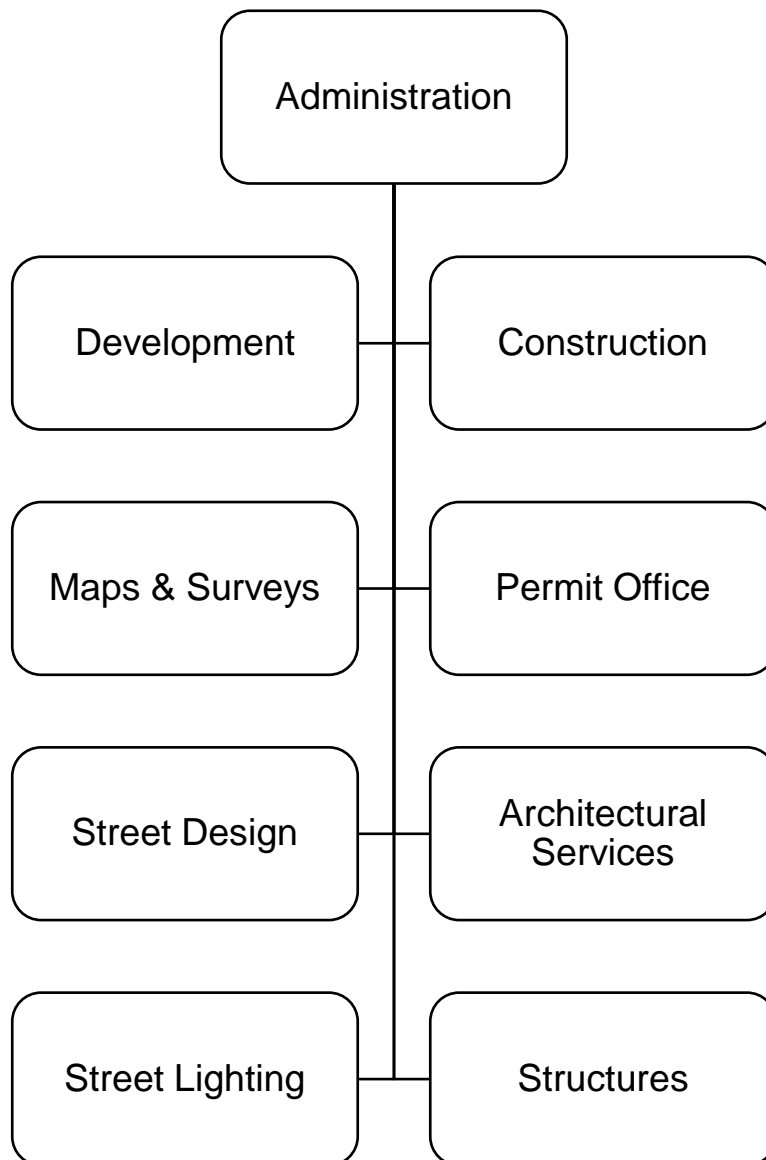
7-14

FULL TIME POSITIONS				Administration	Environmental Quality	Security
Br.	Title	Budget 2018-19	Approved 2019-20			
36	Commissioner	1	1	1		
33	Director of Security	1	1			1
32	Manager of Environmental Quality	1	1		1	
32	Assistant Commissioner of DES	1	1	1		
31	Telecommunications Manager	1	1	1		
29	Associate Environmental Specialist	1	1		1	
26	Manager of Workforce Program Development	0	1		1	
25	Coordinator of Administrative Services	1	1		1	
25	Senior Environmental Specialist	1	1		1	
25	Superintendent of Security	1	1			1
24	Senior Administrative Analyst	1	1	1		
23	Assistant to Director of Security	1	1			1
23	Community Liaison	0	1	1		
23	Environmental Specialist	1	1		1	
23	Operations Assistant	1	0			
21	Environmental Technician	1	1		1	
18	Assistant Environmental Technician	0	1		1	
18	Municipal Assistant	1	1	1		
16	Supervising Security Guard	5	5			5
52	Security Guard	15	15			15
EMPLOYEE YEARS						
Full Time		35.0	37.0	6.0	8.0	23.0
Overtime		1.4	1.4	0.0	0.0	1.4
Part Time, Temporary, Seasonal		18.7	17.4	1.3	0.4	15.7
Less: Vacancy Allowance		<u>0.4</u>	<u>0.4</u>	<u>0.0</u>	<u>0.0</u>	<u>0.4</u>
Total		54.7	55.4	7.3	8.4	39.7

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

- 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
- Internal: City of Rochester Departments

Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin roll out of City permittee pavement restoration requirements	Safer and More Vibrant Neighborhoods	First Quarter
Begin design of Goodman RPD Section Office and SE Neighborhood Service Center	Safer and More Vibrant Neighborhoods	First Quarter
Begin design of Lake Avenue RPD Section Office and NW Neighborhood Service Center	Safer and More Vibrant Neighborhoods	First Quarter
Complete design of War Memorial interior improvements and Exchange Street expansion	Safer and More Vibrant Neighborhoods	First Quarter
Begin design of Rochester Riverside Convention Center Escalator replacement	Safer and More Vibrant Neighborhoods	First Quarter
Complete construction of Rochester Riverside Convention Center Terrace	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete design of Sister City Bridge under ROC the Riverway Initiative	Safer and More Vibrant Neighborhoods	First Quarter
Begin roll out of City Dig-Once policy	Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of State Street reconstruction	Safer and More Vibrant Neighborhoods	Second Quarter
Begin design on federal aid preventive maintenance project for Emerson/Jay/Driving Park	Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of Running Track Bridge	Safer and More Vibrant Neighborhoods	Third Quarter
Complete design of High Falls Terrace Park Brewery Line South	Safer and More Vibrant Neighborhoods	Third Quarter
Complete construction of Scottsville Road/Elmwood Avenue	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-17

Objective	Priorities Supported		Projected Completion			
Begin construction of federally funded preventive maintenance project for Beach/Dewey/Lake Ave	More Jobs, Safer and More Vibrant Neighborhoods		Fourth Quarter			
Key Performance Indicators						
	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>		
INTERNAL OPERATIONS						
Development:						
Projects designed (\$000,000):						
• In-house	0.86	0.92	0.27	0.35		
• Consultants	2.59	6.06	2.62	3.62		
Structures:						
Projects designed (\$000,000):						
• Consultants	1.43	6.47	3.09	3.63		
Administration/Street Design:						
Value of street improvement projects designed (\$000,000):						
• In-house	5.51	9.65	3.44	3.85		
• Consultants	9.24	15.18	14.18	14.47		
Architectural Services:						
Facilities in building renovation program						
	153	153	153	153		
Value of projects designed (\$000,000):						
• In-house	0.78	0.51	0.16	0.00		
• Consultant	14.68	20.52	9.96	15.44		
Street Lighting:						
City maintained lights						
	28,340	28,345	28,379	28,345		
CUSTOMER PERSPECTIVE						
Street Lighting:						
Calls for service						
	5,927	4,622	5,500	4,625		
Year-To-Year Comparison						
	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>			
Budget	7,279,600	7,190,400	-89,200			
Employee Years	56.5	59.0	2.5			
Change Detail						
Salary & Wage	General	Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
67,700	61,900	5,200	0	-500	-223,500	-89,200
Major Changes						
Efficiencies realized in street lighting utility expense as a result of equipment upgrades						-300,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-18

Full time Principal Engineering Technician created in Street Lighting to facilitate succession planning	46,300
On call position added in Permit Office to facilitate succession planning	30,200
Full time Architect created in 2018-19 to assist with ROC the Riverway initiative and other capital projects	0

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

7-19

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	3,823,851	3,862,600	4,160,300	4,304,000
Materials & Supplies	339,877	272,300	265,100	266,500
Services	2,842,099	2,680,000	2,854,200	2,619,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,005,827	6,814,900	7,279,600	7,190,400
Appropriation by Activity				
Administration	1,253,393	1,378,200	1,493,800	1,452,600
Development	169,053	178,100	180,600	246,900
Construction	576,555	426,300	571,100	616,800
Maps & Surveys	320,364	326,200	434,300	394,400
Permit Office	252,299	271,500	252,600	294,500
Street Design	768,451	880,500	927,500	909,400
Architectural Services	821,087	825,400	811,900	841,400
Street Lighting	2,788,770	2,461,100	2,533,600	2,336,700
Structures	<u>55,855</u>	<u>67,600</u>	<u>74,200</u>	<u>97,700</u>
Total	7,005,827	6,814,900	7,279,600	7,190,400
Employee Years by Activity				
Administration	8.9	9.0	9.8	8.8
Development	2.2	2.0	2.0	3.0
Construction	6.8	4.6	6.6	7.6
Maps & Surveys	6.1	5.7	7.1	6.1
Permit Office	3.7	4.3	3.9	4.4
Street Design	12.3	11.9	12.5	12.5
Architectural Services	10.2	10.9	10.8	11.8
Street Lighting	2.9	3.0	2.9	3.9
Structures	<u>0.9</u>	<u>0.9</u>	<u>0.9</u>	<u>0.9</u>
Total	54.0	52.3	56.5	59.0

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

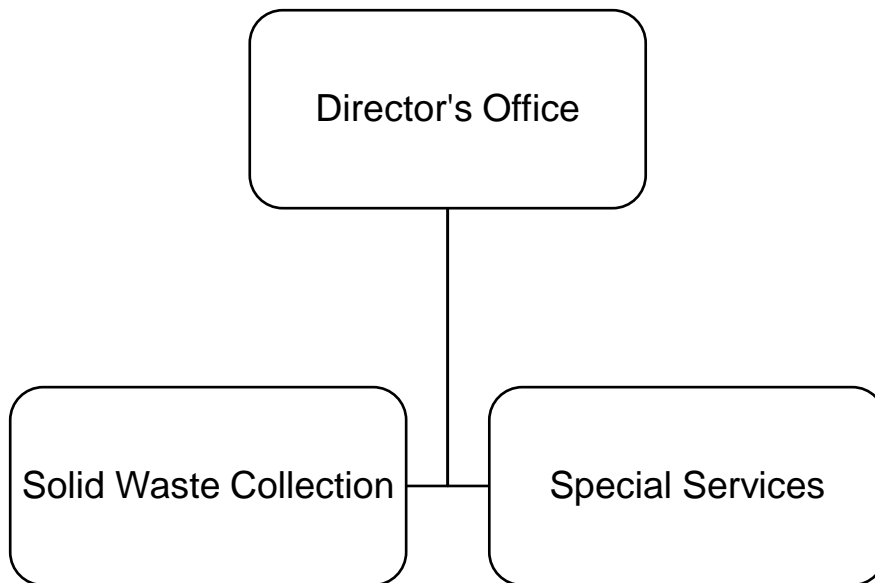
7-20

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2018-19	Approved 2019-20									
35	City Engineer	1	1	1								
33	Managing Engineer-Construction	1	0									
32	Assistant City Engineer	1	1							1		
32	Managing Engineer-Construction	0	1			1						
32	Managing Engineer-Street Design	1	1						1			
29	Assistant Manager of Street Design	1	1						1			
29	Manager of Special Projects	1	2	1						1		
29	Principal Staff Assistant	1	1	1								
29	Senior Landscape Architect	1	1		1							
29	Senior Structural Engineer/Bridges	1	1									1
28	Manager of Maps & Surveys	1	1				1					
28	Street Program Coordinator	1	0									
27	Senior Architect	2	1							1		
27	Senior Mechanical Engineer	0	1							1		
27	Street Lighting Program Coordinator	1	1								1	
27	Transportation Specialist	1	0									
26	Engineer III	5	4			2			2			
26	Permit Coordinator	1	1					1				
25	Asst. Street Lighting Program Coordinator	1	1								1	
24	Architect	2	3							3		
24	Assistant Landscape Architect	1	1		1							
24	Assistant Transportation Specialist	0	1	1								
24	Engineer II	6	7			3			4			
24	Field Surveyor	1	1				1					
24	Senior Administrative Analyst	1	1	1								
23	Project Manager	1	1		1							
21	Assistant Architect	3	3							3		
21	Assistant Field Surveyor	1	1				1					
21	Engineer I	1	2						2			
21	Supervising Engineering Technician	1	1			1						
21	Supervisor of Mapping	1	1				1					
18	Head Account Clerk	1	1	1								
18	Junior Architect	1	1							1		
18	Principal Engineering Technician-CADD	1	2						1		1	
18	Senior Survey Technician	2	1				1					
17	Accountant	2	2	2								
16	Administrative Assistant	1	1	1								
15	Senior Engineering Technician	3	3					3				
12	Engineering Technician	0	1						1			
11	Secretary	1	1							1		
11	Clerk I	1	1								1	
10	Engineering Aide	1	0									
9	Clerk II	1	0									
7	Clerk III	0	1				1					
EMPLOYEE YEARS												
Full Time		56.0	58.0	9.0	3.0	7.0	6.0	4.0	12.0	12.0	4.0	1.0
Overtime		0.7	0.7	0.1	0.1	0.2	0.1	0.1	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		1.6	2.1	0.0	0.0	0.6	0.2	0.5	0.8	0.0	0.0	0.0
Less: Vacancy Allowance		<u>1.8</u>	<u>1.8</u>	<u>0.3</u>	<u>0.1</u>	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	<u>0.3</u>	<u>0.3</u>	<u>0.1</u>	<u>0.1</u>
Total		56.5	59.0	8.8	3.0	7.6	6.1	4.4	12.5	11.8	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

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

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-22

2019-20 Strategic Goals & Objectives:

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

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	89,471	89,800	90,442	90,442
Commercial refuse tons collected and disposed	10,126	10,000	11,000	11,000
Recycling tons collected and diverted from landfill	7,874	7,800	8,800	8,800
Special Services:				
Roadway plow runs	16	8	17	17
Sidewalk plow runs	9	9	12	12
Arterial sidewalk plow runs	3	0	3	3
Roadway plow runs completed successfully	97.6%	95.7%	97.0%	97.0%
Compost returned through materials give back site (tons)	512	460	500	500
% of streets swept on schedule	84.3%	88.0%	90.0%	90.0%
% of potholes filled within 2 business days	99.0%	95.0%	99.0%	99.0%

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	36,160,600	37,881,700	1,721,100
Employee Years	254.1	257.0	2.9

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
343,200	433,900	-42,200	0	8,300	977,900	1,721,100

Major Change Highlights

In lieu of depreciation increases to support future capital replacement schedule	928,000
Five temporary positions added to provide supplemental residential refuse workforce during peak vacation season	102,200
Temporary full time position and related expense added for the community garden program	77,100
One time allocation added to evaluate refuse waste stream analysis does not recur	-60,000
Net reduction in snow plowing as a result of using temporary staff to plow five contractor routes	-44,400

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-23

Major Change Highlights

In lieu of depreciation increases to support future capital replacement schedule	928,000
Overtime for special events is reduced as an efficiency measure	-25,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS
 EXPENDITURE SUMMARY

7-24

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	13,587,671	13,314,200	13,809,500	14,362,700
Materials & Supplies	2,201,624	1,948,300	2,102,700	2,172,000
Services	18,663,047	19,172,200	19,726,800	19,897,400
Other	<u>48,200</u>	<u>0</u>	<u>521,600</u>	<u>1,449,600</u>
Total	34,500,542	34,434,700	36,160,600	37,881,700
Appropriation by Activity				
Director's Office	587,769	608,000	572,000	606,700
Solid Waste Collection	17,235,051	17,463,700	18,287,200	19,543,700
Special Services	<u>16,677,722</u>	<u>16,363,000</u>	<u>17,301,400</u>	<u>17,731,300</u>
Total	34,500,542	34,434,700	36,160,600	37,881,700
Employee Years by Activity				
Director's Office	5.2	5.2	5.1	5.1
Solid Waste Collection	105.4	102.5	106.2	108.4
Special Services	<u>142.0</u>	<u>137.8</u>	<u>142.8</u>	<u>143.5</u>
Total	252.6	245.5	254.1	257.0

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

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	572,000	606,700	34,700
Employee Years	5.1	5.1	0.0

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
22,600	1,500	10,600	0	0	0	34,700

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

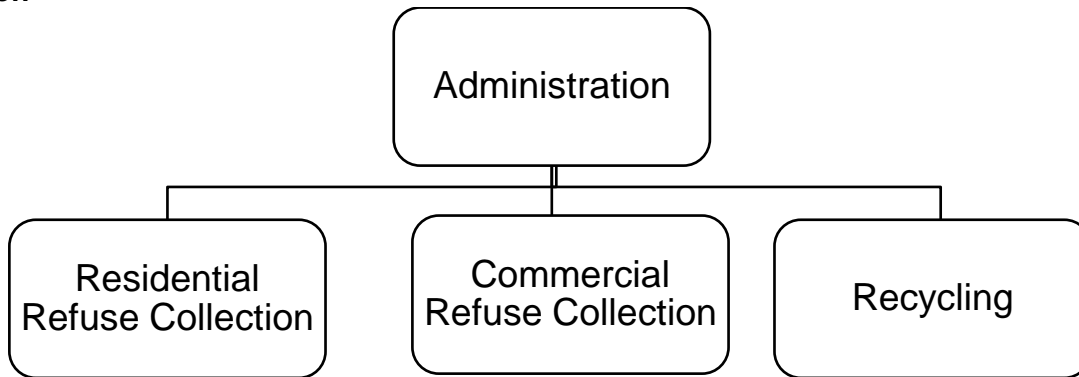
	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	480,261	484,100	452,500	475,100
Materials & Supplies	6,700	4,900	6,800	7,000
Services	100,808	119,000	112,700	124,600
Other				
Total	587,769	608,000	572,000	606,700
Appropriation by Activity				
Director's Office	587,769	608,000	572,000	606,700
Employee Years by Activity				
	5.2	5.2	5.1	5.1

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

FULL TIME POSITIONS			
Br.	Title	Budget	
		2018-19	2019-20
35	Director of Operations	1	1
29	Principal Staff Assistant	1	1
24	Senior Administrative Analyst	1	1
23	Operations Assistant	0	1
23	Project Manager	1	0
23	Senior GIS Analyst	1	1
EMPLOYEE YEARS			
Full Time		5.0	5.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.1	0.1
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		5.1	5.1

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

Organization



Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	18,287,200	19,543,700	1,256,500
Employee Years	106.2	108.4	2.2

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
169,800	157,100	-45,600	0	5,000	970,200	1,256,500

Major Change

In lieu of depreciation increases to support future capital replacement schedule	928,000
Five temporary positions added to provide supplemental residential refuse workforce during peak vacation season	102,200
One time allocation added to evaluate refuse waste stream analysis does not recur	-60,000

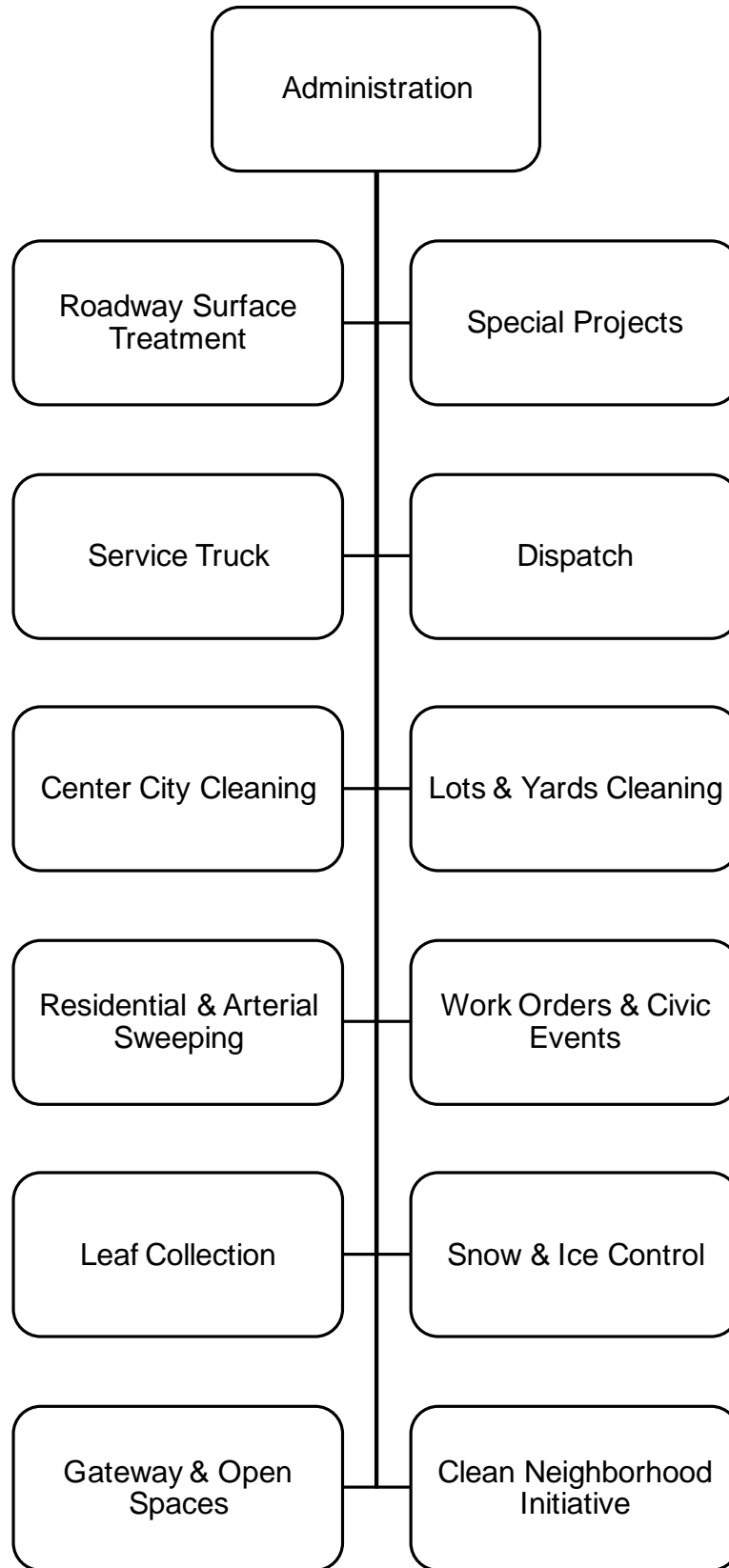
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
 EXPENDITURE SUMMARY

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Amended 2018-19</u>	<u>Approved 2019-20</u>
Appropriation by Major Object				
Personnel Expenses	6,214,197	6,143,300	6,339,400	6,611,400
Materials & Supplies	158,765	169,900	203,000	209,700
Services	10,862,089	11,150,500	11,223,200	11,273,000
Other	<u>0</u>	<u>0</u>	<u>521,600</u>	<u>1,449,600</u>
Total	17,235,051	17,463,700	18,287,200	19,543,700
Appropriation by Activity				
Administration	2,853,323	3,031,100	3,567,800	4,471,000
Residential Refuse Collection	11,176,636	11,371,900	11,378,100	11,768,500
Commercial Refuse Collection	2,033,958	1,803,800	2,055,700	2,095,400
Recycling	<u>1,171,134</u>	<u>1,256,900</u>	<u>1,285,600</u>	<u>1,208,800</u>
Total	17,235,051	17,463,700	18,287,200	19,543,700
Employee Years by Activity				
Administration	12.5	12.1	11.7	11.7
Residential Refuse Collection	63.6	63.1	65.0	67.2
Commercial Refuse Collection	16.3	14.3	16.3	16.3
Recycling	<u>13.0</u>	<u>13.0</u>	<u>13.2</u>	<u>13.2</u>
Total	105.4	102.5	106.2	108.4

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

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2018-19	Approved 2019-20				
30	Refuse Operations Manager	1	1	1			
25	Assistant Manager of Solid Waste Refuse	1	1	1			
23	Asst. Operations Superintendent	4	4		3		1
23	Commercial Accounts Representative	1	1			1	
23	Recycling Coordinator	1	1				1
23	Technology Applications Specialist	1	1	1			
17	Accountant	1	1	1			
16	Fleet Maintenance Technician	1	1	1			
16	Research Assistant	1	1	1			
9	Clerk II	1	1	1			
69	Environmental Services Operator I	76	76		53	14	9
64	Dispatcher	1	1	1			
63	Senior Code Inspector	1	1	1			
EMPLOYEE YEARS							
	Full Time	91.0	91.0	9.0	56.0	15.0	11.0
	Overtime	11.4	11.4	0.5	6.8	1.6	2.5
	Part Time, Temporary, Seasonal	5.3	7.5	2.2	5.3	0.0	0.0
	Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.0</u>	<u>0.9</u>	<u>0.3</u>	<u>0.3</u>
	Total	106.2	108.4	11.7	67.2	16.3	13.2

Organization



DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	17,301,400	17,731,300	429,900
Employee Years	142.8	143.5	0.7

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
150,800	275,300	-7,200	0	3,300	7,700	429,900

Major Changes

Temporary full time position and related expense added for the community garden program	77,100
Net reduction in snow plowing as a result of using temporary staff to plow five contractor routes	-44,400
Overtime for special events is reduced as an efficiency measure	-25,000

Program Change

A temporary position will act as liaison for the community garden program, coordinating city services with those in the community who tend to the gardens and applying for grant funding for additional materials and training.

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

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	6,893,213	6,686,800	7,017,600	7,276,200
Materials & Supplies	2,036,159	1,773,500	1,892,900	1,955,300
Services	7,700,150	7,902,700	8,390,900	8,499,800
Other	<u>48,200</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	16,677,722	16,363,000	17,301,400	17,731,300
Appropriation by Activity				
Administration	2,545,923	2,504,600	2,593,000	2,615,600
Roadway Surface Treatment	1,110,804	1,133,900	1,151,400	1,167,400
Special Projects	1,107,565	1,019,600	1,036,900	1,045,900
Service Truck	98,652	110,500	125,900	123,300
Dispatch	299,360	243,600	233,100	241,100
Center City Cleaning	248,492	270,000	281,500	261,100
Lots & Yards Cleaning	1,010,018	1,097,500	1,176,500	1,236,300
Residential & Arterial Sweeping	633,693	734,600	734,600	705,400
Work Orders & Civic Events	839,405	965,100	1,001,400	989,000
Leaf Collection	1,111,724	1,155,100	1,146,000	1,104,700
Snow & Ice Control	7,158,084	6,547,300	7,218,900	7,620,600
Gateway & Open Spaces	126,554	176,700	176,500	183,900
Clean Neighborhood Initiative	<u>387,448</u>	<u>404,500</u>	<u>425,700</u>	<u>437,000</u>
Total	16,677,722	16,363,000	17,301,400	17,731,300
Employee Years by Activity				
Administration	12.5	11.3	12.3	11.3
Roadway Surface Treatment	15.9	15.6	15.6	15.9
Special Projects	13.0	12.9	12.9	13.6
Service Truck	1.9	1.6	1.9	1.9
Dispatch	3.7	3.5	3.7	3.7
Center City Cleaning	5.6	5.3	5.5	5.5
Lots & Yards Cleaning	8.4	8.2	8.4	9.4
Residential & Arterial Sweeping	6.2	6.2	6.2	6.2
Work Orders & Civic Events	10.6	12.2	12.5	12.2
Leaf Collection	11.5	11.6	11.5	11.5
Snow & Ice Control	50.2	46.0	49.0	49.0
Gateway & Open Spaces	2.0	2.9	2.8	2.8
Clean Neighborhood Initiative	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
Total	142.0	137.8	142.8	143.5

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

FULL TIME POSITIONS		Budget		Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	Gateway & Open Spaces	Clean Neigh- borhood Initiative
		2018-19	Approved 2019-20													
Br.	Title															
26	Coordinator of Special Services	1.0	1.0	1.0												0.0
25	Operations Superintendent-St. Maint	1.0	1.0	1.0												0.5
23	Asst. Operations Superintendent	8.0	10.0	2.0	0.6										0.6	0.0
23	Technology Applications Specialist	1.0	1.0	1.0												0.0
21	Supervising Engineering Technician	1.0	1.0	1.0		0.7										0.0
19	Op. Supervisor, St. Maintenance	2.0	1.0	1.0												0.0
18	Municipal Assistant	1.0	1.0	1.0												0.0
16	Fleet Maintenance Technician	2.0	1.0	1.0												0.0
15	Senior Dispatcher	1.0	1.0	1.0			1.0									0.0
9	Clerk II	1.0	1.0	1.0												0.0
9	Clerk II Bilingual	1.0	1.0	1.0												0.0
64	Dispatcher	2.0	2.0	2.0			2.0									0.0
64	Special Equipment Operator	4.0	4.0	4.0		1.0										0.0
62	Senior Operations Worker	29.0	29.0	29.0	3.9		1.5									0.0
57	Construction Supply Handler	1.0	0.0	1.0												0.0
56	Grounds Equipment Operator	1.0	2.0	1.0												0.0
41	Operations Worker	45.0	45.0	45.0	5.5		8.0		4.5	2.7	1.0	5.2	2.2	13.8	1.1	0.0
EMPLOYEE YEARS																
	Full Time	102.0	102.0	10.0	12.8	11.7	1.0	3.0	4.5	7.2	6.0	11.8	5.0	26.7	2.3	0.0
	Overtime	31.3	31.0	1.0	2.8	1.2	0.6	0.8	0.9	1.0	0.4	0.5	3.7	17.6	0.0	0.5
	Part Time, Temporary, Seasonal	14.0	15.0	0.6	1.0	1.3	0.4	0.0	0.3	1.6	0.0	0.2	3.2	5.8	0.6	0.0
	Less: Vacancy Allowance	4.5	4.5	0.3	0.7	0.6	0.1	0.1	0.2	0.4	0.2	0.3	0.4	1.1	0.1	0.0
	Total	142.8	143.5	11.3	15.9	13.6	1.9	3.7	5.5	9.4	6.2	12.2	11.5	49.0	2.8	0.5

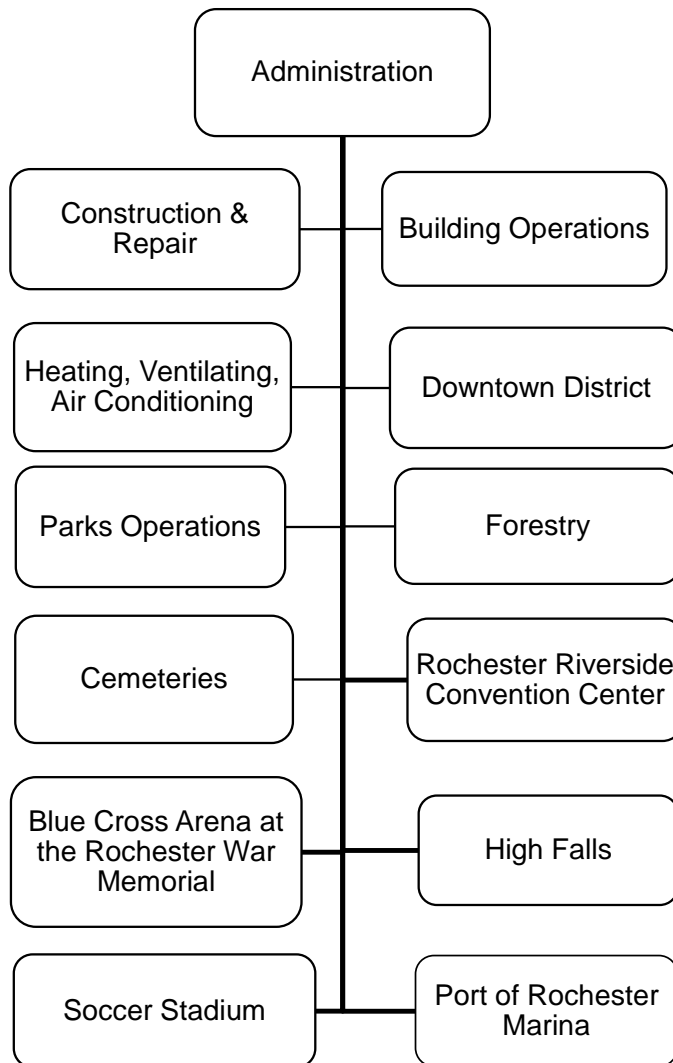
Mission Statement

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

Port of Rochester Marina:

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

Organization



Vital Customers

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and implement a preventative maintenance master plan to improve performance and safety of equipment	Innovation and Efficiency	Second Quarter
Develop a web-based tree information map	Innovation and Efficiency	Third Quarter
Seek accreditation from the Society of Municipal Arborists Urban and Community Forest Program	Innovation and Efficiency	Third Quarter
Research, assess, and develop a City Facilities Management Program	Innovation and Efficiency	Fourth Quarter
Add new scattering gardens and memorialization in Cemeteries	Innovation and Efficiency	Fourth Quarter
Monitor for the presence of and develop strategies for managing a Spotted Lantern Fly infestation	Safer and More Vibrant Neighborhoods	Ongoing
Implement 21 st Century technology upgrades to modernize the cemeteries	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
INTERNAL OPERATIONS				
Building Services:				
City building inventory	182	181	186	186
Buildings maintained (excludes foreclosed properties)	182	181	186	186
CUSTOMER PERSPECTIVE				
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2
Marina occupancy				
Seasonal slips	98.2%	90.0%	80.0%	90.0%
Transient slips	55%	50%	50%	50%

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	16,565,600	17,069,000	503,400
Employee Years	161.3	163.1	1.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
125,800	77,400	87,700	0	0	212,500	503,400

Major Changes

Funds for facility maintenance and repair added for soccer stadium due to programming change to Rochester Community & Youth Sports Complex	234,500
Funds for facility maintenance and repair added for Bull's Head Plaza	210,000
Savings in heat, light and power as a result of new contract pricing	-147,900
Savings resulting from new management agreement for Blue Cross Arena	-110,000
Funds added to conduct five additional mowing cycles at city parks and open spaces	67,900
Port of Rochester Marina expense transfers from Commissioner's Office	63,900
Property insurance coverage for soccer stadium is funded through Undistributed	-65,000
Materials and services adjustments reflect historical spending and increased efficiencies	-43,000
Full time Senior Maintenance Mechanic is added for Rochester Community Sports Complex	42,100
Efficiencies in utility expense resulting from equipment upgrades	-40,000

Program Change

Youth sports programming and additional activities require higher level of equipment and facility maintenance at Rochester Community & Youth Sports Complex, previously referred to as the soccer stadium. Maintenance of Bull's Head Plaza will continue until current tenants are relocated and facility is demolished for redevelopment.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

7-38

Rochester Riverside Convention Center

	2018-19 Budget	2019-20 Budget
Revenues		
Building & Equipment Rental	1,059,000	1,175,000
Service Fees	297,770	415,000
Commissions: Decorator/AV	137,650	101,000
Food & Beverage service	4,577,893	4,730,145
Riverside Production	455,000	472,000
Riverside Parking	1,580,882	1,603,946
Convention Services	215,000	290,000
Interest	600	600
Monroe County Hotel/Motel Tax	<u>795,000</u>	<u>795,000</u>
TOTAL REVENUES	9,118,795	9,582,691
Expenses*		
Administration	1,023,034	943,846
Operations	2,958,462	3,126,215
Sales	458,030	463,157
Food and Beverage	3,349,864	3,595,331
Riverside Productions	385,047	402,928
Riverside Parking	1,310,558	1,342,414
Convention Services	215,000	290,000
Cash Capital	70,000	170,000
Debt Service	<u>217,921</u>	<u>278,243</u>
TOTAL EXPENSES	9,987,916	10,612,134
City Subsidy	869,121	1,029,443

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

War Memorial/Blue Cross Arena Fund			Port of Rochester		
	2018-19 Budget	2019-20 Budget		2018-19 Budget	2019-20 Budget
Revenues			Revenues		
War Memorial Revenue			Retail Establishment Rent	90,000	150,000
Facility Rental	0	60,000	TOTAL REVENUES	90,000	150,000
Surtax	200,000	450,000	Expenses		
Suites	12,000	0	Cleaning Supplies	12,500	12,700
Utilities	258,000	724,000	Miscellaneous Supplies	16,700	17,000
Name	195,000	195,000	Heat, Light & Power	215,000	265,000
Premium & Interest	6,600	6,400	Building Maintenance Wages	133,000	135,700
Hotel/Motel Tax	<u>905,000</u>	<u>905,000</u>	Fuel	1,900	1,900
TOTAL REVENUES	1,576,600	2,340,400	Security Detail	375,900	383,400
Expenses*			Professional Fees	<u>60,000</u>	<u>60,000</u>
Operating	1,020,200	913,200	TOTAL EXPENSES	815,000	875,700
Undistributed	49,600	50,000	Net Income/Loss	-725,000	-725,700
Cash Capital	444,000	450,000			
Debt Service	<u>1,327,037</u>	<u>1,279,700</u>			
TOTAL EXPENSES	2,840,837	2,692,900			
City Subsidy	1,264,237	352,500			

*Some expenses may be located in other departmental budgets; facility summary is provided for informational purposes only

Rochester Community & Youth Sports Complex			High Falls Center		
	2018-19 Budget	2019-20 Budget		2018-19 Budget	2019-20 Budget
Revenues			Expenses		
TOTAL REVENUES	73,300	0	Salaries	-	-
Expenses*			Heat, Light & Power	12,000	12,300
Heat, Light & Power	206,700	285,000	Water Charges	-	-
Repairs, Supplies	74,300	89,300	Professional Fees	25,000	25,700
Building maintenance	14,800	184,600	County Taxes	4,000	4,100
Pure Water Charges	20,000	20,600	Telephone	2,600	-
Water Charges	14,000	14,000	Cash Capital	-	-
Insurance	65,000	52,000	Miscellaneous	3,000	3,100
Maintenance Mechanic	23,100	65,200	TOTAL EXPENSES	46,600	45,200
Seasonal Building Maint.	20,700	70,800	Net Income/Loss	-46,600	-45,200
Modular Lockers Rent	7,400	7,600			
Taxes	30,000	30,800			
Cash Capital	50,000	100,000			
TOTAL EXPENSES	526,000	919,900			
Net Income/Loss	-452,700	-919,900			

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

7-40

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	7,802,600	8,026,300	8,267,800	8,485,800
Materials & Supplies	1,239,840	1,307,200	1,369,700	1,348,100
Services	6,861,159	6,689,400	6,928,100	7,235,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	15,903,599	16,022,900	16,565,600	17,069,000
Appropriation by Activity				
Administration	860,977	933,000	866,300	944,400
Construction & Repair	1,739,114	1,831,000	1,877,900	1,935,400
Building Operations	3,685,047	3,611,600	3,949,900	3,864,700
Heating, Ventilating, Air Conditioning	1,223,183	1,069,200	1,237,600	1,285,400
Rochester Riverside Convention Center	1,376,201	1,376,200	1,376,200	1,376,200
Blue Cross Arena at the Rochester War Memorial	1,051,876	863,500	1,020,200	913,200
High Falls	51,984	42,600	46,600	45,200
Rochester Community & Youth Sports Complex	137,620	138,500	137,200	308,700
Port of Rochester Marina	0	0	0	65,700
Parks Operations	2,382,250	2,537,800	2,313,200	2,534,700
Forestry	987,928	1,060,600	1,087,500	1,079,100
Downtown District	676,678	709,100	699,100	722,600
Cemeteries	<u>1,730,741</u>	<u>1,849,800</u>	<u>1,953,900</u>	<u>1,993,700</u>
Total	15,903,599	16,022,900	16,565,600	17,069,000
Employee Years by Activity				
Administration	8.3	9.0	8.2	8.2
Construction & Repair	21.1	19.2	21.2	22.2
Building Operations	41.0	42.0	45.4	46.2
Heating, Ventilating, Air Conditioning	13.1	14.4	13.2	13.2
Parks Operations	29.4	28.4	25.4	25.4
Forestry	15.1	14.9	15.1	15.1
Downtown District	11.0	11.1	10.9	10.9
Cemeteries	<u>21.6</u>	<u>20.5</u>	<u>21.9</u>	<u>21.9</u>
Total	160.6	159.5	161.3	163.1

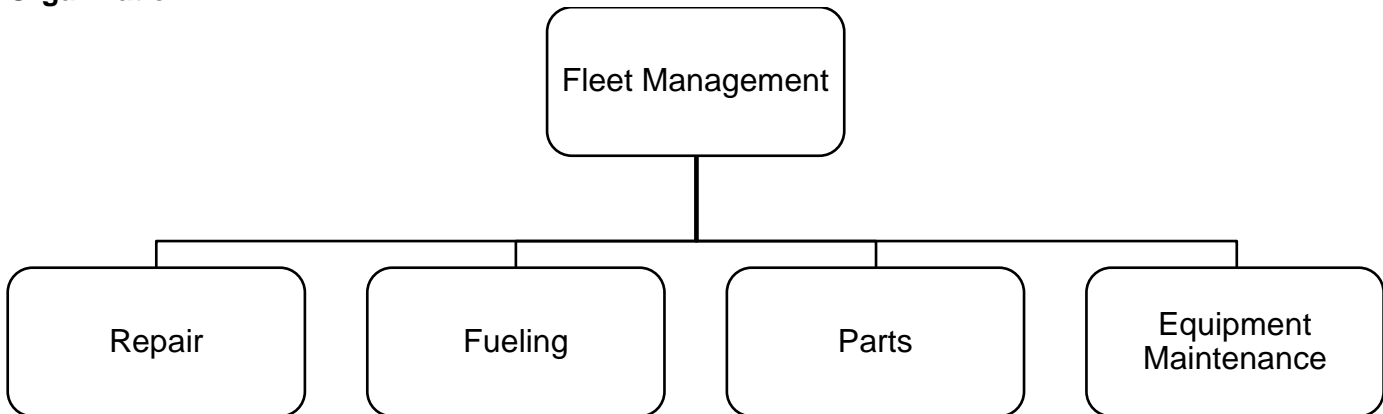
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin- istration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	Forestry	Downtown District	Cemeteries
Br.	Title	Budget 2018-19	Approved 2019-20								
35	Director of Buildings & Parks	1	1	1							
31	Manager of Building Services	1	1	1							
30	Cemetery Manager	1	1								1
30	City Forester	1	1						1		
26	Supervisor of Administrative Services	1	1								1
26	Assistant to the Director	1	1	1							
24	Superintendent of Construction & Repair	1	1		1						
23	Assistant Operations Superintendent	3	4		1			1		1	1
23	Asst. Superintendent of Construction & Repair	1	0								
23	Mechanical Engineer	1	1				1				
23	Superintendent Building Operations	2	2			2					
21	Supervisor of Electrical Trades	1	1		1						
21	Supervisor Structures & Equipment	2	2		2						
20	GIS Analyst/Forestry	1	1						1		
20	Administrative Analyst	1	1	1							
20	Technology Application Assistant	0	1								1
19	Cemetery Operations Supervisor	2	2								2
19	Forestry Operations Supervisor	1	1						1		
19	Operations Supervisor	1	1					1			
19	Parks Operations Supervisor	1	1					1			
18	Building Supervisor	1	1			1					
18	Senior Supervising Stock Clerk	1	1	1							
17	Forestry Technician	3	3						3		
16	Cemetery Sales Coordinator	1	1								1
13	Cemetery Sales Counselor	1	0								
12	Billing Specialist	1	1	1							
11	Cemetery Service Representative	1	1								1
11	Cemetery Service Representative Bilingual	1	1								1
11	Secretary	1	1	1							
7	Clerk III w/Typing	2	2	1					1		
1	Cleaner	8	7			7					
66	Laborer 6 day	1	1					1			
65	Sr. Forestry Worker	3	3						3		
65	Sr. Maintenance Mechanic/Buildings	3	4		2	2					
65	Sr. Maintenance Mechanic/Carpentry	4	4		3			1			
65	Sr. Maintenance Mechanic/Mason	1	1		1						
65	Sr. Maintenance Mechanic/Pipefitter	2	2		2						
62	Locksmith	1	1		1						
62	Senior Maintenance Mechanic	3	3		3						
61	Forestry Worker	3	3						3		
61	Rosarian	1	1					1			
60	Maintenance Mechanic	4	4		4						
57	Maintenance Worker	3	4			4					
56	Grounds Equipment Operator	19	19					11		7	1
52	Building Maintenance Helper	10	10			10					
42	Cemetery Worker	3	3								3
41	Operations Worker	2	2					1		1	
41	Parks Operations Worker	2	2					2			
153	Supervising HVAC Engineer	1	1				1				
152	Lead HVAC Engineer	1	1				1				
151	HVAC Engineer	2	2				2				
150	Assistant HVAC Engineer	6	6				6				
149	Assistant HVAC Engineer Trainee	1	1				1				
EMPLOYEE YEARS											
Full Time		121.0	122.0	8.0	21.0	26.0	12.0	20.0	13.0	9.0	13.0
Overtime		11.4	11.4	0.1	1.9	2.1	0.7	3.0	1.0	1.2	1.4
Part Time, Temporary, Seasonal		34.4	35.2	0.3	0.2	19.7	1.0	3.6	1.8	1.0	7.6
Less: Vacancy Allowance		5.5	5.5	0.2	0.9	1.6	0.5	1.2	0.7	0.3	0.1
Total		161.3	163.1	8.2	22.2	46.2	13.2	25.4	15.1	10.9	21.9

Mission

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* through the coordination of purchase and provision of exceptional predictive and preventative maintenance and repair services to the City's fleet at the most economical cost, while ensuring that customers receive the highest degree of professionalism.

Organization



Vital Customers

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

2019-20 Strategic Goals & Objectives

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

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	81%	82%	80%	80%
Preventative maintenance schedule completed on time	N/A	N/A	N/A	88%
Stockroom cycle turns	N/A	N/A	N/A	4.15
LEARNING & INNOVATION				
Equipment Services:				
Equipment Services technician training hours	14	35	24	24

N/A – Not Applicable

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	182,200	330,700	148,500
Employee Years	65.9	65.9	0.0

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
12,600	92,800	101,100	0	0	-58,000	148,500

Major Change

Contracted equipment maintenance reduced to reflect efficiencies of in-house repair services -58,000

Program Changes

Adherence to recommended preventative maintenance schedules is now tracked which should help to avoid larger, more costly fixes in the future.

Stockroom cycle turns are now tracked and reflect the number of times that the inventory turns over per year.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

7-44

Motor Equipment Chargebacks

<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>
CITY COUNCIL & CLERK	300	300	ENVIRONMENTAL SERVICES		
ADMINISTRATION			Commissioner	79,000	78,400
Mayor's Office	4,000	7,000	Architecture & Engineering	14,700	12,000
Management & Budget	0	0	Operations	6,518,200	6,493,400
Communications	900	900	Buildings & Parks	813,800	807,000
Human Resource Mgt.	<u>2,500</u>	<u>2,700</u>	Equipment Services	255,000	280,000
Total	7,400	10,600	Water	<u>508,200</u>	<u>480,000</u>
INFORMATION TECHNOLOGY	11,900	5,000	Total	8,188,900	8,150,800
FINANCE			POLICE	3,893,400	3,885,000
Director's Office	0	300	FIRE	226,500	226,500
Treasury	8,300	6,000	LIBRARY		
Accounting	100	0	Central Library	3,500	3,500
Purchasing	0	0	Community Library	<u>14,100</u>	<u>14,100</u>
Parking	<u>76,900</u>	<u>77,000</u>	Total	17,600	17,600
Total	85,300	83,300	RECREATION & YOUTH SERVICES		
NEIGHBORHOOD & BUSINESS DEVELOPMENT	6,200	2,500	Commissioner	1,600	1,500
LAW	0	0	Recreation	<u>73,500</u>	<u>75,000</u>
EMERGENCY COMMUNICATIONS	9,500	9,500	Total	75,100	76,500
			Total Interfund	6,736,600	6,735,600
			Total Intrafund	<u>5,785,500</u>	<u>5,732,000</u>
			CITY TOTAL	12,522,100	12,467,600

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

7-45

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	3,690,346	3,653,500	3,759,900	3,772,500
Materials & Supplies	5,085,348	4,981,600	5,283,500	5,350,500
Services	1,022,765	1,260,000	1,368,800	1,383,200
Other	<u>2,250,000</u>	<u>2,292,100</u>	<u>2,292,100</u>	<u>2,292,100</u>
Total	12,048,459	12,187,200	12,704,300	12,798,300
Interfund Credit*	-6,518,168	-6,556,600	-6,736,600	-6,735,600
Intrafund Credit*	<u>-5,392,245</u>	<u>-5,630,500</u>	<u>-5,785,500</u>	<u>-5,732,000</u>
Total	138,046	100	182,200	330,700
Appropriation by Activity				
Fleet Management	3,212,853	3,324,700	3,405,700	3,436,300
Repair	3,143,519	3,217,200	3,366,500	3,355,700
Fueling	2,651,117	2,618,500	2,902,300	2,902,800
Parts	2,942,342	2,919,700	2,898,400	2,969,600
Equipment Maintenance	<u>98,628</u>	<u>107,100</u>	<u>131,400</u>	<u>133,900</u>
Total	12,048,459	12,187,200	12,704,300	12,798,300
Interfund Credit*	-6,518,168	-6,556,600	-6,736,600	-6,735,600
Intrafund Credit*	<u>-5,392,245</u>	<u>-5,630,500</u>	<u>-5,785,500</u>	<u>-5,732,000</u>
Total	138,046	100	182,200	330,700
Employee Years by Activity				
Fleet Management	8.2	7.2	8.2	8.2
Repair	49.5	47.5	48.7	48.7
Parts	7.5	8.6	7.6	7.6
Equipment Maintenance	<u>1.3</u>	<u>1.0</u>	<u>1.4</u>	<u>1.4</u>
Total	66.5	64.3	65.9	65.9

*Reflects chargeback for motor equipment service.

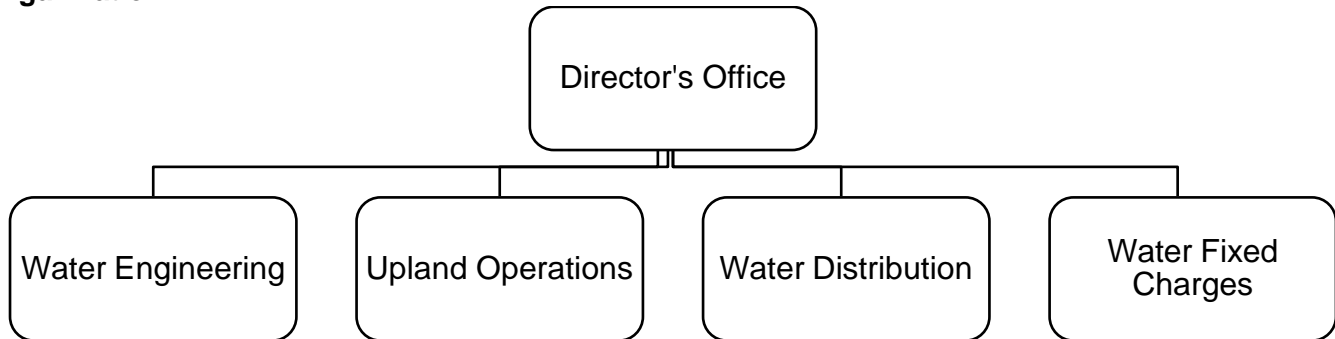
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2018-19	Approved 2019-20				
35	Director of Equipment Services	1	1	1			
26	Service Manager	1	1		1		
25	Technology Application Coordinator	1	1	1			
24	Automotive Parts & Materials Manager	1	1			1	
23	Assistant Service Manager	4	4	1	3		
20	Administrative Analyst	1	1	1			
19	Senior Equipment Mechanic	1	1				1
18	Management Trainee	1	1	1			
18	Equipment Trainer	1	1	1			
16	Automotive Machinist	0	1			1	
15	Heavy Mechanic II	7	8		8		
14	Sr. Auto Maintenance Mechanic	8	8		8		
14	Senior Auto Parts Clerk	3	3			3	
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	1	1			1	
10	Senior Account Clerk	1	1	1			
9	Stock Clerk	1	1			1	
71	Master Truck Technician	13	12		12		
70	Master Automotive Technician	8	8		8		
65	Auto Machinist	1	0				
61	Tire Repairer	1	1		1		
59	Heavy Equipment Aide	1	1		1		
58	Auto Aide	1	1		1		
EMPLOYEE YEARS							
Full Time		60.0	60.0	7.0	45.0	7.0	1.0
Overtime		6.4	6.4	0.1	5.5	0.7	0.1
Part Time, Temporary, Seasonal		2.1	2.1	1.1	0.4	0.1	0.5
Less: Vacancy Allowance		<u>2.6</u>	<u>2.6</u>	<u>0.0</u>	<u>2.2</u>	<u>0.2</u>	<u>0.2</u>
Total		65.9	65.9	8.2	48.7	7.6	1.4

Mission Statement

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

Organization



Vital Customers

- 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
- Internal: City of Rochester departments

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.

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Replace or rehabilitate 40,000 feet of water mains in the distribution system	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 4,200 (5/8" – 2") radio read meters	Innovation and Efficiency	Fourth Quarter
Continue existing customer service callback program with goal of achieving 95% or higher satisfaction	Innovation and Efficiency	Fourth Quarter
Maintain average annual production at DEC withdrawal permit limit for Hemlock Lake of 37 MGD	Innovation and Efficiency	Fourth Quarter
Reduce and maintain non-revenue water at an acceptable level	Innovation and Efficiency	Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER

Objective	Priorities Supported	Projected Completion
Assess conditions of water appurtenances and features within the right of way for compliance with City pavement policy, 20% of City to be inspected annually	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER

7-49

Key Performance Indicators

	<u>Actual</u> 2017-18	<u>Estimated</u> 2018-19	<u>Budget</u> 2018-19	<u>Budget</u> 2019-20
INTERNAL OPERATIONS				
Engineering:				
Distribution system water main breaks & leaks per 100 miles of water main	9.3	8.8	12	12
Percentage of water mains in distribution system with corrosion inhibited lining	76.2%	76.9%	79.5%	78.0%
Water Production & Treatment:				
Filtration plant production (million gallons per day)	37.8	37.4	37.0	37.0
Water Distribution:				
Non-Revenue Water (MGD)	5.3	6.0	5.5	6.0
Customer satisfaction callbacks – percent of customers satisfied with service	98%	96%	95%	95%
Radio read meter installations	4,424	4,300	4,000	4,200
Percent of customer meters converted to radio read	62%	69%	67%	75%

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	22,718,800	23,042,300	323,500
Employee Years	138.2	140.8	2.6

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
140,000	41,000	24,600	0	0	117,900	323,500

Major Change Highlights

Two temporary positions added in Design Engineering to facilitate succession planning	95,700
Engineer II added in Design Engineering to conduct an assessment of infrastructure and appurtenances in the right of way	68,600
Vacant temporary water plant mechanic position is eliminated	-45,500
Two on call positions in Director's Office are eliminated as an efficiency measure	-35,400
Engineering interns added in Design Engineering to conduct utility assessment	34,500

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

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,002,200	2,017,800	15,600
Employee Years	15.1	14.7	-0.4

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
-16,700	20,500	47,200	0	0	-35,400	15,600

Major Change

Two on call positions are eliminated as an efficiency measure	-35,400
---	---------

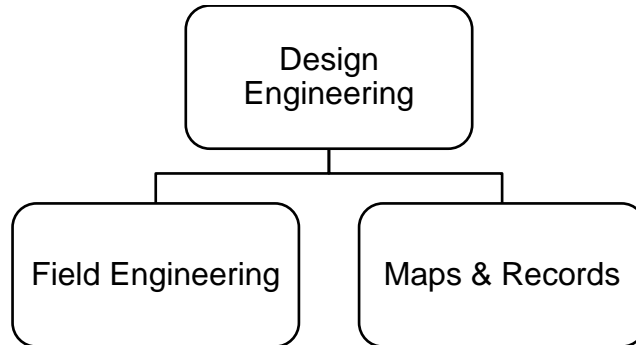
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF WATER – DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	811,721	811,500	946,800	894,700
Materials & Supplies	367,346	388,300	460,100	473,100
Services	562,140	572,700	595,300	650,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,741,207	1,772,500	2,002,200	2,017,800
Appropriation by Activity				
Director's Office	1,741,207	1,772,500	2,002,200	2,017,800
Employee Years by Activity				
Director's Office	15.1	13.8	15.1	14.7

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

FULL TIME POSITIONS			
Br.	Title	Budget 2018-19	Approved 2019-20
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
25	Materials, Equip & Facilities Coordinator	1	1
24	Senior Administrative Analyst	1	1
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
15	Principal Finance Clerk	1	1
13	Supervising Stock Clerk	1	1
9	Clerk II	1	1
7	Clerk III w/Typing	1	1
6	Stock Clerk	0	1
65	Sr. Maintenance Mechanic-Welder	1	1
63	Water Maintenance Worker/Construction	1	1
57	Garage Attendant	1	0
EMPLOYEE YEARS			
	Full Time	13.0	13.0
	Overtime	0.5	0.5
	Part Time, Temporary, Seasonal	1.6	1.2
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	15.1	14.7

Organization



Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,091,600	1,325,200	233,600
Employee Years	13.8	17.8	4.0

Change Detail

Salary & Wage	General		Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
42,900	1,300	-9,400	0	0	198,800	233,600	

Major Changes

Two temporary positions added in Design Engineering to facilitate succession planning	95,700
Engineer II is added to conduct an assessment of infrastructure and appurtenances within the right of way	68,600
Engineering interns added to conduct a utility assessment	34,500

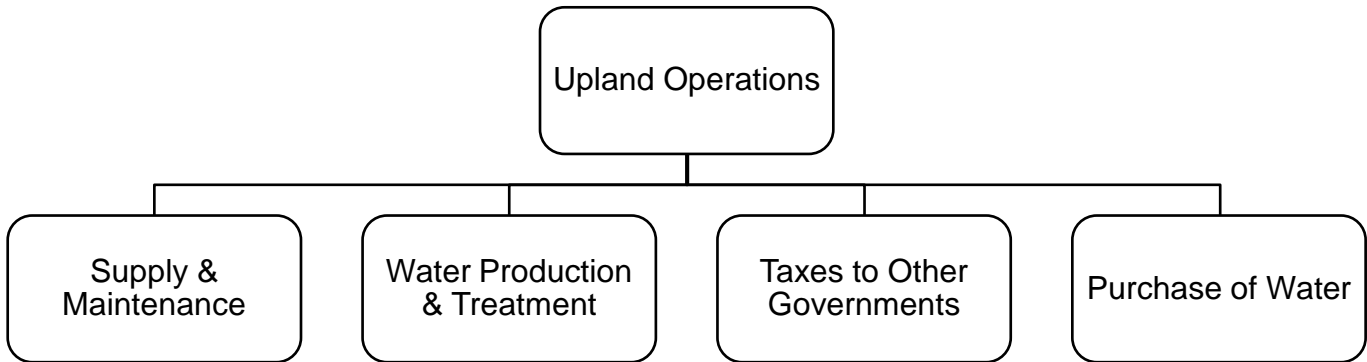
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	944,420	958,000	1,000,000	1,241,700
Materials & Supplies	1,806	4,600	15,500	15,900
Services	35,856	56,000	76,100	67,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	982,082	1,018,600	1,091,600	1,325,200
Appropriation by Activity				
Design Engineering	742,401	789,300	870,600	1,089,700
Field Engineering	131,838	139,900	146,600	160,000
Maps & Records	<u>107,843</u>	<u>89,400</u>	<u>74,400</u>	<u>75,500</u>
Total	982,082	1,018,600	1,091,600	1,325,200
Employee Years by Activity				
Design Engineering	10.0	9.6	10.1	14.1
Field Engineering	2.8	2.7	2.8	2.8
Maps & Records	<u>0.9</u>	<u>1.2</u>	<u>0.9</u>	<u>0.9</u>
Total	13.7	13.5	13.8	17.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
 WATER – ENGINEERING DIVISION
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2018-19	Approved 2019-20			
31	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	1	1	1		
28	Engineer IV/Water	1	1	1		
26	Engineer III/Water	1	2	2		
24	Engineer II/Water	1	1	1		
23	Senior GIS Analyst	1	1	1		
21	Supervising Engineering Technician	1	2	2		
18	Principal Engineering Technician	1	1			1
18	Principal Engineering Technician-CADD	3	3	1	2	
12	Engineering Technician	1	0			
EMPLOYEE YEARS						
	Full Time	12.0	13.0	10.0	2.0	1.0
	Overtime	1.1	1.1	0.2	0.9	0.0
	Part Time, Temporary, Seasonal	1.0	4.0	4.0	0.0	0.0
	Less: Vacancy Allowance	<u>0.3</u>	<u>0.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
	Total	13.8	17.8	14.1	2.8	0.9

Organization



Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	5,857,600	5,912,800	55,200
Employee Years	41.7	40.7	-1.0

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
73,300	15,500	11,900	0	0	-45,500	55,200

Major Change

Vacant temporary water plant mechanic position is eliminated	-45,500
--	---------

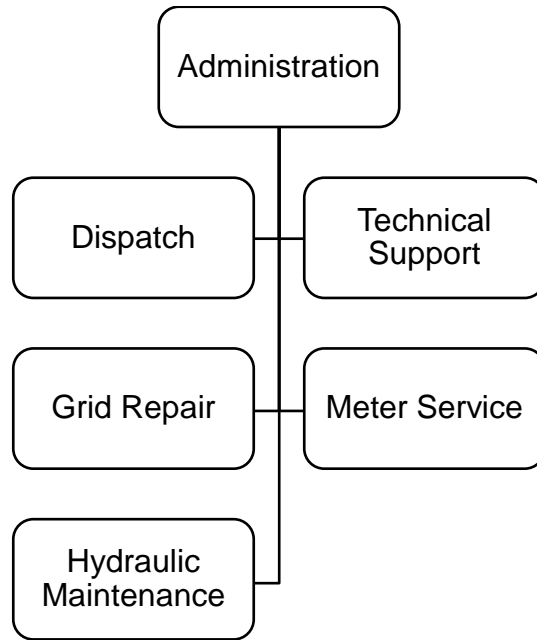
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	2,200,998	2,305,400	2,370,700	2,398,500
Materials & Supplies	796,896	853,100	861,200	869,200
Services	2,134,160	2,505,700	2,625,700	2,645,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,132,054	5,664,200	5,857,600	5,912,800
Appropriation by Activity				
Supply & Maintenance	836,435	921,000	931,200	969,900
Water Production & Treatment	2,915,130	2,986,400	3,000,300	3,016,800
Taxes to Other Governments	844,370	900,000	1,069,300	1,069,300
Purchase of Water	<u>536,119</u>	<u>856,800</u>	<u>856,800</u>	<u>856,800</u>
Total	5,132,054	5,664,200	5,857,600	5,912,800
Employee Years by Activity				
Supply & Maintenance	10.1	9.8	10.3	10.3
Water Production & Treatment	<u>29.7</u>	<u>31.0</u>	<u>31.4</u>	<u>30.4</u>
	39.8	40.8	41.7	40.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2018-19	Approved 2019-20		
32	Manager of Water Production	1	1		1
30	Chief of Water Quality Operations	1	1		1
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	1	1	
25	Automated System Control Specialist	1	1		1
25	Water Quality Chemist	0	1		1
23	Asst Auto System Control Specialist	1	1		1
23	Asst Superintendent Water Plant Maint	1	1		1
23	Water Quality Chemist	1	0		
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Operations Supervisor/Corrosion	1	1	1	
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Assistant to the Manager of Water Production	1	1		1
18	Reservoir Operator	1	1		1
18	Senior Water Plant Operator	3	3		3
18	Water Operations Supervisor/Upland	1	1	1	
16	Fleet Maintenance Technician	1	1	1	
16	Water Plant Operator	3	3		3
15	Sr. Maint. Mech./Water Treatment	1	1		1
15	Water Quality Lab Assistant	1	1		1
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maintenance Mechanic Water Supply	4	4	4	
61	Maint. Mechanic/Water Treatment	3	3		3
EMPLOYEE YEARS					
Full Time		35.0	35.0	9.0	26.0
Overtime		3.4	3.4	1.2	2.2
Part Time, Temporary, Seasonal		3.9	2.9	0.3	2.6
Less: Vacancy Allowance		<u>0.6</u>	<u>0.6</u>	<u>0.2</u>	<u>0.4</u>
Total		41.7	40.7	10.3	30.4

Organization



Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	4,591,000	4,610,100	19,100
Employee Years	67.6	67.6	0.0

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
40,500	3,700	-25,100	0	0	0	19,100

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

7-60

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	3,402,439	3,319,600	3,467,100	3,507,600
Materials & Supplies	29,102	33,900	55,900	57,500
Services	1,139,280	1,010,600	1,068,000	1,045,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,570,821	4,364,100	4,591,000	4,610,100
Appropriation by Activity				
Administration	620,779	618,200	748,600	727,500
Dispatch	386,424	417,900	356,200	360,100
Technical Support	448,853	510,800	412,700	426,900
Grid Repair	1,785,276	1,616,800	1,773,100	1,782,800
Meter Services	776,301	688,900	752,500	769,200
Hydraulic Maintenance	<u>553,188</u>	<u>511,500</u>	<u>547,900</u>	<u>543,600</u>
Total	4,570,821	4,364,100	4,591,000	4,610,100
Employee Years by Activity				
Administration	3.9	3.0	3.9	3.9
Dispatch	6.6	7.4	6.6	6.6
Technical Support	8.4	9.4	8.4	8.4
Grid Repair	22.8	21.5	22.8	22.8
Meter Service	15.2	14.2	15.2	15.2
Hydraulic Maintenance	<u>10.7</u>	<u>10.3</u>	<u>10.7</u>	<u>10.7</u>
Total	67.6	65.8	67.6	67.6

DEPARTMENT OF ENVIRONMENTAL SERVICES
 WATER – DISTRIBUTION DIVISION
 PERSONNEL SUMMARY

FULL TIME POSITIONS			Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance	
Br.	Title	Budget 2018-19							Approved 2019-20
31	Manager of Water Distribution	1	1						
25	Superintendent of Water Distribution	1	1	1					
23	Asst. Superintendent Water Distribution	4	4	1		1	1	1	
21	Backflow Prevention Inspector	1	1				1		
18	Supervising Dispatcher	1	1		1				
18	Supervising Meter Services Technician	1	0						
18	Supervising Water Distribution Technician	2	3			1	1	1	
18	Water Operations Supervisor	3	3			3			
11	Clerk I	1	1	1					
65	Sr. Maint. Mech./Water Grid	1	1			1			
64	Water Distribution Technician	18	19			6	6	7	
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	14	15			14		1	
62	Senior Water Meter Repairer	1	1				1		
62	Water Maintenance Worker	5	3			1		1	
61	Meter Reader	4	4				4		
52	Water Service Trainee	1	1			1			
EMPLOYEE YEARS									
	Full Time	64.0	64.0	4.0	6.0	8.0	21.0	14.0	11.0
	Overtime	5.1	5.1	0.0	0.9	0.8	1.7	0.8	0.9
	Part Time, Temporary, Seasonal	1.0	1.0	0.0	0.0	0.0	0.7	0.0	0.3
	Less: Vacancy Allowance	<u>2.5</u>	<u>2.5</u>	<u>0.1</u>	<u>0.3</u>	<u>0.4</u>	<u>0.6</u>	<u>0.6</u>	<u>0.5</u>
	Total	67.6	67.6	3.9	6.6	8.4	22.8	14.2	11.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Approved
Appropriation by Major Object	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	2,452,800	2,452,800	2,452,800	2,452,800
Other	<u>6,625,051</u>	<u>6,723,600</u>	<u>6,723,600</u>	<u>6,723,600</u>
Total	9,077,851	9,176,400	9,176,400	9,176,400
Appropriation by Activity				
Allowance for Uncollectibles	1,251,451	1,350,000	1,350,000	1,350,000
Administrative Chargeback	2,452,800	2,452,800	2,452,800	2,452,800
Contribution to the General Fund	<u>5,373,600</u>	<u>5,373,600</u>	<u>5,373,600</u>	<u>5,373,600</u>
Total	9,077,851	9,176,400	9,176,400	9,176,400

Mission Statement

Emergency Communications (911):

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

311/One Call to City Hall:

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

Being Accessible

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

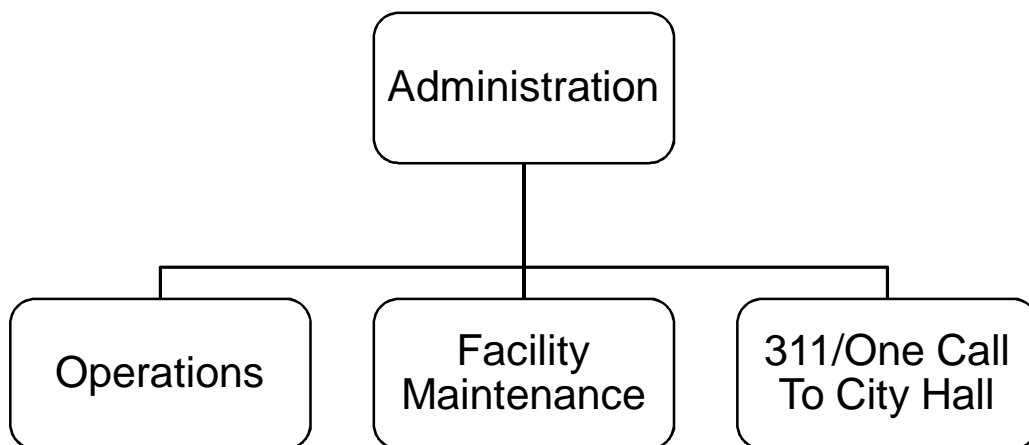
Being Accountable

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

Enabling Transparency

The 311 Call Center provides necessary data to appropriate departments for their analysis on requests that have come through the Call Center.

Organization



Departmental Highlights

Emergency Communications (911):

The proposed budget for Administration and Operations is based on the funding level requested by Emergency Communications for the 2019 County Budget. There is a six month overlap in fiscal years between the City and County. The budgets of the City and County will be closely monitored to ensure that County funding is sufficient for the entire fiscal year. New hire classes are planned for fall 2019 and spring 2020.

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

311/One Call to City Hall:

Live representatives will continue to be available seven days per week. Saturday and Sunday hours are changed to 9 am – 5 pm.

Vital Customers

Emergency Communications (911):

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

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

311/One Call to City Hall:

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

Critical Processes

Emergency Communications (911):

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

311/One Call to City Hall:

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue Computer-Aided Dispatch (CAD) computer system replacement and upgrade	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Second Quarter
Utilize the new Verint system and collaborate with the Office of Innovation and City departments to improve 311 functionality	Innovation and Efficiency	Fourth Quarter
Continue to work with DES to implement phased facility capital improvements (replacement of cooling equipment, air handling unit, heat pumps, exhaust fans, and upgrading of building management system)	Innovation and Efficiency	Ongoing

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
INTERNAL OPERATIONS				
Emergency Communications (911):				
911 calls received (excluding administrative calls)	1,092,679	1,051,786	1,175,000	1,050,000
Calls dispatched:				
• Police (includes police-initiated)	984,386	968,590	990,000	948,000
• Fire	101,374	104,510	100,000	106,000
• Emergency medical service	<u>134,017</u>	<u>141,850</u>	<u>138,000</u>	<u>146,000</u>
• Total dispatched	1,219,777	1,214,950	1,228,000	1,200,000
Ring time (average in seconds)	5.7	5.0	6.0	5.5
CALEA accreditation compliance (%)	100	100	100	100
NYSSA accreditation compliance (%)	100	100	100	100
Text messages to 911	1,670	1,040	2,000	1,000
CUSTOMER SERVICE				
Emergency Communications (911):				
Caller complaints	121	128	180	180
Caller customer satisfaction (scale =1-4; 4 = best)	3.8	3.8	3.8	3.8
311/One Call to City Hall:				
Total calls received from external sources	395,257	405,634	400,000	400,000
Calls answered within 30 seconds (%)	77.0	78.0	75.0	70.0
Call abandon rate (%)	8.0	10.5	10.2	10.5
FINANCIAL/COSTS				
Emergency Communications (911):				
Operating cost per call (\$)	11.41	11.07	11.12	11.71
311/One Call to City Hall:				
Operating cost per call (\$)	2.80	2.87	2.90	2.88
LEARNING & INNOVATION				
Emergency Communications (911):				
Employee Training (hours)	21,453	14,644	19,000	24,300

EMERGENCY COMMUNICATIONS DEPARTMENT

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
311/One Call to City Hall:				
Average number training hours per employee	33	20	55	55

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

Year-To-Year Comparison

	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
<u>Main Functions</u>				
Administration	679,500	796,500	117,000	17.2%
Operations	12,140,500	12,725,200	584,700	4.8%
Facility Maintenance	248,400	240,400	-8,000	-3.2%
311/One Call To City Hall	<u>1,158,800</u>	<u>1,153,200</u>	<u>-5,600</u>	<u>-0.5%</u>
Total	14,227,200	14,915,300	688,100	4.8%

Employee Years	226.7	231.1	4.4	1.9%
----------------	-------	-------	-----	------

Change Detail

<u>Salary & Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
217,700	13,900	-6,700	0	0	463,200	688,100

Major Changes

Overtime increases for training on the new Computer Aided Dispatch (CAD) system and for backfill for six full time personnel assigned to the project	435,000
Increase professional fees for training	71,600
New Deputy Director is added for succession planning, partially offset by the elimination of a vacant full time position	54,700
Two vacant part time positions are eliminated to facilitate succession planning	-50,700
A vacant full time position in 311/One Call to City Hall is replaced with a part time position as an efficiency measure	-29,900
Eliminate funding for switchgear maintenance at the 911 Center	-12,000
Net decrease in supplies and services in Administration and Operations based on projected need	-6,600
Net increase in supplies and services in Facility Maintenance based on projected need	1,100

Program Change

Below is a table showing the change to Saturday and Sunday hours at 311/One Call to City Hall.

<u>Day of the Week</u>	<u>2018-19 Operating Hours</u>	<u>2019-20 Operating Hours</u>
Monday – Friday	7:00 am – 11:00 pm	7:00 am – 11:00 pm
Saturday	8:00 am – 4:00 pm	9:00 am – 5:00 pm
Sunday	10:00 am – 6:00 pm	9:00 am – 5:00 pm

EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

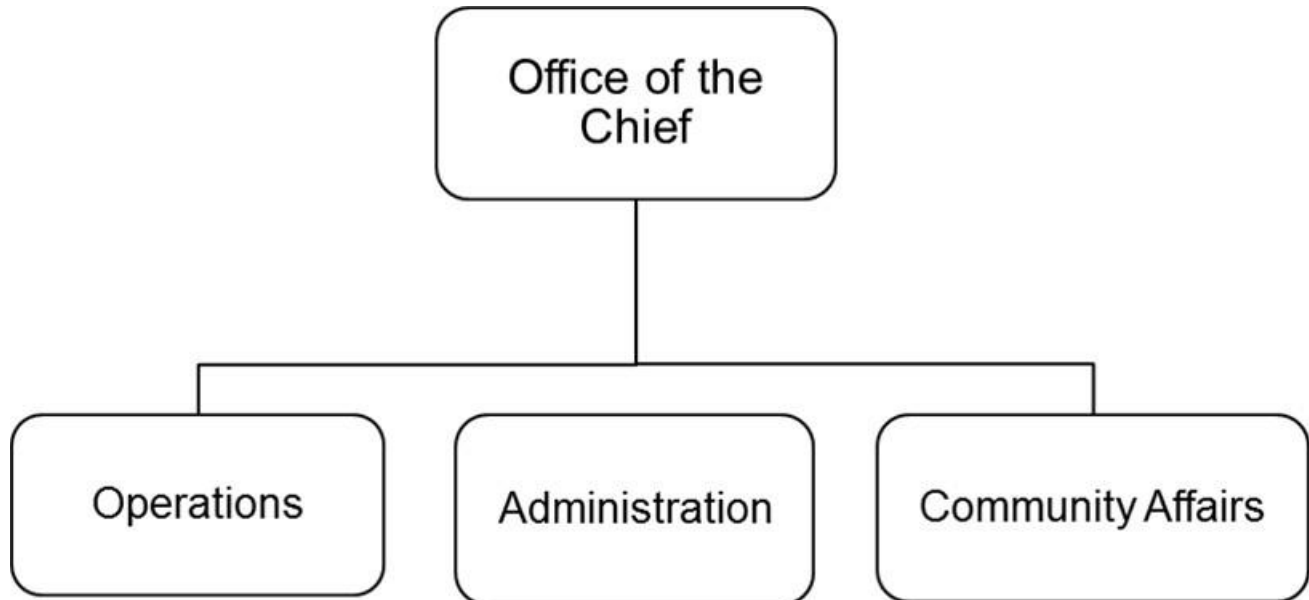
	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	12,321,112	12,863,400	13,059,100	13,685,900
Materials & Supplies	72,346	86,600	102,800	91,700
Services	1,224,057	1,208,200	1,065,300	1,137,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	13,617,515	14,158,200	14,227,200	14,915,300
Appropriation by Activity				
Administration	714,532	753,500	679,500	796,500
Operations	11,570,737	12,012,300	12,140,500	12,725,200
Facility Maintenance	227,174	245,000	248,400	240,400
311/One Call To City Hall	<u>1,105,072</u>	<u>1,147,400</u>	<u>1,158,800</u>	<u>1,153,200</u>
Total	13,617,515	14,158,200	14,227,200	14,915,300
Employee Years by Activity				
Administration	5.3	7.1	7.5	7.5
Operations	195.6	196.3	198.4	203.3
311/One Call To City Hall	<u>20.3</u>	<u>20.3</u>	<u>20.8</u>	<u>20.3</u>
Total	221.2	223.7	226.7	231.1

EMERGENCY COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2018-19	Approved 2019-20			
36	ECC Director	1	1	1		
33	Executive Deputy Director of ECD	0	1		1	
33	Deputy Director - ECC	1	0		0	
30	Deputy Director - ECD	0	1	1		
29	311 Call Center Manager	1	1			1
29	911 Operations Manager	3	3		3	
23	Sr. GIS Analyst	1	1		1	
22	Knowledge Base Coordinator	1	1			1
20	Executive Assistant	1	1	1		
20	Supervising Service Representative	1	1			1
18	Secretary to the Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Sr. Service Representative	1	1			1
16	Sr. Service Representative Bilingual	1	1			1
12	Communications Research Assistant	1	0			
12	Service Representative	9	8			8
12	Service Representative Bilingual	4	4			4
7	Clerk III with Typing	2	2	1		1
6	Research Technician	1	1	1		
210	Shift Supervisor	16	16		16	
190	EMD Quality Improvement Coordinator II	1	1		1	
170	Dispatcher II	27	31		31	
150	Dispatcher I	94	90		90	
150	Dispatcher I Bilingual	2	2		2	
110	Telecommunicator	41	41		41	
110	Telecommunicator Bilingual	2	2		2	
EMPLOYEE YEARS						
Full Time		214.0	213.0	7.0	188.0	18.0
Overtime		9.5	15.5	0.0	14.9	0.6
Part Time, Temporary, Seasonal		3.2	2.6	0.5	0.4	1.7
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		226.7	231.1	7.5	203.3	20.3

Mission Statement

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



Vital Customers

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

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 September 2019. RPD recruits must complete a 10-month period of Academy and field training before they can be deployed for street duties. This recruit class allows RPD's staffing levels to continue to reflect the highest number of personnel available during the summer months, which historically is the busiest time of the year. As a result, vital operations and services continue at a consistent level. Depending on the number of vacancies, an additional Police Academy class may be held in February 2020.
- **Animal Services Activity** – Animal Services has a history of improvement and striving for excellence. Due to progressive programs and innovative tactics, the annual save rate is consistently at or above 88%. Animal Services has been increasingly focused on proactive outreach in Rochester's most under-served neighborhoods. That outreach work has earned the recognition as a mentorship partner with Humane Society of the United States – Pets for Life program. Animal Services can maintain a high save rate for shelter animals by supporting pet retention and healthy choices for pet owners, removing obstacles for owners seeking to reclaim missing pets, promoting adoption of homeless pets, and bolstering our network of rescue partners to whom hundreds of pets are transferred.

Highlights of the Department's 2019-20 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2019-20 Strategic Goals & Objectives Highlights

Highlights	Priorities Supported	Projected Completion
Office of the Chief:		
Enhance an external platform for data dissemination and analysis. Develop internal tools to analyze data and improve efficiency	Innovation and Efficiency	Ongoing
Operations:		
Enhance public safety for large scale special events - Develop and implement a deployment matrix for police coverage at Special Events/Public Venues	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	First Quarter

Highlights	Priorities Supported	Projected Completion
Improve quality of RPD non-fatal violent crime investigations – Explore reorganizing field investigations to become more effective and efficient	Safer and More Vibrant Neighborhoods	Second Quarter
Replace older model body worn cameras to a more technologically advanced version - Increase the number of officers issued cameras to include all officers who primarily interact with the public	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Third Quarter
Modernize video analytics and redaction technology - Implement software/hardware enhancements to assist investigators and technicians in analyzing and redacting video more effectively and efficiently	Innovation and Efficiency	Third Quarter
Continue planning relocation of section offices	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Maintain a save rate at or above 88%	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes, and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes, and apprehension of offenders - Continue targeted and evidence-based enforcement of gun violence locations and offenders through "GIVE" initiatives	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	Safer and More Vibrant Neighborhoods	Ongoing
Administration:		
Increase quality of RPD functions - Maintain NYS Law Enforcement Accreditation Program status and enhance document management processes	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Community Affairs:		
Continue to enhance police and community relationships - Enhance the post-academy curriculum to provide education on the cultural competencies of Rochester, NY and the history of policing (locally and nationally)	Safer and More Vibrant Neighborhoods	Third Quarter

Highlights	Priorities Supported	Projected Completion
Continue to work with DHRM to maximize recruitment efforts for minority candidates and to develop a meaningful and sustained recruitment campaign/strategy	Safer and More Vibrant Neighborhoods	Ongoing
Expand community partnerships - Continue to increase the department's accessibility to residents by creating opportunities for relationships in a non-enforcement encounter (e.g. collaborating with our community partners to host community conversations with law enforcement)	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>	<u>Change</u>	<u>Change</u>
Office of the Chief	6,344,100	6,792,600	448,500	7.1%
Operations	72,036,100	71,345,300	-690,800	-1.0%
Administration	16,251,300	16,274,300	23,000	0.1%
Community Affairs	3,830,800	4,206,400	375,600	9.8%
Total	98,462,300	98,618,600	156,300	0.2%
Employee Years	941.7	938.2	-3.5	-0.4%

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
674,900	134,800	23,200	0	0	-676,600	156,300

Major Change Highlights

Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Eight Public Safety Aides were added to conduct background investigations during 2018-19	185,300
A Director of Business Intelligence is transferred to Information Technology	-117,100
A Police Program Grant Specialist was abolished during 2018-19	-79,200
Net change in Stop DWI grant	-67,000
Use of forfeiture funds for vehicle purchase ends	-60,000
A Victim Assistance Counselor Bilingual was added during 2018-19	52,300
Animal Society for Prevention of Cruelty to Animals grant ends	-51,600
A vacant Clerk II is eliminated as an efficiency measure	-43,800
A vacant Clerk III with Typing is eliminated as an efficiency measure	-41,300
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant	-35,600
NYS grants for overtime end	-34,000
Responsibility for volunteer programs at the shelter are transferred to the Verona Street Animal Society	-33,800
Net change in RCSD reimbursement for traffic and crowd control pending development of new agreement	-25,700
Use of forfeiture funds for community programs ends	-25,000
A vacant part time Clerk III with Typing is eliminated as an efficiency measure	-21,300
Use of forfeiture funds for electronic wire taps for long term investigations ends	-20,000
PETCO Foundation animal services grant ends	-19,300
Secret Service funding for an investigation ends	-15,000
Use of forfeiture funds for Project Clean - N Clinton Ave walking patrols ends	-12,000

Funds are added to support the Pet Microchip (implantable identification with registry) program	11,500
Net change in Underage Tobacco Compliance grant	-9,800
Net change in Family and Victim grants	-8,600
Funds are added for Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant	7,600
PetSmart Animal Services grant ends	-7,000
Use of forfeiture funds for seized vehicles ends	-5,000
Stipends for youth to serve on Police Citizen Interaction Committee are added	4,200
Net change in STOP DWI Foundation Crackdown Weekend Enforcement Grant	-2,000
Bomb Squad grant ends	-1,800
Net change in NYS Passenger Safety grant	-1,500
Maddie's Fund animal services grant ends	-100

Assignment of Authorized Positions
2010-11 to 2019-20

<u>Year</u>	<u>Office of the Chief & Administration</u>			<u>Operations & Community Affairs</u>			<u>Department Total</u>		
	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>
2019-20	68	66	134	660	56	716	728	122	850
2018-19	63	69	132	665	55	720	728	124	852
2017-18	67	69	136	661	54	715	728	123	851
2016-17	62	67	129	665	56	721	727	123	850
2015-16	63	65	128	663	56	719	726	121	847
2014-15	45	67	112	681	56	737	726	123	849
2013-14	45	66	111	681	76	757	726	142	868
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5
2011-12	45	100.5	145.5	681	43	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5

Authorized Sworn Positions
2015-16 to 2019-20

<u>Positions</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Chief	1	1	1	1	1
Executive Deputy Chief	1	0	0	0	0
Deputy Chief	2	2	2	2	2
DC of Communications	0	0	0	1	1
DC Community Engagement	0	0	1	0	0
Commander	2	2	2	3	3
Captain	13	13	13	13	13
Lieutenant	32	32	32	31	31
Sergeant	95	95	95	95	95
Police Investigator	80	82	82	82	82
Police Officer	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>
Total	726	727	728	728	728

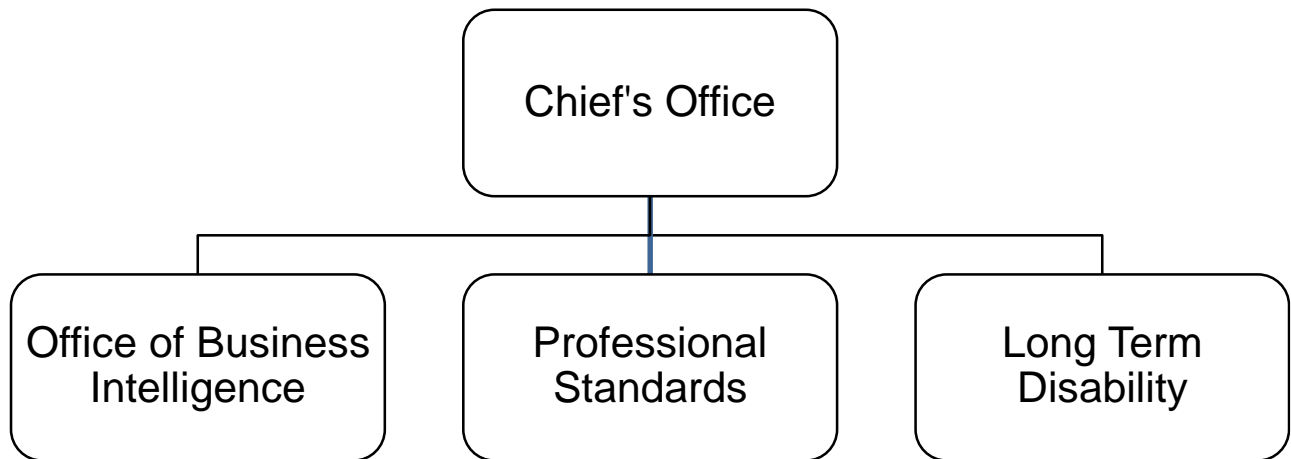
POLICE DEPARTMENT
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	84,673,062	86,654,900	87,575,100	88,001,900
Materials & Supplies	1,376,501	1,385,400	1,454,600	1,460,300
Services	8,985,942	9,537,300	9,355,500	9,156,400
Other	<u>6,517</u>	<u>60,000</u>	<u>77,100</u>	<u>0</u>
Total	95,042,022	97,637,600	98,462,300	98,618,600
Appropriation by Activity				
Office of the Chief	6,571,070	6,674,000	6,344,100	6,792,600
Operations	71,700,333	68,862,900	72,036,100	71,345,300
Administration	16,770,619	17,429,600	16,251,300	16,274,300
Community Affairs	<u>0</u>	<u>4,671,100</u>	<u>3,830,800</u>	<u>4,206,400</u>
Total	95,042,022	97,637,600	98,462,300	98,618,600
Employee Years by Activity				
Office of the Chief	46.9	44.8	42.9	47.9
Operations	713.2	700.6	725.1	720.2
Administration	150.2	150.4	132.9	127.2
Community Affairs	<u>0.0</u>	<u>49.7</u>	<u>40.8</u>	<u>42.9</u>
Total	910.3	945.5	941.7	938.2
NBD Allocation - Dollars	2,344,100	2,897,200	2,178,400	2,463,100
NBD Allocation - Employee Years	26.5	31.0	24.5	24.5

Mission Statement

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

Organization



Critical Processes

Chief's Office

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

Office of Business Intelligence

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

**POLICE DEPARTMENT
OFFICE OF THE CHIEF**

Professional Standards

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

Long Term Disability

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

2019-20 Strategic Goals & Objectives

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

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	13	13	13	11
Civil suit investigations completed	17	52	52	46
Fleet accident reports reviewed	128	124	124	126
Subject resistance reports reviewed	780	779	779	769
Administrative inquiries	259	308	308	287

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	6,344,100	6,792,600	448,500
Employee Years	42.9	47.9	5.0

Change Detail

Salary & Wage	General		Vacancy			Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
1,900	45,400	18,100	0	0	383,100	448,500

Major Change

Six Police Officers transfer from Patrol to Office of the Chief - Long Term Disability	562,200
A Director of Business Intelligence is transferred to Information Technology	-117,100
Use of forfeiture funds for community programs ends	-25,000
Use of forfeiture funds for electronic wire taps for long term investigations ends	-20,000

POLICE DEPARTMENT
OFFICE OF THE CHIEF

Use of forfeiture funds for Project Clean - N Clinton Ave walking patrols ends	-12,000
Use of forfeiture funds for seized vehicles ends	-5,000

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	4,357,017	4,605,900	4,480,400	4,912,400
Materials & Supplies	43,672	19,100	19,100	17,100
Services	2,170,381	2,049,000	1,844,600	1,863,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6,571,070	6,674,000	6,344,100	6,792,600
Appropriation by Activity				
Chief's Office	3,971,566	3,817,300	3,554,500	3,551,100
Office of Business Intelligence	345,001	359,700	354,000	249,100
Professional Standards	1,220,390	1,077,800	1,207,900	1,190,400
Long Term Disability	<u>1,034,113</u>	<u>1,419,200</u>	<u>1,227,700</u>	<u>1,802,000</u>
Total	6,571,070	6,674,000	6,344,100	6,792,600
Employee Years by Activity				
Chief's Office	17.5	16.7	15.7	15.7
Office of Business Intelligence	4.0	4.0	4.0	3.0
Professional Standards	11.1	9.1	10.2	10.2
Long Term Disability	<u>14.3</u>	<u>15.0</u>	<u>13.0</u>	<u>19.0</u>
Total	46.9	44.8	42.9	47.9

POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

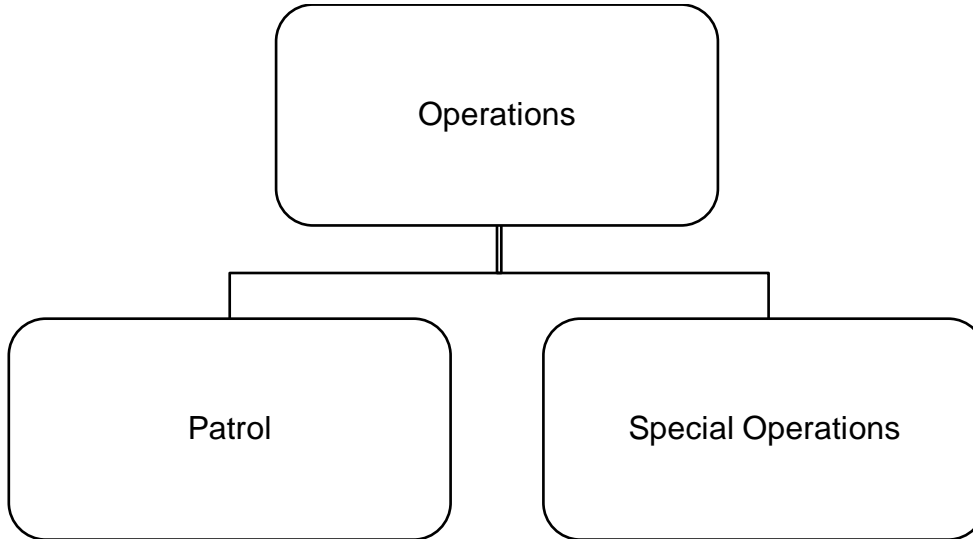
FULL TIME POSITIONS				Chief's Office	Office of Business Intelligence	Professional Standards	Long Term Disability
Br.	Title	Budget 2018-19	Approved 2019-20				
98	Chief of Police	1	1	1			
97	Deputy Chief of Police	2	2	2			
96	Police Commander	3	3	3			
94	Police Lieutenant	2	2	1		1	
92	Police Sergeant	9	9	3		6	
191	Police Investigator	3	3	3			
90	Police Officer	14	20			1	19
33	Director of Business Intelligence	1	0				
26	Information Services Analyst I	1	1		1		
24	Crime Research Specialist	2	2		2		
21	Police Steno	2	2			2	
18	Secretary to the Chief	1	1	1			
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
	Full Time	42.0	47.0	15.0	3.0	10.0	19.0
	Overtime	0.4	0.4	0.2	0.0	0.2	0.0
	Part Time, Temporary, Seasonal	0.5	0.5	0.5	0.0	0.0	0.0
	Less: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0
	Total	42.9	47.9	15.7	3.0	10.2	19.0

POLICE DEPARTMENT
OPERATIONS

Mission

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

Organization



2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Enhance public safety for large scale special events - Develop and implement a deployment matrix for police coverage at Special Events/Public Venues	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	First Quarter
Improve quality of RPD non-fatal violent crime investigations – Explore reorganizing field investigations to become more effective and efficient	Safer and More Vibrant Neighborhoods	Second Quarter
Replace older model body worn cameras to a more technologically advanced version - Increase the number of officers issued cameras to include all officers who primarily interact with the public	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Third Quarter
Modernize video analytics and redaction technology - Implement software/hardware enhancements to assist investigators and technicians in analyzing and redacting video more effectively and efficiently	Innovation and Efficiency	Third Quarter
Continue planning relocation of section offices	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Maintain a save rate at or above 88%	Safer and More Vibrant Neighborhoods	Ongoing

POLICE DEPARTMENT
OPERATIONS

Objective	Priorities Supported	Projected Completion
Reduce crime through crime prevention activities, early identification and intervention of disputes, and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes, and apprehension of offenders - Continue targeted and evidence-based enforcement of gun violence locations and offenders through "GIVE" initiatives	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	72,036,100	71,345,300	-690,800
Employee Years	725.1	720.2	-4.9

Change Detail

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
126,400	21,800	700	0	0	-839,700		-690,800

Major Change Highlights

Six Police Officers transfer to the Office of the Chief - Long Term Disability	-562,200
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Police Lieutenant is transferred from Administration	120,600
A Senior Crime Research Specialist is transferred to Administration	-90,000
A Technology Application Coordinator is transferred from Administration	82,700
A Digital Media Specialist is transferred from Administration	79,200
A Crime Research Specialist is transferred from Administration	79,200
Net change in Stop DWI grant	-67,000
Use of forfeiture funds for vehicle purchase ends	-60,000
A Victim Assistance Counselor Bilingual was added during 2018-19	52,300
Animal Society for Prevention of Cruelty to Animals grant ends	-51,600
A vacant Clerk II is eliminated as an efficiency measure	-43,800
A vacant Clerk III with Typing is eliminated as an efficiency measure	-41,300

POLICE DEPARTMENT
OPERATIONS

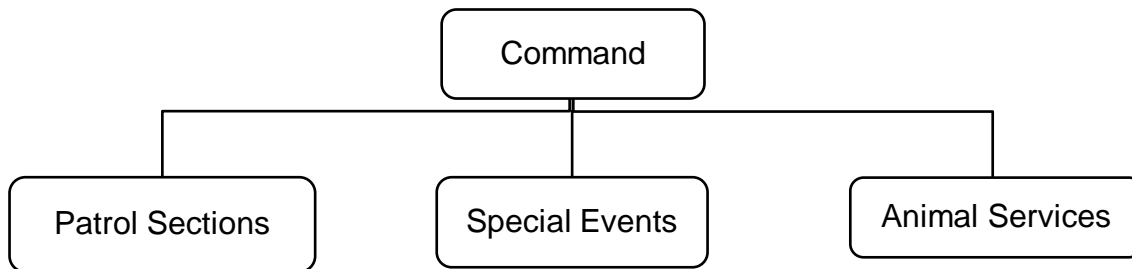
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant	-35,600
Responsibility for volunteer programs at the shelter are transferred to the Verona Street Animal Society	-33,800
Net change in RCSD reimbursement for traffic and crowd control pending development of new agreement	-25,700
PETCO Foundation animal services grant ends	-19,300
Secret Service funding for an investigation ends	-15,000
Funds are added to support the Pet Microchip (implantable identification with registry) program	11,500
Net change in Underage Tobacco Compliance grant	-9,800
Net change in Family and Victim grants	-8,600
Funds are added for Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant	7,600
PetSmart Animal Services grant ends	-7,000
Net change in STOP DWI Foundation Crackdown Weekend Enforcement Grant	-2,000
Maddie's Fund animal services grant ends	-100

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	70,058,542	67,012,700	70,218,500	69,884,400
Materials & Supplies	562,992	547,500	549,500	541,000
Services	1,072,282	1,242,700	1,191,000	919,900
Other	<u>6,517</u>	<u>60,000</u>	<u>77,100</u>	<u>0</u>
Total	71,700,333	68,862,900	72,036,100	71,345,300
Appropriation by Activity				
Patrol	49,829,171	47,930,400	51,731,900	51,273,200
Special Operations	<u>21,871,162</u>	<u>20,932,500</u>	<u>20,304,200</u>	<u>20,072,100</u>
Total	71,700,333	68,862,900	72,036,100	71,345,300
Employee Years by Activity				
Patrol	505.6	500.3	528.9	521.4
Special Operations	<u>207.6</u>	<u>200.3</u>	<u>196.2</u>	<u>198.8</u>
Total	713.2	700.6	725.1	720.2

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

Organization



Critical Processes

Patrol Sections

- Protects life and property
- Protects constitutional guarantees of all people
- Conducts preventive patrol
- Conducts preliminary and follow-up investigation of reported offenses
- Reduces opportunities for commission of crime, works to resolve conflicts and proactively address disputes, identification of criminal offenders and criminal activity, and apprehension of offenders
- Conducts periodic reviews of patrol and investigative activities to analyze crime patterns, current disputes, and response strategies
- Works with neighborhood Police-Citizen Interaction Committees (PCIC) to develop targeted crime prevention and response programs
- Plans responses to unusual occurrences or emergency incidents

Special Events

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

Animal Services

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

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

2019-20 Strategic Goals & Objectives Objective	Priorities Supported	Projected Completion
Enhance public safety for large scale special events - Develop and implement a deployment matrix for police coverage at Special Events/Public Venues	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	First Quarter
Improve quality of RPD non-fatal violent crime investigations - Explore reorganizing field investigations to become more effective and efficient	Safer and More Vibrant Neighborhoods	Second Quarter
Continue planning relocation of section offices	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Maintain a save rate at or above 88%	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes, and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes, and apprehension of offenders - Continue targeted and evidence-based enforcement of gun violence locations and offenders through "GIVE" initiatives	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
INTERNAL OPERATIONS				
Patrol Sections:				
Calls for service				
Non-Discretionary				
Critical CFS	48,559	49,037	49,402	48,975
Urgent CFS	85,233	83,457	89,535	84,601
Normal CFS	61,503	60,995	62,117	61,224
Discretionary (Officer – Initiated)	<u>138,623</u>	<u>134,607</u>	<u>140,916</u>	<u>136,196</u>
Total	333,918	328,096	341,970	330,996
Domestic Violence calls	29,472	29,560	30,138	29,624
Arrests:				
Adult Felony	1,894	1,747	1,928	1,805
Total Adult Arrests	12,643	12,002	12,846	12,216
Youth Felony (Under 18)	231	181	213	197
Total Youth Arrests (Under 18)	978	811	1,081	878
Juvenile Felony (Under 16)	131	98	108	106
Total Juvenile Arrests (Under 16)	364	288	361	309
% Juveniles Diverted	37.9	36.4	40.9	37.1

**POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION**

Key Performance Indicators	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
Other Police Activity:				
Field information forms completed	7,644	6,965	8,786	7,331
Firearms seized	885	771	945	876
Crime guns seized	442	458	459	450
Adult Warrants served	4,338	4,376	4,292	4,339
Juvenile Warrants served	198	186	286	197
Crimes cleared (%):				
• Homicide	78.1	66.7	58.5	70.2
• Rape	39.7	30.0	35.7	34.8
• Robbery	34.3	30.1	32.2	31.7
• Aggravated Assault	56.9	55.7	55.8	56.2
• Burglary	11.4	9.7	9.4	10.3
• Larceny	13.0	10.3	12.7	11.4
• Motor Vehicle Theft	18.3	19.4	17.5	19.2
• Arson	13.9	31.1	7.9	18.5
Clearance rate for all crimes (Part I and II)	31.2	28.0	29.8	29.0
CUSTOMER PERSPECTIVE				
Reported crimes:				
• Homicide	32	26	32	29
• Rape	83	81	74	82
• Robbery	609	574	709	603
• Aggravated Assault	<u>873</u>	<u>903</u>	<u>885</u>	<u>889</u>
Part I Crime - Violent	1,597	1,584	1,700	1,603
• Burglary	1,246	1,243	1,424	1,262
• Larceny	5,600	5,507	5,975	5,586
• Motor Vehicle Theft	<u>552</u>	<u>550</u>	<u>564</u>	<u>550</u>
Part I Crime – Property	7,398	7,300	7,963	7,398
Total Part I Crime	<u>8,995</u>	<u>8,884</u>	<u>9,663</u>	<u>9,001</u>
Part II Crime	<u>12,315</u>	<u>12,583</u>	<u>12,385</u>	<u>12,494</u>
Total Reported Crime	<u>21,310</u>	<u>21,467</u>	<u>22,048</u>	<u>21,495</u>
Narcotics-related offenses	1,154	1,005	1,217	1,071
Weapon-related offenses	407	392	417	397
Shooting victims	167	175	200	186
Response Time (call to arrival)				
Critical Priority Average (minutes)	15.57	14.38	15.30	15.09
Urgent priority average (minutes)	18.50	17.86	17.61	18.03
Normal priority (minutes)	29.48	29.8	28.75	29.40
% Primary car assigned responded	63.5	65.4	63.3	64.0
Animal Services				
Service requests	8,686	7,341	9,000	6,500
• Shelter	1,608	1,556	1,500	1,500
• Field	7,078	5,785	7,500	5,000
Tickets issued	544	441	550	450
Total Intakes to Shelter:	3,571	3,506	3,640	3,500
• Surrender - Cats	651	577	550	550
• Surrender - Dogs	604	550	550	550
• Strays - Cats	1,071	1,088	1,100	1,100

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

9-21

Key Performance Indicators	Actual	Estimated	Budget	Budget
	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
• Strays – Dogs	1,245	1,291	1,440	1,300
Save Rate (%)	89.9	88.0	88.0	88.0
Length of stay (days)				
• Cats	12.6	11.1	12.0	11.0
• Dogs	9.0	8.0	10.0	9.0
Spayed/Neutered	1,894	1,704	2,000	1,800
Dog Licenses (Animal Services only)	1,023	613	1,200	600

N/A – Not Applicable

** - Not Available

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	51,731,900	51,273,200	-458,700
Employee Years	528.9	521.4	-7.5

Change Detail

Salary & Wage	General			Vacancy		Major Change	Total
	<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>		
	317,400	5,000	800	0	0	-781,900	-458,700

Major Change

Six Police Officers transfer to the Office of the Chief - Long Term Disability	-562,200
One Police Officer transfers to Special Operations	-93,700
Animal Society for Prevention of Cruelty to Animals grant ends	-51,600
Responsibility for volunteer programs at the shelter are transferred to the Verona Street Animal Society	-33,800
Net change in RCSD reimbursement for traffic and crowd control pending development of new agreement	-25,700
PETCO Foundation animal services grant ends	-19,300
Funds are added to support the Pet Microchip (implantable identification with registry) program	11,500
PetSmart animal services grant ends	-7,000
Maddie's Fund animal services grant ends	-100

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
EXPENDITURE SUMMARY

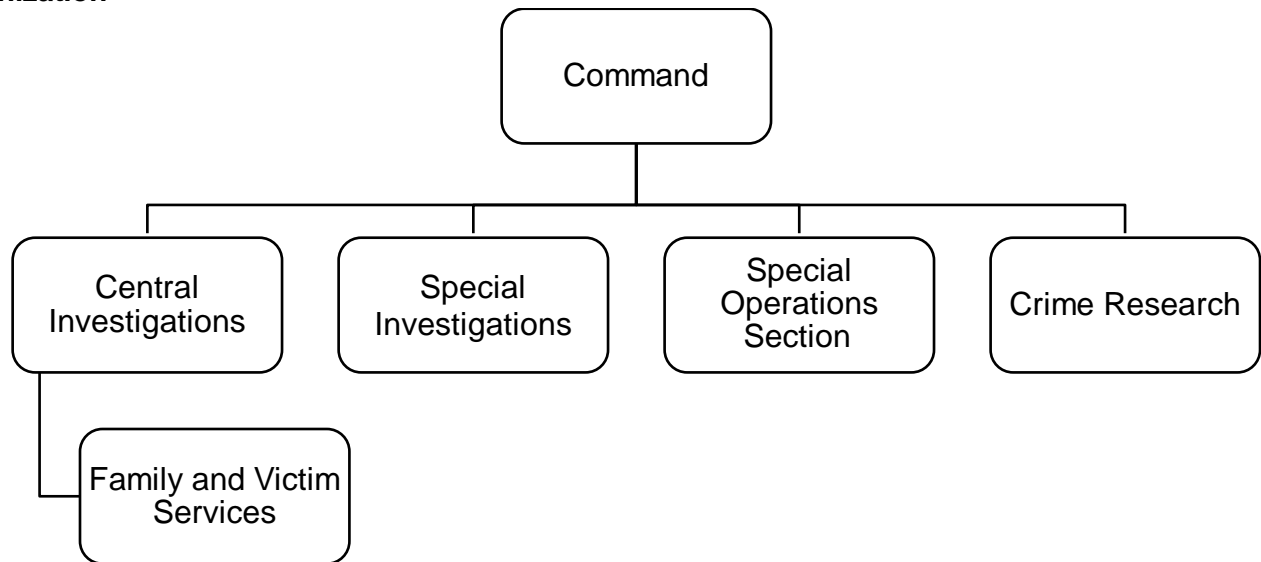
	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	48,809,021	46,874,400	50,723,600	50,340,400
Materials & Supplies	358,394	336,800	337,900	349,500
Services	655,239	719,200	670,400	583,300
Other	<u>6,517</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	49,829,171	47,930,400	51,731,900	51,273,200
Appropriation by Activity				
Command	419,103	429,400	561,000	574,600
Patrol Sections	47,724,823	45,808,600	48,432,900	48,069,200
Special Events	254,130	216,500	1,186,200	1,148,900
Animal Services	<u>1,431,115</u>	<u>1,475,900</u>	<u>1,551,800</u>	<u>1,480,500</u>
Total	49,829,171	47,930,400	51,731,900	51,273,200
Employee Years by Activity				
Command	4.0	4.3	5.3	5.3
Patrol Sections	477.0	471.3	497.0	490.0
Special Events	2.6	2.6	2.6	2.6
Animal Services	<u>22.0</u>	<u>22.1</u>	<u>24.0</u>	<u>23.5</u>
Total	505.6	500.3	528.9	521.4

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Sections	Special Events	Animal Services
Br.	Title	Budget 2018-19	Approved 2019-20				
95	Police Captain	8	8	3	5		
94	Police Lieutenant	16	16		15	1	
92	Police Sergeant	57	57		57		
191	Police Investigator	31	31		31		
90	Police Officer	369	362		361	1	
28	Director of Animal Services	1	1				1
26	Shelter Veterinarian	1	1				1
18	Animal Shelter Manager	1	1				1
18	Supervisor of Animal Control	1	1				1
14	Assistant Supervisor of Animal Control	1	1				1
13	Administrative Secretary	1	1	1			
12	Animal Control Officer	5	5				5
11	Animal Services Client Specialist	2	2				2
10	Veterinary Technician	2	2				2
9	Clerk II	1	1			1	
7	Clerk III with Typing	2	2		2		
6	Animal Care Technician II	6	6				6
EMPLOYEE YEARS							
	Full Time	505.0	498.0	4.0	472.0	2.0	20.0
	Overtime	29.1	29.1	1.3	25.9	0.6	1.3
	Part Time, Temporary, Seasonal	11.0	10.5	0.0	8.0	0.0	2.5
	Less: Vacancy Allowance	<u>16.2</u>	<u>16.2</u>	<u>0.0</u>	<u>15.9</u>	<u>0.0</u>	<u>0.3</u>
	Total	528.9	521.4	5.3	490.0	2.6	23.5

**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION**

Organization



Critical Processes

Special Operations Division

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

Central Investigations Section

- The Major Crimes Unit investigates all homicides, bank robberies, child abuse cases, arsons, missing persons, and other assignments assigned by Central Investigations commanding officer
- The Investigative Support Unit
 - License Investigation investigates applicants for licenses issued by the City of Rochester that require approval by the Chief of Police. Administers City's alarm ordinance and processes NYS Pistol Permit applications
 - Technician's Unit gathers and analyzes evidence from crime scenes. Collects, processes, preserves, analyzes physical evidence. Supervises Photo Lab, which processes photos for evidentiary and identification purposes
 - Economic Crimes investigates complex financial crimes, organized groups involved in counterfeiting, forgery and / or retail theft, and elder-abuse financial exploitation. Acts as liaison with federal, state, and local enforcement agencies and bank clearing house to coordinate economic crime investigations and intelligence sharing

Family and Victim Services

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

Special Investigations Section

- Investigates illegal narcotics activities, vice, illegal weapons, trafficking, organized crime
- Provides surveillance and intelligence services in support of investigations
- Works in joint task forces with federal, state, and local law enforcement agencies
- Narcotics Unit is responsible for suppression of illegal drug trafficking activities from street level up to and including major criminal conspiracy efforts
- Responsible for suppression of gambling, prostitution, and pornography

- Surveillance and Electronic Support Unit is responsible for technical surveillance equipment used in investigative efforts
- Firearms Suppression Unit conducts activities such as Project Exile, weapon tracing and weapon crime intelligence

Special Operations Section

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

Crime Research Unit

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Replace older model body worn cameras to a more technologically advanced version - Increase the number of officers issued cameras to include all officers who primarily interact with the public	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Third Quarter
Modernize video analytics and redaction technology - Implement software/hardware enhancements to assist investigators and technicians in analyzing and redacting video more effectively and efficiently	Innovation and Efficiency	Third Quarter

**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION**

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
INTERNAL OPERATIONS				
Central Investigations:				
Investigations conducted:				
• Homicides	30	30	36	30
• Other death	24	19	19	22
• Bank robbery	11	9	17	10
• Physical child abuse	16	17	20	17
• Sexual child abuse	226	211	262	219
• Arson	N/A	N/A	N/A	N/A
Missing persons cases handled	1,553	1,590	1,750	1,672
Licenses processed	9,949	8,795	7,000	9,372
Crime scenes processed	3,245	3,321	3,428	3,283
Registered sex offenders managed	1,183	1,179	1,130	1,181
State Automated Biometric Identification System (SABIS) identifications	252	292	240	272
Family & Victims Services:				
FACIT responses	3,536	3,500	3,500	3,500
Victim assistance contacts	4,072	4,000	4,350	4,000
Special Investigations:				
Cases open	630	560	610	600
Cases closed	511	495	550	500
Narcotics/Intelligence arrests	125	111	150	145
GRANET Arrests	179	181	95	125
Drugs seized:				
• Cocaine (kilograms)	10.1	8.2	4.4	6.2
• Heroin (grams)	2,187	1,658	3,400	3,100
• Marijuana (pounds)	598	591	1,323	1,010
Weapons seized	102	93	70	75
Vehicles seized	2	3	3	3
Cash seized (\$)	70,706	63,217	50,000	50,000
Crime Analysis:				
Bulletins produced	1,011	1,209	994	1,137
Patterns identified	48	33	49	40
Violent disputes identified	77	23	91	53

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	20,304,200	20,072,100	-232,100
Employee Years	196.2	198.8	2.6

Change Detail

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		<u>Total</u>
-191,000	16,800	-100	0	0	-57,800		-232,100

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

9-27

Major Change

Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Police Lieutenant is transferred from Administration	120,600
One Police Officer transfers from Patrol	93,700
A Senior Crime Research Specialist is transferred to Administration	-90,000
A Technology Application Coordinator is transferred from Administration	82,700
A Digital Media Specialist is transferred from Administration	,79,200
A Crime Research Specialist is transferred from Administration	79,200
Net change in Stop DWI grant	-67,000
Use of forfeiture funds for vehicle purchase ends	-60,000
A Victim Assistance Counselor Bilingual was added during 2018-19	52,300
A vacant Clerk II is eliminated as an efficiency measure	-43,800
A vacant Clerk III with Typing is eliminated as an efficiency measure	-41,300
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant	-35,600
Secret Service funding for an investigation ends	-15,000
Net change in Underage Tobacco Compliance grant	-9,800
Net change in Family and Victim grants	-8,600
Funds are added for Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant	7,600
Net change in STOP DWI Foundation Crackdown Weekend Enforcement Grant	-2,000

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	21,249,521	20,138,300	19,494,900	19,544,000
Materials & Supplies	204,598	210,700	211,600	191,500
Services	417,043	523,500	520,600	336,600
Other	<u>0</u>	<u>60,000</u>	<u>77,100</u>	<u>0</u>
Total	21,871,162	20,932,500	20,304,200	20,072,100
Appropriation by Activity				
Command	794,392	789,200	1,054,900	1,174,800
Central Investigations	6,307,587	6,282,400	5,855,100	5,981,800
Family & Victim Services	811,919	842,500	954,400	955,100
Special Investigations	5,326,113	5,935,800	4,968,300	4,828,400
Special Operations Section	8,397,773	6,874,600	7,217,900	6,908,200
Crime Research	<u>233,378</u>	<u>208,000</u>	<u>253,600</u>	<u>223,800</u>
Total	21,871,162	20,932,500	20,304,200	20,072,100
Employee Years by Activity				
Command	7.4	6.0	8.2	9.2
Central Investigations	70.4	68.1	64.4	65.0
Family & Victim Services	16.0	16.6	17.4	18.4
Special Investigations	47.3	49.9	41.8	41.8
Special Operations Section	63.5	56.7	61.5	61.5
Crime Research	<u>3.0</u>	<u>3.0</u>	<u>2.9</u>	<u>2.9</u>
Total	207.6	200.3	196.2	198.8

POLICE DEPARTMENT
OPERATIONS –SPECIAL OPERATIONS DIVISION
PERSONNEL SUMMARY

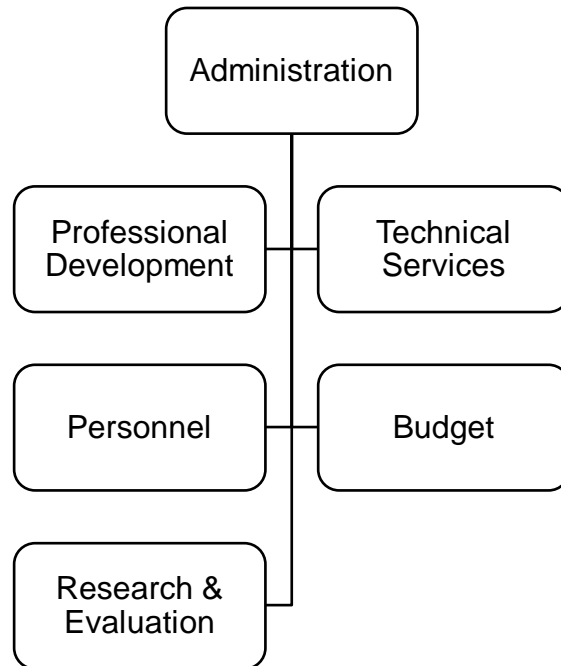
FULL TIME POSITIONS				Command	Central Investigations	Family and Victim Services	Special Investigations	Special Operations Section	Crime Research
Br.	Title	Budget 2018-19	Approved 2019-20						
95	Police Captain	3	3	2			1		
94	Police Lieutenant	6	7	3	1		2	1	
92	Police Sergeant	19	19	1	7		6	5	
191	Police Investigator	48	48	1	21		25	1	
90	Police Officer	68	69		14		4	51	
27	Senior Crime Research Specialist	1	0						
25	Technology Application Coordinator	0	1		1				
24	Crime Research Specialist	2	3						3
24	Digital Media Specialist	0	1		1				
20	Crisis Counseling Coordinator	1	1			1			
20	Victim Services Coordinator	1	1			1			
18	Counseling Specialist	4	4			4			
16	Police Evidence Technician	9	9		9				
14	Victim Assistance Counselor	4	4			4			
14	Victim Asst Counselor Bilingual	0	1			1			
11	Senior Photo Lab Technician	1	1		1				
9	Clerk II	4	3	1	1		1		
7	Clerk III	0	1		1				
7	Clerk III with Typing	4	2		1	1			
EMPLOYEE YEARS									
Full Time		175.0	178.0	8.0	58.0	12.0	39.0	58.0	3.0
Overtime		14.1	14.1	1.2	7.3	0.2	3.0	2.4	0.0
Part Time, Temporary, Seasonal		9.4	9.0	0.0	0.0	6.5	0.0	2.5	0.0
Less: Vacancy Allowance		<u>2.3</u>	<u>2.3</u>	<u>0.0</u>	<u>0.3</u>	<u>0.3</u>	<u>0.2</u>	<u>1.4</u>	<u>0.1</u>
Total		196.2	198.8	9.2	65.0	18.4	41.8	61.5	2.9

POLICE DEPARTMENT ADMINISTRATION

Mission

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing administrative support services necessary to Department operations, and by overseeing the Officer Assistance Program that provides crisis intervention and stress counseling services to members and their families.

Organization



Critical Processes

- **Professional Development** administers the department's training programs, including roll call, recruit, civilian (pre-service) and in-service training.
 - Firearms Training coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records
 - In-Service Training plans and develops training and special programs
 - Academy and Field Training coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division
 - Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants
 - Background and Recruitment Unit actively works with the Department of Human Resource Management to conduct background research on candidates

- **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets.
 - Liaison to Monroe County Public Safety Radio Center for the maintenance and issuing of all police portable and car radios, and vehicle computers
 - Provides support to the Police Department and other law enforcement agencies regarding criminal history checks, wants and warrants, teletype requests, missing persons, etc.
 - Conducts manual and automated record and warrant checks, using both local files and the statewide e-Justice system
 - Processes all requests for crime, incident and motor vehicle accident reports, background check applications and fingerprint requests for the City of Rochester

-
- Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles
 - The Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies
 - The Headquarters Unit responds to walk-up complaints and information requests, issues copies of reports as legally required, takes all bail for the City of Rochester and is responsible for Public Safety Building security
 - The Information Services Unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval and security of department reports
 - The Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records
 - The Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems
 - The Court Liaison Unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings
 - The Identification Unit takes fingerprints, maintains manual and automated photograph and fingerprint files, and processes all DNA collection
 - The Paralegal Unit assists sworn personnel in preparation of selected forms and reports for Grand Jury packages, tracking felony cases, submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court
 - The Call Reduction Unit handles all eligible crime incidents and added information reports via phone for the City of Rochester
 - Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communications with police officers on the street
- Personnel** provides medical and personnel management, including job classification, hiring and promotion, payroll, and record maintenance.
- Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.
- Research & Evaluation**
- Conducts research and management and statistical analysis
 - Monitors compliance with state standards and national accreditation agencies
 - Assists in conducting on-site evaluations
 - Prepares department's annual report
 - Researches and writes grant applications and submits grant-related operational and financial reports
 - Serves as repository for all department and New York State reports
 - Coordinates policy and procedure development for handling of emergencies
 - Liaison to Monroe County Office of Emergency Preparedness
 - Liaison to Department of Human Resource Management in administration of department's health and safety program

POLICE DEPARTMENT
ADMINISTRATION

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported			Projected Completion
Increase quality of RPD functions - Maintain NYS Law Enforcement Accreditation Program status and enhance document management processes	Safer and More Vibrant Neighborhoods, Innovation and Efficiency			Ongoing
Key Performance Indicators	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	24,142	36,000	36,000	30,000
Vehicles disposed of:				
• Sold at auction	998	900	900	800
• Sold for salvage	88	25	25	50
Arrests resulting from surveillance camera footage	115	100	100	75
Research & Evaluation:				
Inspections	49	33	33	33
Grants submitted	21	21	21	21
Grants received	21	21	21	21
FINANCIAL/COST				
Average sale price (vehicles) (\$)	299	300	250	300
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	45	40	28	25
New officers trained:				
• Academy	25	40	25	25
• Field Training	38	25	25	35

POLICE DEPARTMENT
ADMINISTRATION

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	16,251,300	16,274,300	23,000
Employee Years	132.9	127.2	-5.7

Change Detail

Salary & Wage	General	Vacancy					<u>Total</u>
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
266,900	67,200	4,400	0	0	-315,500	23,000	

Major Change

Eight Public Safety Aides were added to conduct background investigations during 2018-19	185,300
A Police Lieutenant is transferred to Special Operations	-120,600
Funding for the Police Recruit Education Program is transferred to Community Affairs	-91,300
A Senior Crime Research Specialist is transferred from Special Operations	90,000
A Technology Application Coordinator is transferred to Special Operations	-82,700
A Digital Media Specialist is transferred to Special Operations	-79,200
A Crime Research Specialist which was added during the year is transferred to Special Operations	-79,200
A Police Program Grant Specialist was abolished during 2018-19	-79,200
NYS grants for overtime end	-34,000
A vacant part time Clerk III with Typing is eliminated as an efficiency measure	-21,300
Bomb Squad grant ends	-1,800
Net change in NYS Passenger Safety grant	-1,500

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	10,257,503	10,395,200	9,075,400	9,030,600
Materials & Supplies	769,837	797,800	865,000	879,600
Services	5,743,279	6,236,600	6,310,900	6,364,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	16,770,619	17,429,600	16,251,300	16,274,300
Appropriation by Activity				
Professional Development	3,406,033	4,045,200	3,029,900	3,231,800
Technical Services	10,630,675	10,636,300	9,827,200	9,907,200
Personnel	988,574	1,154,500	1,272,500	1,307,900
Budget	655,508	654,800	707,900	703,000
Research & Evaluation	<u>1,089,829</u>	<u>938,800</u>	<u>1,413,800</u>	<u>1,124,400</u>
Total	16,770,619	17,429,600	16,251,300	16,274,300
Employee Years by Activity				
Professional Development	46.2	49.1	38.1	35.7
Technical Services	86.2	84.0	77.2	76.9
Personnel	3.3	4.1	3.3	3.3
Budget	2.9	2.9	2.9	2.9
Research & Evaluation	<u>11.6</u>	<u>10.3</u>	<u>11.4</u>	<u>8.4</u>
Total	150.2	150.4	132.9	127.2

POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

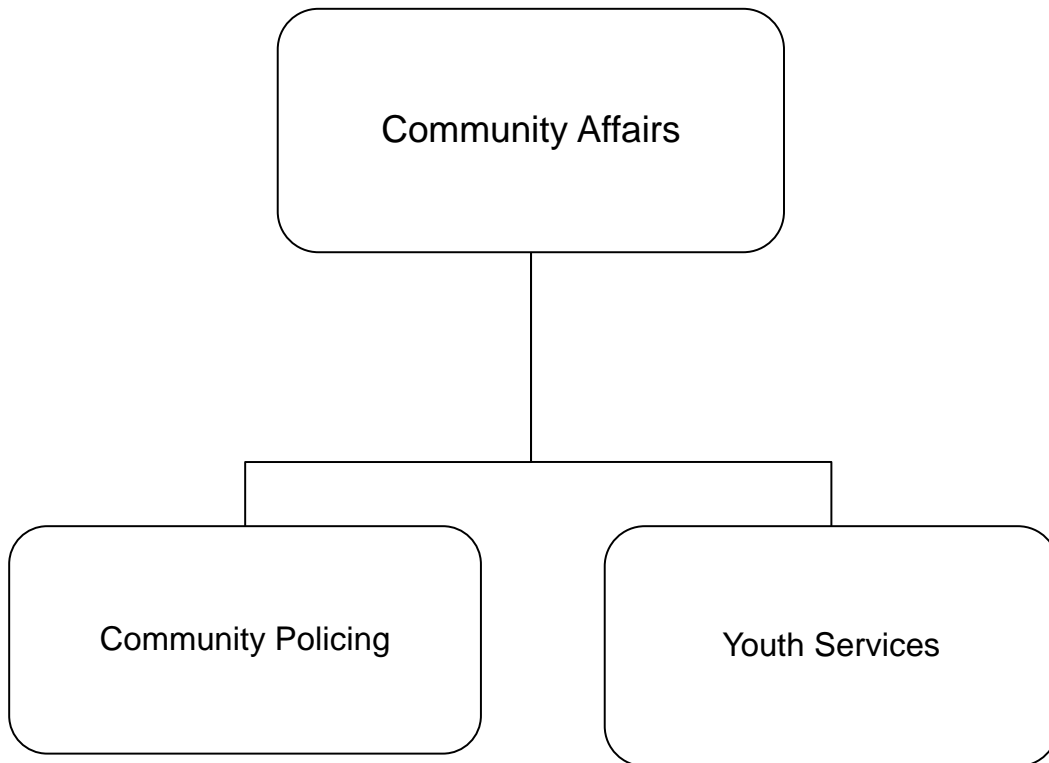
FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2018-19	Approved 2019-20					
95	Police Captain	1	1					1
94	Police Lieutenant	3	2	1	1			
92	Police Sergeant	9	9	3	5			1
90	Police Officer	16	16	5	10			1
27	Senior Crime Research Specialist	0	1					1
26	Associate Administrative Analyst	1	1				1	
26	Manager of Police Property	1	1		1			
25	Technology Application Coordinator	1	0					
24	Digital Media Specialist	1	0					
24	Police Program Grants Specialist	1	0					
23	Personnel Management Supervisor	1	1			1		
18	Senior Police Identification Technician	1	1		1			
16	Fleet Maintenance Technician	1	1		1			
16	Personnel Management Assistant	1	1			1		
16	Senior Property Clerk	2	2		2			
14	Police Paralegal	2	2		2			
14	Police Paralegal Bilingual	1	1		1			
13	Administrative Secretary	1	1	1				
13	Lead Police Information Clerk	0	3		3			
11	Clerk I	1	1		1			
11	Lead Police Information Clerk	3	0					
11	Police Identification Technician Trick	3	3		3			
11	Police Information Clerk	0	15		15			
9	Clerk II	6	7	1	5		1	
9	Clerk II with Typing	4	3		1	1	1	
9	Lot Attendant	5	5		5			
9	Police Information Clerk	15	0					
9	Property Clerk	4	4		4			
7	Clerk III	1	2		2			
7	Clerk III with Typing	4	3		3			
EMPLOYEE YEARS								
Full Time		90.0	87.0	11.0	66.0	3.0	3.0	4.0
Overtime		11.0	11.0	2.8	3.6	0.1	0.0	4.5
Part Time, Temporary, Seasonal		37.6	34.9	22.0	12.6	0.3	0.0	0.0
Less: Vacancy Allowance		<u>5.7</u>	<u>5.7</u>	<u>0.1</u>	<u>5.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
Total		132.9	127.2	35.7	76.9	3.3	2.9	8.4

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS

Mission Statement

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

Organization



Critical Processes

Community Affairs Bureau

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

Community Policing Unit

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

Youth Services Unit

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to enhance police and community relationships - Enhance the post-academy curriculum to provide education on the cultural competencies of Rochester, NY and the history of policing (locally and nationally).	Safer and More Vibrant Neighborhoods	Third Quarter
Continue to work with DHRM to maximize recruitment efforts for minority candidates and to develop a meaningful and sustained recruitment campaign/strategy.	Safer and More Vibrant Neighborhoods	Ongoing
Expand community partnerships - Continue to increase the department's accessibility to residents by creating opportunities for relationships in a non-enforcement encounter (e.g. collaborating with our community partners to host community conversations with law enforcement)	Safer and More Vibrant Neighborhoods	Ongoing

**POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS**

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
INTERNAL OPERATIONS				
Community meetings attended	N/A	400	230	400
Community outreaches conducted	N/A	120	60	120
Applicants for Police Officer exam	N/A	1,396	2,000	1,500
Recruitment events held	N/A	45	45	45

N/A – Not Available

Year-To-Year Comparison

<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
3,830,800	4,206,400	375,600
40.8	42.9	2.1

Change Detail

<u>Salary & Wage</u> <u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy</u> <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
279,700	400	0	0	0	95,500	375,600

Major Change

Funding for the Police Recruit Education Program is transferred from Administration	91,300
Stipends for youth to serve on Police Citizen Interaction Committee are added	4,200

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	4,641,100	3,800,800	4,174,500
Materials & Supplies	0	21,000	21,000	22,600
Services	0	9,000	9,000	9,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	4,671,100	3,830,800	4,206,400
Appropriation by Activity				
Command	0	418,500	406,800	497,300
Community Policing	0	2,897,200	2,178,400	2,463,100
Youth Services	<u>0</u>	<u>1,355,400</u>	<u>1,245,600</u>	<u>1,246,000</u>
Total	0	4,671,100	3,830,800	4,206,400
Employee Years by Activity				
Command	0.0	5.1	3.1	5.1
Community Policing	0.0	30.6	24.5	24.5
Youth Services	<u>0.0</u>	<u>14.0</u>	<u>13.2</u>	<u>13.3</u>
Total	0.0	49.7	40.8	42.9

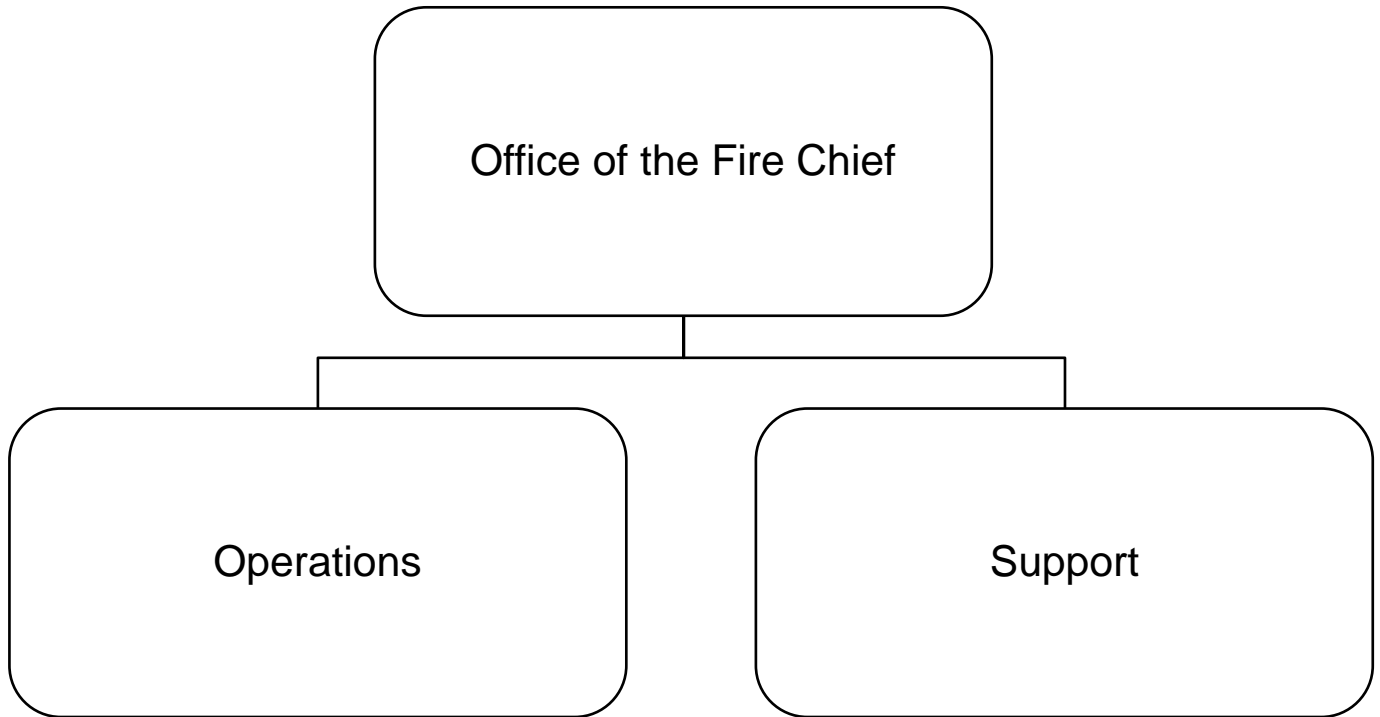
POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Community Policing	Youth Services
Br.	Title	Budget 2018-19	Approved 2019-20			
97	Deputy Chief of Communications	1	1	1		
95	Police Captain	1	1	1		
94	Police Lieutenant	4	4		4	
92	Police Sergeant	1	1			1
90	Police Officer	33	33	1	20	12
EMPLOYEE YEARS						
Full Time		40.0	40.0	3.0	24.0	13.0
Overtime		0.8	0.9	0.1	0.5	0.3
Part Time, Temporary, Seasonal		0.0	2.0	2.0	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		40.8	42.9	5.1	24.5	13.3

The following full time positions are included in the budget of the Police Department, Community Affairs Bureau but are assigned to NSC offices and are shown here for reference only.			
Br.	Title	Budget 2018-19	Proposed 2019-20
94	Police Lieutenant	4	4
90	Police Officer	20	20
EMPLOYEE YEARS			
Full Time		24.0	24.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		24.5	24.5

Mission Statement

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



Vital Customers

- 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
- Internal: City of Rochester departments

Critical Processes

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

Departmental Highlights

The proposed budget includes funding for a planned recruit class of 34 to begin January 2020. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel. The proposed budget assumes management will utilize a dynamic staffing model, and as a result overtime is adjusted to reflect the appropriate funding level.

The 2016 State Homeland Security Program (SHSP) grant is complete. Portions of the 2017 & 2018 State Homeland Security Program (SHSP) and 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grants continue in 2019-20. Training will be provided in the following areas during 2019-20: Citizen Emergency Response Team (CERT), hazardous materials incident command, and structural collapse. The CCTA grant will support enhancement of preparedness to build capacity for prevention and response to complex coordinated terrorist attacks. The grant funds will be used to provide training and awareness for multi-agency coordinated response to terrorist events.

A fire lieutenant is added in Community Risk Reduction (CRR) to enhance community outreach and fire prevention efforts.

Highlights of the Department's 2019-20 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2019-20 Strategic Goals & Objectives Highlights

2019-20 Strategic Goals & Objectives Highlights	Priorities Supported	Projected Completion
Office of the Fire Chief:		
Conduct candidate vetting process and hire recruit class	More Jobs	Second Quarter
Implement Phase III of the firehouse security project	Safer and More Vibrant Neighborhoods	Fourth Quarter
Develop fire boat operation and implementation plan	Safer and More Vibrant Neighborhoods	Fourth Quarter

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

Operations:

Conduct recruitment campaign for firefighter entrance exam	Safer and More Vibrant Neighborhoods	Second Quarter
Issue request for proposals (RFP) for the ambulance contract to enter into a new agreement	Safer and More Vibrant Neighborhoods	Third Quarter
Conduct officer development training	Safer and More Vibrant Neighborhoods	Fourth Quarter

Support:

Implement Plymovent vehicle exhaust removal system modification to improve performance and durability	Safer and More Vibrant Neighborhoods	Third Quarter
---	--------------------------------------	---------------

Year-To-Year Comparison

Bureaus	Budget 2018-19	Budget 2019-20	Change	Percent Change
Office of the Fire Chief	2,408,100	2,436,100	28,000	1.2%
Operations	45,153,500	45,434,100	280,600	0.6%
Support	4,022,600	4,305,100	282,500	7.0%
Total	51,584,200	52,175,300	591,100	1.1%
Employee Years	521.5	518.8	-2.7	-0.5%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
836,100	64,700	10,100	-366,500	0	46,700	591,100

Major Change Highlights

Net decrease in overtime based on projected need	-204,800
Increase budgeted size of firefighter recruit class from 26 to 34	200,500
A lieutenant is added to enhance the Community Risk Reduction program	104,600
One full time clerical position is added and three vacant part time/on-call positions are eliminated	-33,600
One-time funding for development of the Continuity of Operations Plan (COOP) and Hazardous Material Response Plan (HMRP) does not recur	-25,000
A portion of the 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant is complete	-18,000
Net change in State Homeland Security Program (SHSP) grants	17,200
Cleaning and laundry increases based on projected need	14,200
Heat, light & power slightly decreases based on historical experience	-8,400

FIRE DEPARTMENT

 Assignment of Authorized Positions
 2010-11 to 2019-20

Year	Office of the Chief & Support			Operations			Department Total		
	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>
2019-20	39	20	59	443	2	445	482	22	504
2018-19	38	19	57	443	2	445	481	21	502
2017-18	38	19	57	443	2	445	481	21	502
2016-17	38	19	57	443	2	445	481	21	502
2015-16	38	19	57	443	2	445	481	21	502
2014-15	38	19	57	443	2	445	481	21	502
2013-14	36	20	56	445	2	447	481	22	503
2012-13	35	21	56	441	2	443	476	23	499
2011-12	35	21	56	441	2	443	476	23	499
2010-11	41	21	62	447	2	449	488	23	511

FIRE DEPARTMENT
EXPENDITURE SUMMARY

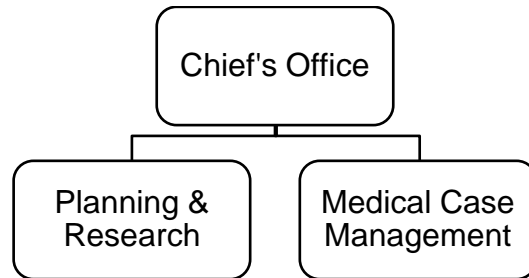
	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	46,860,278	47,751,100	47,962,900	48,501,000
Materials & Supplies	628,827	623,800	644,400	662,400
Services	2,753,338	3,109,700	2,970,400	3,007,900
Other	<u>21,406</u>	<u>15,400</u>	<u>6,500</u>	<u>4,000</u>
Total	50,263,849	51,500,000	51,584,200	52,175,300
Appropriation by Activity				
Office of the Fire Chief	2,360,122	2,174,000	2,408,100	2,436,100
Operations	43,809,013	45,208,200	45,153,500	45,434,100
Support	<u>4,094,714</u>	<u>4,117,800</u>	<u>4,022,600</u>	<u>4,305,100</u>
Total	50,263,849	51,500,000	51,584,200	52,175,300
Employee Years by Activity				
Office of the Fire Chief	22.0	20.0	22.0	21.5
Operations	457.3	457.7	458.0	453.9
Support	<u>41.9</u>	<u>42.3</u>	<u>41.5</u>	<u>43.4</u>
Total	521.2	520.0	521.5	518.8

FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF

Mission Statement

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

Organization



Critical Processes

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conduct candidate vetting process and hire recruit class	More Jobs	Second Quarter
Implement Phase III of the firehouse security project	Safer and More Vibrant Neighborhoods	Fourth Quarter
Develop fire boat operation and implementation plan	Safer and More Vibrant Neighborhoods	Fourth Quarter

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,408,100	2,436,100	28,000
Employee Years	22.0	21.5	-0.5

Change Detail

	<u>General</u>	<u>Vacancy</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
Salary & Wage					
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>		
34,400	7,800	9,800	0	0	-24,000
					28,000

Major Changes

One-time funding for development of the Continuity of Operations Plan (COOP) and Hazardous Material Response Plan (HMRP) does not recur	-25,000
A vacant part time position is eliminated	-18,900
Net change in State Homeland Security Program (SHSP) grants	17,200
Overtime increases based on projected need	2,700

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	2,003,470	1,815,100	2,064,300	2,102,300
Materials & Supplies	20,440	31,800	33,500	34,400
Services	318,892	315,600	307,700	299,400
Other	<u>17,320</u>	<u>11,500</u>	<u>2,600</u>	<u>0</u>
Total	2,360,122	2,174,000	2,408,100	2,436,100
Appropriation by Activity				
Chief's Office	1,240,597	1,277,200	1,226,300	1,234,900
Planning and Research	608,998	648,900	636,000	661,000
Medical Case Management	<u>510,527</u>	<u>247,900</u>	<u>545,800</u>	<u>540,200</u>
Total	2,360,122	2,174,000	2,408,100	2,436,100
Employee Years by Activity				
Chief's Office	11.2	11.2	10.9	10.4
Planning & Research	4.6	5.2	5.1	5.1
Medical Case Management	<u>6.2</u>	<u>3.6</u>	<u>6.0</u>	<u>6.0</u>
Total	22.0	20.0	22.0	21.5

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

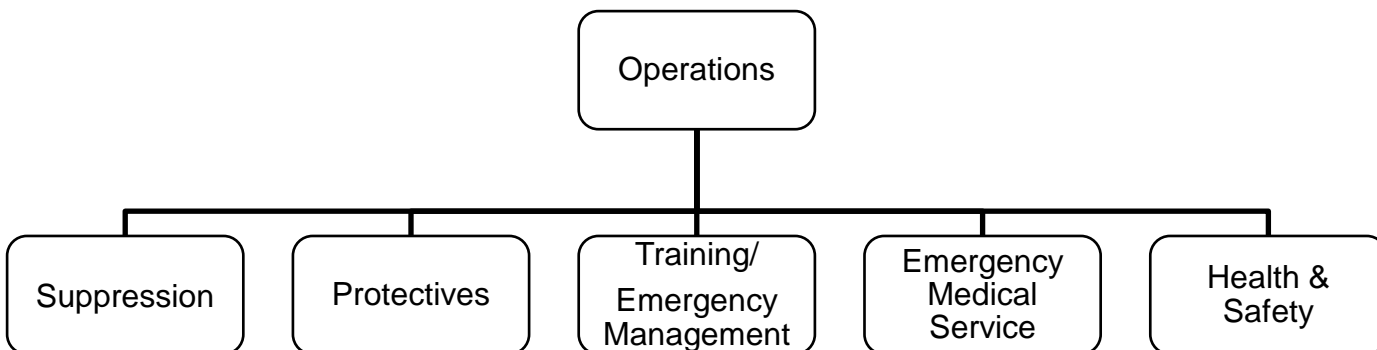
FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2018-19	Approved 2019-20			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	1	1		
85	Battalion Chief	1	1		1	
84	Fire Captain	2	2	1	1	
82	Fire Lieutenant	2	3	1		2
80	Firefighter	6	5		1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	0			
22	Case Manager	0	1	1		
20	Administrative Analyst	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
15	Principal Account Clerk	0	1	1		
9	Clerk II	2	1	1		
EMPLOYEE YEARS						
Full Time		21.0	21.0	10.0	5.0	6.0
Overtime		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.7	0.2	0.2	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		22.0	21.5	10.4	5.1	6.0

FIRE DEPARTMENT OPERATIONS

Mission Statement

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

Organization



Critical Processes

Suppression

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

Protectives

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

Training/Emergency Management

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

Emergency Medical Service

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

Health & Safety

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conduct recruitment campaign for firefighter entrance exam	Safer and More Vibrant Neighborhoods	Second Quarter
Issue request for proposals (RFP) for the ambulance contract to enter into a new agreement	Safer and More Vibrant Neighborhoods	Third Quarter
Conduct officer development training	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	47	516	508	60
Emergency Medical Technician (EMT) re-certifications	128	146	152	219
Health & Safety:				
Firefighter injury reviews	74	80	80	80
Incident responses by line safety officer-Car 99	1,242	1,300	1,300	1,300

CUSTOMER PERSPECTIVE

Suppression:				
Incidents:				
● Structure fire	564	623	650	650
● Outside fire	555	645	650	650
● Overpressure, rupture	619	556	650	600
● Rescue & EMS	18,615	18,492	18,000	18,400

FIRE DEPARTMENT OPERATIONS

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
• Hazardous condition	2,912	3,065	3,100	3,100
• Service call	2,486	2,548	2,400	2,400
• Good intent call	3,158	3,150	3,000	3,100
• False alarm & false call	3,961	4,257	4,200	4,200
• Severe weather	33	25	20	20
• Other	1,804	1,782	1,800	1,800
• Total incidents	34,707	35,143	34,470	34,920
Vacant structure fires	26	35	40	40
Unit responses by fire station and unit:				
• 272 Allen Street (Engine 13, Truck 10)	4,188	4,088	4,300	4,200
• 185 N. Chestnut St (Engine 17, Rescue 11)	3,827	3,993	4,000	4,000
• 1207 N. Clinton Ave (Engine 2)	3,502	3,500	3,500	3,600
• 1477 Dewey Ave (Engine 10, Truck 2)	3,467	3,563	3,700	3,600
• 1051 Emerson St (Engine 3)	1,781	1,887	1,600	1,700
• 57 Gardiner Ave (Truck 5)	1,894	1,883	2,350	2,350
• 873 Genesee St (Engine 7)	2,643	2,703	2,650	2,650
• 740 N Goodman St (Engine 9)	2,682	2,852	2,900	2,900
• 704 Hudson Ave (Engine 16, Truck 6)	4,319	4,413	4,600	4,600
• 4090 Lake Ave (Engine 19)	899	972	1,000	1,000
• 450 Lyell Ave (Engine 5)	3,445	3,445	3,200	3,500
• 315 Monroe Ave (Engine 1)	2,776	2,873	2,800	2,900
• 1281 South Ave (Truck 3)	1,562	1,649	1,650	1,650
• 977 University Ave (Truck 4)	1,845	1,769	1,600	1,650
• 160 Wisconsin St (Engine 12)	1,622	1,644	1,800	1,800
• 2695 West Henrietta Rd (W. Brighton Engine 8)	1,068	1,019	1,100	1,100
• Battalion 1	1,068	1,131	1,100	1,150
• Battalion 2	1,562	1,654	1,500	1,600
• Total responses	44,150	45,038	45,350	45,950
Smoke detector installation	1,017	1,025	1,000	1,000
CO detector installations	795	800	800	800

LEARNING & INNOVATION

Training/Emergency Management:

Recruits trained	23	28	26	34
Uniformed personnel training hours	135,359	129,000	108,000	129,000
Special Operations drills held	58	56	56	56

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	45,153,500	45,434,100	280,600
Employee Years	458.0	453.9	-4.1

Change Detail

Salary & Wage	General		Vacancy	Miscellaneous	Major Change	Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>			
722,200	44,100	-15,300	-366,500	0	-103,900	280,600

FIRE DEPARTMENT
OPERATIONS

10-13

Major Changes

Overtime is adjusted to reflect proposed dynamic staffing model and projected need	-292,200
Increase budgeted size of firefighter recruit class from 26 to 34	200,500
A portion of the 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant is complete	-18,000
Cleaning and laundry increases based on projected need	14,200
Heat, light & power slightly decreases based on historical experience	-8,400

Program Changes

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

Management will utilize a dynamic staffing model on nights and weekends to reduce overtime. There will be no impact to service delivery and full citywide coverage will be maintained.

Public Information Officer (PIO) duties will transition from the Training division to Code Enforcement/Community Risk Reduction.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	41,224,526	42,284,700	42,335,700	42,581,700
Materials & Supplies	194,102	255,600	275,500	283,200
Services	2,386,299	2,664,000	2,538,400	2,565,200
Other	4,086	3,900	3,900	4,000
Total	<u>43,809,013</u>	<u>45,208,200</u>	<u>45,153,500</u>	<u>45,434,100</u>
Appropriation by Activity				
Suppression	40,748,367	42,066,300	42,233,200	42,366,100
Protectives	50,428	54,900	54,900	56,400
Training/Emergency Management	2,117,795	2,177,800	1,959,500	2,068,900
Emergency Medical Service	226,108	251,200	233,200	241,200
Health & Safety	666,315	658,000	672,700	701,500
Total	<u>43,809,013</u>	<u>45,208,200</u>	<u>45,153,500</u>	<u>45,434,100</u>
Employee Years by Activity				
Suppression	436.1	438.1	439.3	434.5
Training/Emergency Management	12.5	10.8	10.0	10.7
Emergency Medical Service	2.1	2.2	2.1	2.1
Health & Safety	6.6	6.6	6.6	6.6
Total	<u>457.3</u>	<u>457.7</u>	<u>458.0</u>	<u>453.9</u>

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

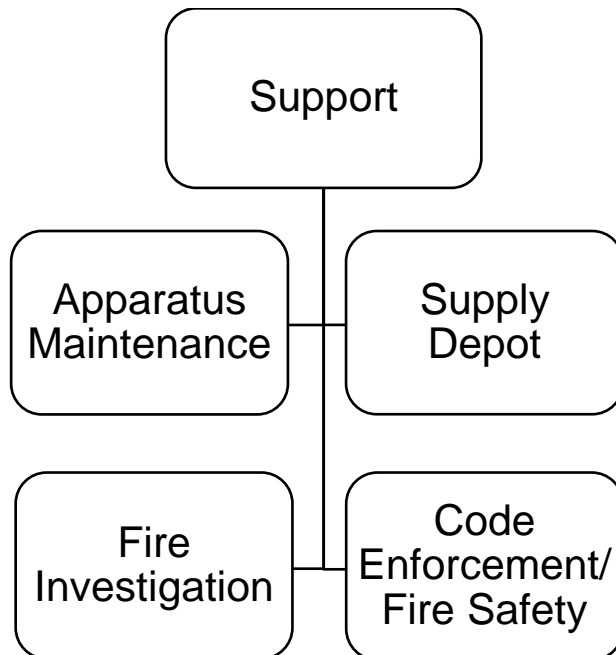
FULL TIME POSITIONS				Suppression	Training/ Emergency Management	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2018-19	Approved 2019-20				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	11	11	9	1		1
84	Fire Captain	36	36	29	2	1	4
82	Fire Lieutenant	68	68	66	2		
80	Firefighter	323	323	322		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		445.0	445.0	430.0	7.0	2.0	6.0
Overtime		9.1	5.4	3.5	1.2	0.1	0.6
Part Time, Temporary, Seasonal		9.5	12.5	10.0	2.5	0.0	0.0
Less: Vacancy Allowance		<u>5.6</u>	<u>9.0</u>	<u>9.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		458.0	453.9	434.5	10.7	2.1	6.6

FIRE DEPARTMENT SUPPORT

Mission Statement

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

Organization



Critical Processes

Apparatus Maintenance

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

Supply Depot

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

Fire Investigation

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

**FIRE DEPARTMENT
SUPPORT**

Code Enforcement/Fire Safety

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement Plymovent vehicle exhaust removal system modification to improve performance and durability	Safer and More Vibrant Neighborhoods	Third Quarter

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
Apparatus Maintenance:				
Apparatus maintenance and repairs	2,166	1,900	2,200	2,200
Supply Depot:				
Breathing apparatus repair and testing	942	1,200	1,200	1,500
Turnout Gear repairs	1,492	1,500	1,200	1,500
Fire Investigation:				
Initial fire investigation responses	798	943	820	850
Arson or incendiary fires (adult & juvenile)	148	169	190	180
Fires with undetermined cause	52	51	50	50
Juvenile fire-setter incidents	75	90	85	90
Fire investigations closed	671	700	550	600
Juvenile contacts	64	101	100	105
Arrests:				
• Adult	63	79	70	75
• Juvenile	16	50	30	30
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	41	58	50	50
Code Enforcement:				
Permits issued	4,267	4,280	4,300	4,375
Property inspections conducted	9,004	7,375	7,750	8,400
Violations cited	1,967	1,987	2,100	2,100
Fire Safety complaints	76	80	80	80
Fire Safety:				
Community Risk Reduction presentations	291	460	500	600
Community Risk Reduction events	230	230	250	300

**FIRE DEPARTMENT
SUPPORT**

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	4,022,600	4,305,100	282,500
Employee Years	41.5	43.4	1.9

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
79,500	12,800	15,600	0	0	174,600	282,500

Major Changes

A lieutenant is added to enhance the Community Risk Reduction program	104,600
Overtime increases to enhance the Community Risk Reduction program and to reflect anticipated need	78,600
One full time clerical position is added and two vacant part time/on-call positions are eliminated	-14,700
Overtime increases in Investigation based on historical experience	6,100

Program Changes

A lieutenant is added to enhance the Community Risk Reduction program and fire prevention efforts. Public Information Officer (PIO) duties will transition from the Training division to Code Enforcement/Community Risk Reduction.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

10-19

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	3,632,282	3,651,300	3,562,900	3,817,000
Materials & Supplies	414,285	336,400	335,400	344,800
Services	48,147	130,100	124,300	143,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,094,714	4,117,800	4,022,600	4,305,100
Appropriation by Activity				
Apparatus Maintenance	869,507	862,400	928,900	989,900
Supply Depot	495,983	419,500	440,100	411,300
Fire Investigation	1,245,900	1,233,800	1,209,100	1,250,000
Code Enforcement/Fire Safety	<u>1,483,324</u>	<u>1,602,100</u>	<u>1,444,500</u>	<u>1,653,900</u>
Total	4,094,714	4,117,800	4,022,600	4,305,100
Employee Years by Activity				
Apparatus Maintenance	8.2	7.8	8.7	9.7
Supply Depot	4.6	4.0	3.7	3.2
Fire Investigation	12.6	13.3	13.1	13.1
Code Enforcement/Fire Safety	<u>16.5</u>	<u>17.2</u>	<u>16.0</u>	<u>17.4</u>
Total	41.9	42.3	41.5	43.4

**FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY**

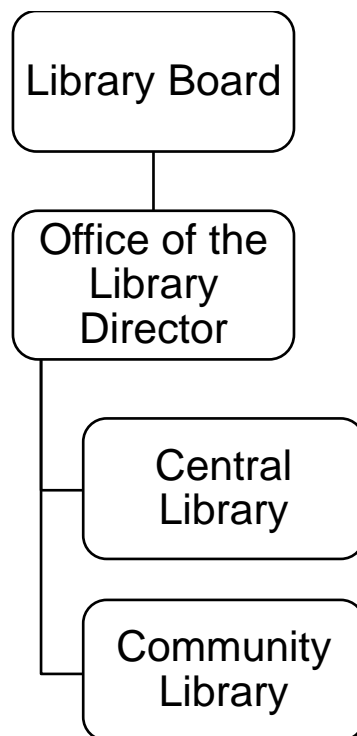
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2018-19	Approved 2019-20				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	4	5		2	1	2
80	Firefighter	19	19		1	9	9
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
28	Supt. Fire Equipment Maintenance	1	1	1			
9	Clerk II	1	1				1
9	Clerk II with Typing	2	2			1	1
7	Clerk III with Typing	0	1	1			
EMPLOYEE YEARS							
Full Time		36.0	38.0	9.0	3.0	11.0	15.0
Overtime		4.5	5.4	0.7	0.2	2.1	2.4
Part Time, Temporary, Seasonal		1.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		41.5	43.4	9.7	3.2	13.1	17.4

Mission Statement

- ❑ To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by enriching the quality of life in Rochester and Monroe County by providing educational, recreational, aesthetic, and informational materials, services, and programs to help people follow their own lines of inquiry and enlightenment.
- ❑ The mission of the Rochester Public Library is to engage the community in life-long learning for all through equal access to information, technology, gathering spaces and expert staff. Its vision is that community members live rich and fulfilling lives through their relationships with the Library. The values that the Library supports are: Community; Learning & Knowledge; Imagination & Innovation; Diversity & Inclusiveness; and Engagement & Collaboration.
- ❑ In all its endeavors, the Library maintains and promotes the principles of intellectual freedom and equality of access.

Organization

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



Vital Customers

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

Critical Processes

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

Departmental Highlights

The proposed budget for the Central Library assumes a slight increase from Monroe County to support the minimum obligations to continue to operate at current service levels. Failure to secure this increase in funding could require further reductions. The next phase of facility renovations will create a public technology center scheduled to open in early 2020, meeting regional needs for broadband access, job and career readiness, open online coursework and independent learning. The future co-location of Empire Justice’s CASH (Creating Assets, Savings and Hope) program in the Bausch & Lomb Building will allow for synergies with the Central Library to work together to improve life for low-income working families in Monroe County. The Library continues to evaluate opportunities to consolidate areas of operation to minimize the impact on services to the public.

The proposed budget for the Branch Libraries includes efficiencies that allow greater focus on community outreach and support. Two part time positions at Maplewood and Lincoln will transition to full time to allow for additional community outreach and support. The Rochester City School District has suspended funding for the literacy aide program.

Highlights of the Department's 2019-20 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Goals & Objectives

Highlights	Priorities Supported	Projected Completion
Central & Community: Develop comprehensive communications plan in conjunction with Recreation & Youth Services to promote youth services, programs and ImagineYOU media lab	Better Educational Opportunities	Second Quarter
Central: Expand financial education and business development community support through co-location of Empire Justice’s CASH (Creating Assets, Savings and Hope) program and opening of the Business Innovation Center	More Jobs	First Quarter

Highlights	Priorities Supported	Projected Completion
Community:		
Begin implementation of branch operations and facilities plan with design of Lincoln Branch renovation, a comprehensive collection analysis and targeted performance plans at specific branch libraries	Innovation and Efficiency	Third Quarter

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>	<u>Change</u>	<u>Percent Change</u>
Central Library	7,445,700	7,708,800	263,100	3.5%
Community Library	4,608,900	4,587,500	-21,400	-0.5%
Total	12,054,600	12,296,300	241,700	2.0%
Employee Years	132.8	134.3	1.6	1.2%

Change Detail

<u>Salary & Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
224,700	76,700	-500	4,400	-100	-63,500	241,700

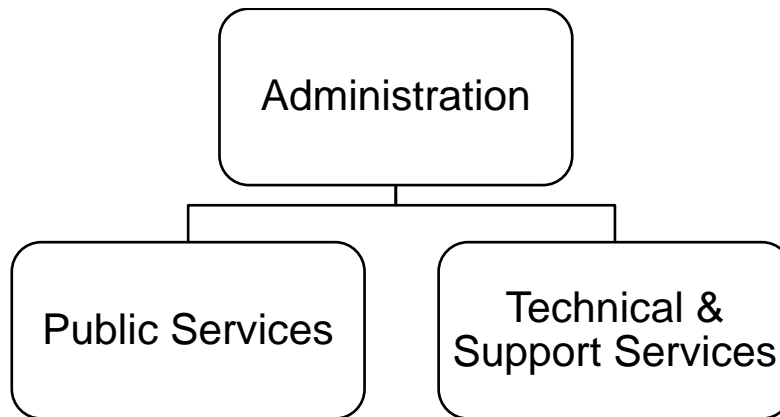
Major Change Highlights

One time bullet aid does not recur, receipt of future funds requires budget amendment	-67,800
Librarian I position created in Central to be shared equally between MCLS Office and Technology Center	48,400
Productivity improvements result in savings	-45,700
Rochester City School District eliminates support for literacy aides and related expense	-37,700
Net change to credit for leased space in Rundel resulting from staffing changes in Department of Recreation & Youth Services	29,800
Library material purchases reduced due to collection use analysis and savings	-25,500
Part time Librarian I at Maplewood converts to full time to continue support for New Americans and ESOL tutoring	23,900
Vacant part time clerical position in Arts & Literature at Central is eliminated as an efficiency measure	-18,400
Part time Security Guard for Lincoln Branch added in 2018-19	15,700
Part time youth services position at Lincoln Branch converts to full time to enhance outreach and youth programming	12,900

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	8,799,675	8,941,800	8,978,800	9,242,000
Materials & Supplies	1,236,365	1,273,700	1,278,300	1,213,800
Services	1,634,516	1,631,200	1,797,500	1,840,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	11,670,556	11,846,700	12,054,600	12,296,300
Appropriation by Activity				
Central Library	7,321,524	7,382,600	7,445,700	7,708,800
Community Library	<u>4,349,032</u>	<u>4,464,100</u>	<u>4,608,900</u>	<u>4,587,500</u>
Total	11,670,556	11,846,700	12,054,600	12,296,300
Employee Years by Activity				
Central Library	92.7	91.3	90.5	91.5
Community Library	<u>40.2</u>	<u>41.1</u>	<u>42.3</u>	<u>42.8</u>
Total	132.9	132.4	132.8	134.3

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

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Expand financial education and business development community support through co-location of Empire Justice’s CASH (Creating Assets, Savings and Hope) programs and opening of the Business Innovation Center	More Jobs	First Quarter
Develop and implement Central Library exhibits and events program plan, leveraging success of recent curated exhibits (Stonewall at 50), planned traveling exhibits and private event rental policy	Innovation and Efficiency	First Quarter
Develop comprehensive communications plan in conjunction with Recreation & Youth Services to promote youth services, programs and ImagineYOU media lab	Better Educational Opportunities	Second Quarter
Support infrastructure and use improvements to Rundel Memorial Library building including masonry restoration, raceway silt removal, Play Walk installation and start of North Terrace improvements	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
CUSTOMER PERSPECTIVE				
Total users	422,983	420,700	515,000	485,000
Total service hours	2,663	2,678	2,700	2,680
Library user engagement	19,408	25,950	N/A	22,000
Total reference questions	108,783	101,000	145,000	115,000
Programs presented	2,651	2,060	1,800	2,200

PUBLIC LIBRARY
CENTRAL LIBRARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Total program attendance	48,477	36,975	49,000	50,000
Total computer use (hours)	60,264	57,800	64,000	62,000
Patron broadband use (previously wireless use)	59,199	60,900	56,000	61,000

EFFICIENCY

Circulation per service hour	250	286	241	250
Users per service hour	159	157	191	181
Reference assistance per service hour	41	38	54	43
Computer use per service hour	22.6	21.6	23.7	23.1
Wireless use per service hour	22.2	22.7	20.7	22.8

RESULTS

Total circulation	666,444	764,700	650,000	670,000
RPL E-Materials circulation	79,682	87,300	77,000	85,000
MCLS E-Materials circulation (system-wide)	517,712	550,000	440,000	600,000
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	7,445,700	7,708,800	263,100
Employee Years	90.5	91.5	1.0

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	Chargebacks	Vacancy <u>Allowance</u>	Miscellaneous	Major Change	<u>Total</u>
157,800	44,300	0	4,400	2,200	54,400	263,100

Major Changes

Librarian I position created to be shared equally between MCLS Office and Technology Center	48,400
Portion of Librarian I transfers from Community to Catalog & Collection services to provide catalog support	30,200
Net change to credit for leased space in Rundel resulting from staffing changes in Recreation & Youth Services	29,800
Library material purchases reduced due to collection use analysis and savings	-25,500
Productivity improvements result in savings	-22,300
Vacant part time clerical position in Arts & Literature is eliminated as an efficiency measure	-18,400
Professional services for cataloguing system services increase	7,900
Self-checkout and kiosk software maintenance increase	4,300

Program Changes

Total users expected to increase over 2018-19 as a result of co-location of Empire Justice's CASH (Creating Assets, Savings and Hope) program in Bausch & Lomb Building, which is partially offset by changes in Recreation and Youth Services staffing at the Central Library. Library user engagement is added to separate non-reference services provided to the public from typical reference questions. New position shared between MCLS Office and Technology Center will provide system and RPL training support. MCLS Office staff activities will provide higher level of support to individual libraries in compliance with System Services revenues.

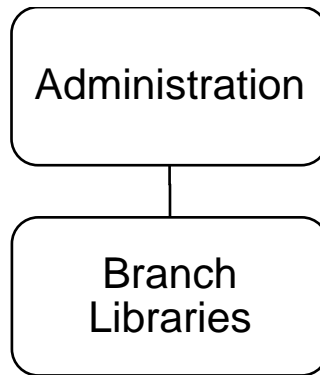
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	5,768,684	5,835,100	5,772,400	5,994,800
Materials & Supplies	643,143	633,800	635,100	624,100
Services	909,697	913,700	1,038,200	1,089,900
Other				
Total	7,321,524	7,382,600	7,445,700	7,708,800
Appropriation by Activity				
Administration	2,129,405	2,212,100	2,322,700	2,383,000
Public Services	3,665,419	3,612,800	3,592,000	3,680,900
Technical & Support Services	<u>1,526,700</u>	<u>1,557,700</u>	<u>1,531,000</u>	<u>1,644,900</u>
Total	7,321,524	7,382,600	7,445,700	7,708,800
Employee Years by Activity				
Administration	23.7	24.6	24.5	24.0
Public Services	45.7	44.7	44.5	44.5
Technical & Support Services	<u>23.3</u>	<u>22.0</u>	<u>21.5</u>	<u>23.0</u>
Total	92.7	91.3	90.5	91.5

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2018-19	Approved 2019-20			
36	Library Director	1.0	1.0	1.0		
31	Assistant Library Director III	1.25	0.25		0.25	
31	Associate Library Director	0.0	1.0			1.0
31	Manager of Library Finance	1.0	1.0	1.0		
28	Computer Operations Supervisor	1.0	1.0			1.0
26	Library Area Coordinator	1.0	1.0			1.0
26	Human Resources Coordinator	1.0	1.0	1.0		
24	Children's Services Consultant	1.0	1.0		1.0	
24	Historical Services Consultant	1.0	1.0		1.0	
24	Public Services Manager	1.0	1.0		1.0	
24	Senior Administrative Analyst	1.0	1.0	1.0		
23	Library Webmaster & Application Specialist	1.0	1.0			1.0
23	Supervisor Library Buildings	1.0	1.0	1.0		
21	Computer Communications Technician	2.0	2.0			2.0
21	Library Automation Specialist	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	11.0	11.0		10.0	1.0
20	Supervising Library Materials Handler	1.0	1.0			1.0
20	Supervisor Audio Visual Services	1.0	1.0		1.0	
20	Youth Services Coordinator	0.5	0.5		0.5	
18	Building Supervisor	1.0	1.0	1.0		
18	Historical Researcher	1.0	1.0		1.0	
18	Librarian I	11.0	12.5		10.5	2.0
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	3.25	3.25	2.0	0.25	1.0
16	Supervising Security Guard	1.0	1.0	1.0		
14	Graphic Assistant	1.0	1.0	1.0		
14	Library Assistant	4.0	3.0		1.0	2.0
13	Building Maintenance Foreman	1.0	1.0	1.0		
11	Assistant to Circulation Supervisor	1.0	1.0		1.0	
9	Library Catalog Clerk II	2.0	2.0			2.0
8	Truck Driver	3.0	3.0			3.0
7	Clerk III	0.0	1.0	1.0		
7	Clerk III with Typing	2.0	1.0		1.0	
7	Maintenance Worker - Library	1.0	1.0	1.0		
7	Youth Services Assistant	0.0	1.0		1.0	
3	Materials Processor	1.0	1.0		1.0	
2	Senior Library Page	3.0	3.0		2.0	1.0
1	Cleaner	2.0	2.0	2.0		
52	Security Guard	3.0	3.0	3.0		
EMPLOYEE YEARS						
Full Time		74.0	75.5	20.0	34.5	21.0
Overtime		0.8	0.8	0.3	0.1	0.4
Part Time, Temporary, Seasonal		18.1	17.6	4.0	11.5	2.1
Less: Vacancy Allowance		<u>2.4</u>	<u>2.4</u>	<u>0.3</u>	<u>1.6</u>	<u>0.5</u>
Total		90.5	91.5	24.0	44.5	23.0

Organization



Critical Processes

- Acquire materials, schedule and deploy personnel to branch libraries
- Maintain and repair branch libraries
- Provide convenient access to library services through:
 - Loans of printed materials, audio recordings, compact discs, dvds, and electronic materials
 - Collections of popular interest for area residents
 - Reference services with access to the resources of the Monroe County Library System
 - Programs such as story hours, lectures, artistic performances, English language learning, and school tutoring
 - Referral services to community agencies
 - Facilities for meetings and programs sponsored by non-library groups
 - Access to the internet and personal computing needs

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop comprehensive communications plan in conjunction with Recreation & Youth Services to promote youth services, programs and ImagineYOU media lab	Better Educational Opportunities	Second Quarter
Collaborate with community partners to implement citywide Community of Readers project using Renaissance Learning (Accelerated Reader and MyON), ReadyRosie family engagement, and Raising a Reader service model focused on ages birth through eight years	Better Educational Opportunities	Third Quarter
Begin implementation of branch operations and facilities plan with design of Lincoln Branch renovation, a comprehensive collection analysis and targeted performance plans at specific branch libraries	Innovation and Efficiency	Third Quarter

PUBLIC LIBRARY
COMMUNITY LIBRARY

Key Performance Indicators	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
CUSTOMER PERSPECTIVE				
Arnett				
Service hours	2,004	2,203	2,200	2,205
Computer use (hours)	20,821	22,335	22,500	21,500
Patron broadband use (previously wireless use)	9,430	9,177	9,400	9,400
Library user engagement	N/A	20,266	N/A	21,000
Reference questions	36,549	17,477	36,000	18,000
Reference assistance per service hour	18	8	16	8
Average attendance per program	30	34	42	37
Circulation per service hour	28	26	24	25
Programs	616	711	500	600
Program attendance	18,294	24,268	21,000	22,000
Library materials circulated	55,671	57,750	52,000	55,000
Door count	107,009	117,500	114,000	116,000
Library card registrations	521	494	600	550
Charlotte				
Service hours	1,999	1,999	2,000	2,009
Computer use (hours)	5,205	4,586	4,900	4,800
Patron broadband use (previously wireless use)	3,561	2,525	3,300	3,200
Library user engagement	N/A	9,038	N/A	9,100
Reference questions	13,847	5,947	15,500	6,000
Reference assistance per service hour	7	3	8	3
Average attendance per program	17	16	16	16
Circulation per service hour	46	45	46	45
Programs	525	677	550	575
Program attendance	8,789	11,066	9,000	9,300
Library materials circulated	91,181	88,963	92,000	91,000
Door count	62,152	62,824	70,000	65,000
Library card registrations	236	256	250	260
Douglass				
Service hours	1,801	2,001	2,000	2,011
Computer use (hours)	6,288	6,449	6,200	6,300
Patron broadband use (previously wireless use)	3,966	3,413	3,100	3,300
Library user engagement	N/A	6,172	N/A	6,200
Reference questions	8,157	5,686	6,000	5,500
Reference assistance per service hour	5	3	3	3
Average attendance per program	11	14	17	14
Circulation per service hour	37	35	32	33
Programs	1,073	960	600	800
Program attendance	12,131	13,541	9,900	11,500
Library materials circulated	65,781	70,703	64,000	66,000
Door count	59,736	66,608	61,000	62,000
Library card registrations	215	228	210	220
Lincoln				
Service hours	1,998	2,007	2,020	2,008
Computer use (hours)	14,787	13,759	16,100	15,500
Patron broadband use (previously wireless use)	10,898	11,173	11,000	11,200
Library user engagement	N/A	8,496	N/A	8,500
Reference questions	14,256	6,000	14,000	6,000

PUBLIC LIBRARY
COMMUNITY LIBRARY

11-11

Key Performance Indicators	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Reference assistance per service hour	7	3	7	3
Average attendance per program	28	26	24	25
Circulation per service hour	30	29	30	30
Programs	756	598	750	700
Program attendance	21,452	15,747	18,000	17,500
Library materials circulated	60,557	58,690	60,000	60,000
Door count	111,806	113,086	124,000	118,000
Library card registrations	733	598	900	850
 Lyell				
Service hours	1,784	1,794	1,800	1,806
Computer use (hours)	8,189	8,778	10,900	9,000
Patron broadband use (previously wireless use)	7,294	6,639	7,800	7,300
Library user engagement	N/A	6,772	N/A	6,800
Reference questions	18,517	4,600	19,000	5,000
Reference assistance per service hour	10	3	11	3
Average attendance per program	8	7	11	10
Circulation per service hour	27	24	32	27
Programs	814	776	525	600
Program attendance	6,109	5,400	6,000	6,100
Library materials circulated	48,946	43,561	58,000	49,000
Door count	66,239	64,793	72,000	67,000
Library card registrations	355	300	390	360
 Maplewood				
Service hours	2,003	2,009	2,010	2,009
Computer use (hours)	17,246	16,598	7,300	12,000
Patron broadband use (previously wireless use)	11,037	9,950	11,500	10,500
Library user engagement	N/A	9,240	N/A	9,200
Reference questions	21,271	2,600	21,000	4,000
Reference assistance per service hour	11	1	10	2
Average attendance per program	25	33	28	24
Circulation per service hour	26	21	30	26
Programs	1,159	1,113	950	1,200
Program attendance	28,504	36,457	27,000	29,000
Library materials circulated	52,547	41,747	60,000	53,000
Door count	173,202	154,547	180,000	175,000
Library card registrations	444	437	550	475
 Monroe				
Service hours	1,996	1,996	2,000	2,008
Computer use (hours)	6,481	5,964	7,400	7,100
Patron broadband use (previously wireless use)	4,702	2,853	4,200	3,800
Library user engagement	N/A	9,854	N/A	9,700
Reference questions	16,031	8,300	13,000	8,300
Reference assistance per service hour	8	4	7	4
Average attendance per program	10	10	9	9
Circulation per service hour	42	41	42	42
Programs	280	279	325	300
Program attendance	2,822	2,790	2,900	2,800
Library materials circulated	84,796	81,395	84,000	84,000

PUBLIC LIBRARY
COMMUNITY LIBRARY

Key Performance Indicators	Actual	Estimated	Budget	Budget
	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Door count	62,969	56,925	68,000	65,000
Library card registrations	424	416	360	400
Sully				
Service hours	1,993	2,000	2,010	2,013
Computer use (hours)	12,085	12,177	15,100	13,100
Patron broadband use (previously wireless use)	9,107	8,283	9,900	8,900
Library user engagement	N/A	10,789	N/A	10,600
Reference questions	26,367	6,900	33,000	7,000
Reference assistance per service hour	13	3	16	3
Average attendance per program	67	56	55	55
Circulation per service hour	37	37	40	39
Programs	773	1,009	1,000	1,000
Program attendance	51,940	56,175	55,000	55,000
Library materials circulated	74,496	73,419	80,000	78,000
Door count	113,771	126,846	129,000	126,000
Library card registrations	474	460	500	480
Wheatley				
Service hours	1,996	2,001	2,010	2,007
Computer use (hours)	11,573	10,713	14,500	12,000
Patron broadband use (previously wireless use)	7,391	7,954	7,300	7,500
Library user engagement	N/A	12,182	N/A	12,100
Reference questions	20,092	9,200	19,200	9,200
Reference assistance per service hour	10	5	10	5
Average attendance per program	18	19	33	23
Circulation per service hour	18	20	19	19
Programs	397	516	500	520
Program attendance	7,033	10,031	16,500	12,000
Library materials circulated	36,520	40,136	38,500	38,500
Door count	75,978	81,300	90,000	85,000
Library card registrations	318	390	390	340
Winton				
Service hours	1,992	1,995	2,010	2,003
Computer use (hours)	8,624	8,232	8,800	8,600
Patron broadband use (previously wireless use)	9,170	7,683	7,000	7,800
Library user engagement	N/A	5,355	N/A	5,400
Reference questions	20,056	6,012	13,000	6,100
Reference assistance per service hour	10	3	6	3
Average attendance per program	7	11	11	11
Circulation per service hour	60	58	57	58
Programs	209	186	200	195
Program attendance	1,503	2,054	2,100	2,100
Library materials circulated	119,987	115,461	115,000	117,000
Door count	98,469	91,454	100,000	98,000
Library card registrations	470	469	400	425
Total All Branches				
Service hours	19,566	20,005	20,060	20,079
Computer use (hours)	111,299	109,591	113,700	109,900
Patron broadband use (previously wireless use)	76,556	69,650	74,500	72,900

PUBLIC LIBRARY
COMMUNITY LIBRARY

Key Performance Indicators	Actual	Estimated	Budget	Budget
	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Library user engagement	N/A	98,164	N/A	98,600
Reference questions	195,143	72,722	189,700	75,100
Reference assistance per service hour	100	36	95	37
Average attendance per program	24	25	28	26
Circulation per service hour	353	336	351	344
Programs	6,602	6,825	5,900	6,490
Program attendance	158,577	177,529	167,400	167,300
Library materials circulated	690,482	671,825	703,500	691,500
Door count	931,331	935,883	1,008,000	977,000
Library card registrations	4,190	3,938	4,550	4,360
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	4,608,900	4,587,500	-21,400
Employee Years	42.3	42.8	0.5

Change Detail

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
66,900	32,400	-500	0	-2,300	-117,900		-21,400

Major Changes

One time bullet aid does not recur, receipt of future funds requires budget amendment	-63,000
Rochester City School District eliminates support for literacy aides and related expense	-37,700
Portion of Librarian I transfers to Central to provide catalog support	-30,200
Part time Librarian I at Maplewood converts to full time to continue support for New Americans and ESOL tutoring	23,900
Productivity improvements result in savings	-23,400
Part time Security Guard for Lincoln Branch added in 2018-19	15,700
Part time youth services position at Lincoln converts to full time to enhance outreach and youth programming	13,000
Efficiencies in heat, light and power reduce expense	-11,000
Reduction in library material purchases	-5,200

Program Change

Library user engagement is added to separate non-reference services provided to the public from typical reference questions. Shift to full time Librarians at Arnett and Douglass Branches have allowed for an increase in programming in 2018-19 and will continue in 2019-20. Similar results are expected at Lincoln and Maplewood Branches in 2019-20 with proposed staffing changes.

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	3,030,991	3,106,700	3,206,400	3,247,200
Materials & Supplies	593,222	639,900	643,200	589,700
Services	724,819	717,500	759,300	750,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,349,032	4,464,100	4,608,900	4,587,500
Appropriation by Activity				
Administration	1,463,738	1,505,400	1,559,400	1,475,100
Branch Libraries	<u>2,885,294</u>	<u>2,958,700</u>	<u>3,049,500</u>	<u>3,112,400</u>
Total	4,349,032	4,464,100	4,608,900	4,587,500
Employee Years by Activity				
Administration	5.0	5.3	5.5	5.0
Branch Libraries	<u>35.2</u>	<u>35.8</u>	<u>36.8</u>	<u>37.8</u>
Total	40.2	41.1	42.3	42.8

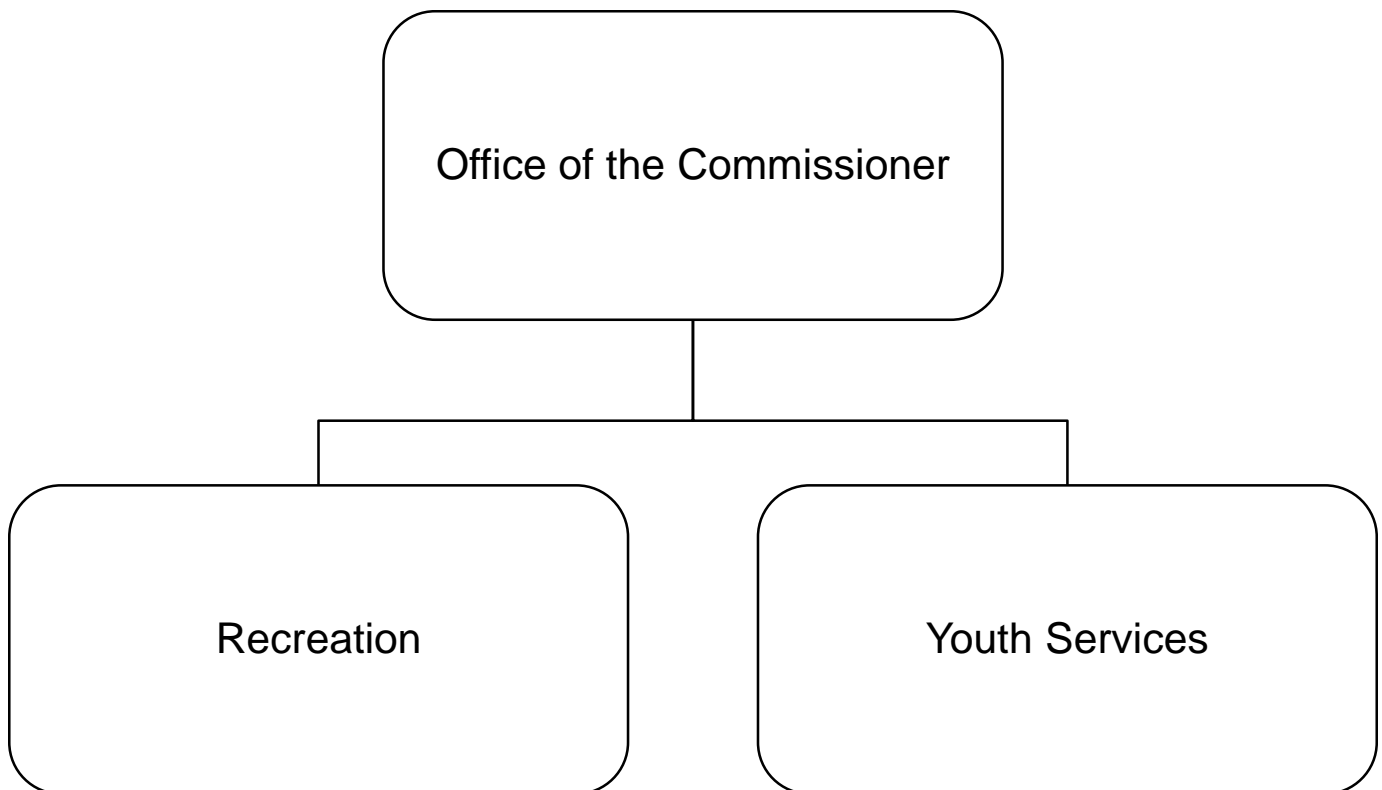
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2018-19	Approved 2019-20		
31	Assistant Library Director III	0.75	0.75	0.75	
26	Library Area Coordinator	1.0	1.0	1.0	
20	Librarian II	10.0	11.0	1.0	10.0
20	Youth Services Coordinator	0.5	0.5	0.5	
18	Librarian I	7.0	6.5	0.5	6.0
18	Librarian I/Bilingual	1.0	0.0		
16	Administrative Assistant	0.75	0.75		0.75
14	Library Assistant Bilingual	0.0	1.0		1.0
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0	
7	Youth Services Assistant	1.0	2.0		2.0
EMPLOYEE YEARS					
Full Time		23.0	24.5	4.8	19.8
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		19.4	18.4	0.3	18.1
Less: Vacancy Allowance		<u>0.4</u>	<u>0.4</u>	<u>0.1</u>	<u>0.3</u>
Total		42.3	42.8	5.0	37.8

Mission Statement

The Department of Recreation and Youth Services (DRYS) supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* through the administration of programs, social activities and community 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.



Departmental Highlights

A purposeful shift from activity-centered R-Center programming to outcome focused, youth-centered programs has required a redesign of the staffing model and use of contracted service providers. By focusing on maximizing outcomes in the areas of play, literacy, STEAM, nature, nutrition, and youth development, a revised set of staff duties and qualifications has been developed.

The transition of the former soccer stadium into the Rochester Community & Youth Sports Complex is a one of a kind opportunity to create a venue for youth sports and fitness development not currently available in the city or accessible to city residents. Through a combination of RCSD usage, publicly available youth sports camps, special sporting events, and community sport permits, tens of thousands of residents and visitors will access and utilize the facility.

Innovations at the Public Market will include a pilot to create a Tuesday evening opportunity to connect the community to vendors. The development and launch of the market operations plan for La Marketa at the International Plaza will expand the successful Public Market model to the North Clinton Avenue location which will be completed by late spring 2020.

Pathways to Peace will expand its services to the community by shifting the hours working on street outreach to the evenings and weekends. The impact of this shift and intervention approach will be evaluated by the partnership with the Center for Public Safety Initiatives at RIT through the recently received Community Engagement to Reduce Violence grant.

Glossary of Acronyms

<u>Acronym</u>	<u>Description</u>
CAPP	Comprehensive Adolescent Pregnancy Prevention
GVP	Genesee Valley Park
OYOVP	Office of Youth Outreach and Violence Prevention
OTR	Operation Transformation Rochester
PLTI	Parent Leadership Training Institute
PTP	Pathways to Peace
RCSD	Rochester City School District
ROTM	Rec On The Move
RYVP	Rochester Youth Violence Partnership
SOOP	Summer of Opportunity Program
STEAM	Science, Technology, Engineering, Arts, and Mathematics
TPP	Teenage Pregnancy Prevention
YVOV	Youth Voice, One Vision

Highlights of the Department's 2019-20 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Goals and Objectives Highlights	Priorities Supported	Projected Completion
--	-----------------------------	-----------------------------

Commissioner's Office:

Add Tuesday evening "Homegrown at the Market" series	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Develop operations plan for La Marketa at the International Plaza	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter

Recreation:

Assume operation of Clinton-Baden Center to expand programming and community outreach	Safer and More Vibrant Neighborhoods	Second Quarter
Advance the connection of children to nature through the implementation of the 10 Minute Walk to Park action plan including park activation and stewardship initiatives	Safer and More Vibrant Neighborhoods	Third Quarter
Develop year-round youth program offerings at the Rochester Community & Youth Sports Complex	Safer and More Vibrant Neighborhoods	Fourth Quarter

Youth Services:

Simplify summer youth employment application process through implementation of electronic document collection system	Innovation and Efficiency	Third Quarter
Partner with RIT and community agencies to pilot the Community Engagement to Reduce Violence project related to gun violence	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year Comparison

<u>Bureau</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Office of the Commissioner	2,160,400	2,069,600	-90,800	-4.2%
Recreation	8,736,200	8,144,700	-591,500	-6.8%
Youth Services	<u>1,399,700</u>	<u>2,244,400</u>	<u>844,700</u>	<u>60.3%</u>
Total	12,296,300	12,458,700	162,400	1.3%
 Employee Years	 193.3	 194.6	 1.3	 0.7%

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
87,400	58,200	11,700	0	11,200	-6,100	162,400

Major Change Highlights

Operation Transformation Rochester is discontinued	-341,800
Rochester Community & Youth Sports Complex funding is added, including one new full time position	198,700
Funding is restored for Durand Eastman Beach	133,200
REJob program including one full time position transfers to DES	-78,700
One full time position transfers to Mayor's Office of Community Wealth Building to connect community members to local jobs	-78,700
One Project Manager is added for coordination and oversight of programming and projects department wide	75,800
A NYS DOH Sexual Risk Avoidance Education grant is awarded	64,500
Pathways to Peace funding increases due to new staffing model to expand service hours	55,200
Funding is added for La Marketa at the International Plaza operations in spring 2020	29,700
Additional utility costs allocated for the Public Market due to new Winter Shed	23,400
YVOV grant from Community Foundation carries over from prior year	15,000
10 Minute Walk to Park grant does not recur	-15,000

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

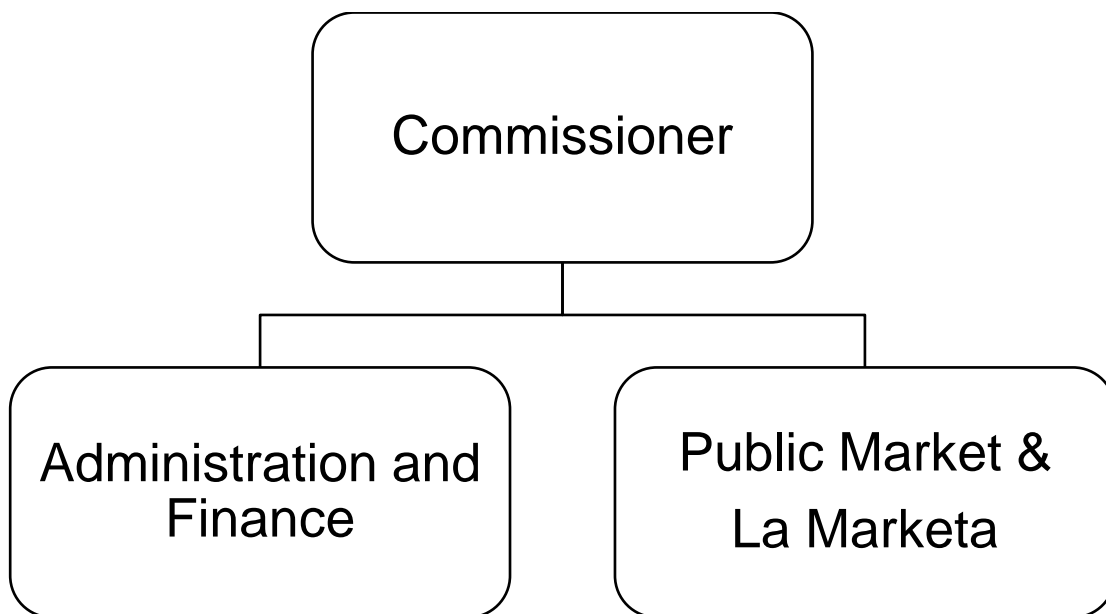
	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	7,891,794	7,922,500	8,406,100	8,542,500
Materials & Supplies	323,320	361,700	355,200	380,600
Services	3,571,737	3,526,300	3,535,000	3,535,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	11,786,851	11,810,500	12,296,300	12,458,700
Appropriation by Activity				
Office of the Commissioner	2,188,259	2,335,900	2,160,400	2,069,600
Recreation	7,868,603	8,193,700	8,736,200	8,144,700
Youth Services	<u>1,729,989</u>	<u>1,280,900</u>	<u>1,399,700</u>	<u>2,244,400</u>
Total	11,786,851	11,810,500	12,296,300	12,458,700
Employee Years by Activity				
Office of the Commissioner	25.0	25.9	25.1	20.1
Recreation	160.3	149.9	154.9	147.6
Youth Services	<u>19.7</u>	<u>12.5</u>	<u>13.3</u>	<u>26.9</u>
Total	205.0	188.3	193.3	194.6

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 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. The Bureau will oversee the launch and operation of the La Marketa at the International Plaza, a public gathering and event space for community and culturally relevant programming as well as a market space designed to foster small business development.

Organization



Vital Customers

Administration and Finance

- External: Grant makers, youth-focused agencies
- Internal: DRYS staff, City Council, City of Rochester departments

Public Market & La Marketa

- External: Residents and visitors of all ages, vendors and customers
- Internal: City Council, City of Rochester departments

Critical Processes

Administration and Finance

- Coordinate and manage the Department's annual budget, grant operations, and capital planning processes
- Focus on staff development and program quality
- Manage the Department's City Council submission process
- Collaborate with other youth serving organizations to share data and analyze trends to better understand youth usage of services and related outcomes

Public Market & La Marketa

- Operate a year-round Public Market which provides access to healthy food, opportunities for entrepreneurs, and a venue for community special events
- Launch operations of La Marketa at the International Plaza event and market place

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Public Market:		
Add Tuesday evening "Homegrown at the Market" series	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Implement technology upgrades/security enhancements identified through a crowd safety management review completed with RPD	Safer and More Vibrant Neighborhoods	Third Quarter
Explore strategies to collaborate and implement partnership with Sibley's Food Hall	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Identify and evaluate opportunities and demand for added storefront space on site	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
La Marketa:		
Develop operations plan for La Marketa at the International Plaza	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter

Key Performance Indicators

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Public Market				
Market days held	157	155	154	156
Special event days	60	61	65	63
Occupancy Rate (%):				
• Shed A	100	100	100	100
• Shed B (Winter Shed)	100	100	100	100
• Shed C	94	93	100	75
• Shed D	93	84	96	50
Public market fees revenue (\$)	885,436	910,000	945,000	920,000
Department-wide average number of training hours per employee	52	40	25	30

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,160,400	2,069,600	-90,800
Employee Years	25.1	20.1	-5.0

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
45,500	16,200	-4,200	0	1,300	-149,600	-90,800

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

Major Changes

Office of Youth Outreach and Violence Prevention transfers to Bureau of Youth Services	-501,900
Two full time administrative positions, along with 40% of the Director of the Public Market transfer from Recreation Bureau	147,100
Funding for department-wide marketing and promotions is centralized in the Commissioner's Office	78,400
One Project Manager is added for coordination and oversight of programming and projects department wide	75,800
Funding added for La Marketa at the International Plaza operations in spring 2020	29,700
Additional utility costs allocated for the Public Market due to new Winter Shed	23,400
Productivity improvements lead to savings	-2,100

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

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,331,895	1,557,800	1,460,400	1,253,800
Materials & Supplies	9,539	23,300	15,800	12,600
Services	846,825	754,800	684,200	803,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,188,259	2,335,900	2,160,400	2,069,600
Appropriation by Activity				
Administration and Finance	849,953	894,100	766,100	1,084,600
Office of Youth Outreach and				
Violence Prevention	494,269	499,500	501,900	0
Public Market & La Marketa	<u>844,037</u>	<u>942,300</u>	<u>892,400</u>	<u>985,000</u>
Total	2,188,259	2,335,900	2,160,400	2,069,600
Employee Years by Activity				
Administration and Finance	8.9	9.5	9.1	13.1
Office of Youth Outreach and				
Violence Prevention	9.5	9.4	9.4	0
Public Market & La Marketa	<u>6.6</u>	<u>7.0</u>	<u>6.6</u>	<u>7.0</u>
Total	25.0	25.9	25.1	20.1

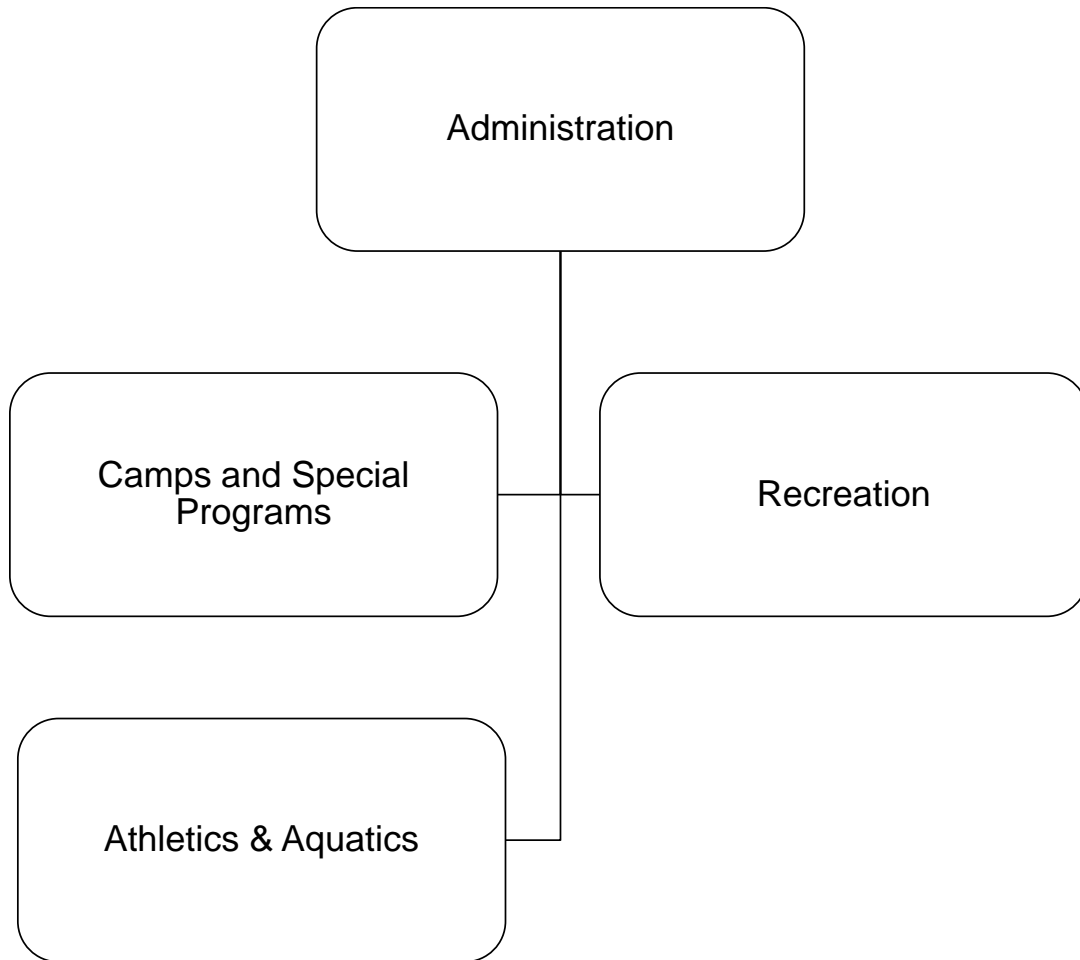
DEPARTMENT OF RECREATION, & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration and Finance	Public Market & La Marketa
Br.	Title	Budget 2018-19	Approved 2019-20		
36	Commissioner of Recreation and Youth Services	1.0	1.0	1.0	
30	Director of Public Market	0.0	1.0		1.0
30	Assistant Manager of Parks & Recreation	0.6	0.0		
29	Principal Staff Assistant	0.0	1.0	1.0	
27	Manager of Youth Outreach and Violence Prevention	1.0	0.0		
26	Program Development Specialist Personnel and Communications Coordinator	1.0	0.0		
23	Bilingual	0.0	1.0	1.0	
23	Project Manager	0.0	1.0	1.0	
21	Assistant Program Development Specialist	1.0	1.0	1.0	
21	Human Resource Consultant II Bilingual	1.0	0.0		
20	Executive Assistant	0.0	1.0	1.0	
18	Asst. Personnel & Marketing Coordinator	0.0	1.0	1.0	
18	Municipal Assistant	1.0	1.0	1.0	
18	Professional Development Specialist	1.0	0.0		
18	Secretary to Commissioner	1.0	1.0	1.0	
18	Supervisor of Markets	1.0	1.0		1.0
18	Youth Intervention Specialist	3.0	0.0		
18	Youth Intervention Specialist Bilingual	1.0	0.0		
16	Administrative Assistant	1.0	0.0		
16	Assistant Supervisor of Markets	2.0	2.0		2.0
16	Program Coordinator	0.0	1.0	1.0	
12	Project Assistant	0.0	1.0	1.0	
11	Clerk I	0.0	1.0	1.0	
41	Parks Operations Worker	1.0	1.0		1.0
56	Grounds Equipment Operator	1.0	1.0		1.0
EMPLOYEE YEARS					
Full Time		18.6	18.0	12.0	6.0
Overtime		1.3	0.6	0.1	0.5
Part Time, Temporary, Seasonal		5.4	1.6	1.0	0.6
Less: Vacancy Allowance		<u>0.2</u>	<u>0.1</u>	<u>0.0</u>	<u>0.1</u>
Total		25.1	20.1	13.1	7.0

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 with an emphasis on youth. This is accomplished using a positive youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as a steward and champion of our city's R-Centers, parks, playgrounds, aquatics, green spaces, and other facilities.

Organization



Vital Customers

- External: City youth and their families, residents and visitors of all ages, parks patrons, Rochester City School District, community partners and collaborators
- Internal: City of Rochester departments

Critical Processes

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

**DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION**

- Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- Organize a variety of community special events to promote youth development, leadership and social skills
- Act as stewards of Rochester parks including management of amenities as well as activation of parks through provision of programs, events, and workshops focused on horticulture, the environment, and community wellness
- Conduct programs, events, and workshops focused on arts, culture, and individual expression
- Conduct community recreation and youth development at 11 school year R-Centers, two school-based recreation programs, 13 summer R-Centers, and three fee-based camps
- Conduct community aquatics programs at seven pools, seven spray parks, and Durand Eastman Beach
- Use a program management system to provide quality management of existing and new programs, which includes marketing, staff development, and community input
- Operate year-round Rochester Community & Youth Sports Complex

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Standardize literacy programming offered at R-Centers	Better Educational Opportunities	Second Quarter
Increase offerings for adult and senior programming at R-Centers	Innovation and Efficiency	Second Quarter
Assume operation of Clinton-Baden Center to expand programming and community outreach	Safer and More Vibrant Neighborhoods	Second Quarter
Advance the connection of children to nature through the implementation of the 10 Minute Walk to Park action plan including park activation and stewardship initiatives	Safer and More Vibrant Neighborhoods	Third Quarter
Develop year-round youth program offerings at the Rochester Community & Youth Sports Complex	Safer and More Vibrant Neighborhoods	Fourth Quarter
Pilot Play Streets ROC offerings	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
Recreation Registrations:				
● Adams	1,971	1,000	2,500	2,500
● Avenue D	2,007	2,000	1,600	1,600
● Campbell	691	1,800	500	1,000
● Carter	2,170	1,900	1,700	1,700
● Clinton Baden	N/A	N/A	N/A	1,000
● Frederick Douglass	2,693	2,100	2,100	2,100
● Edgerton	1,494	1,100	1,300	1,300
● Flint	1,782	1,500	1,200	1,500
● David F. Gantt	5,279	4,500	4,500	4,500
● Humboldt	345	275	400	400
● Roxie A. Sinkler	1,037	900	800	800
● Thomas P. Ryan	2,473	2,000	2,000	2,000

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION

12-13

	Actual 2017-18	Estimated 2018-19	Budget 2018-19	Budget 2019-20
• #17 School	1,501	1,200	900	1,000
• #35 School	58	175	60	100
• #42 School	177	108	150	60
• #46 School	<u>76</u>	<u>60</u>	<u>60</u>	<u>0</u>
• Total registrations	23,754	20,618	19,770	21,560
Annual attendance				
• Adams	62,895	25,000	50,000	50,000
• Avenue D	28,369	32,000	38,000	35,000
• Campbell	1,416	25,000	9,000	20,000
• Carter	41,663	40,000	42,500	42,000
• Clinton Baden	N/A	N/A	N/A	25,000
• Edgerton	44,837	45,000	45,000	45,000
• Flint	45,844	40,000	45,000	45,000
• David F. Gantt	86,781	85,000	85,000	85,000
• Humboldt	23,999	19,000	20,000	20,000
• Roxie A. Sinkler	23,795	20,000	20,000	20,000
• Frederick Douglass	65,143	55,000	48,000	55,000
• Thomas P. Ryan	126,487	110,000	110,000	110,000
• #17 School	21,626	12,000	12,000	12,000
• #35 School	7,522	4,000	5,000	5,000
• #42 School	7,480	6,000	6,500	1,200
• #46 School	<u>7,735</u>	<u>6,000</u>	<u>5,000</u>	<u>0</u>
• Total attendance	595,592	524,000	541,000	570,200
Rec On The Move				
• Attendance	6,095	5,000	5,000	5,000
• Special events participation	N/A	N/A	N/A	75
• Play Streets ROC events	N/A	N/A	N/A	10
Genesee Valley Park Complex				
• GVP Ice Rink attendance	57,447	62,801	50,000	60,000
• GVP Pool attendance	17,683	19,080	16,000	19,000
• Martin Luther King, Jr. Memorial Park Ice Rink attendance	19,126	65,781	15,000	60,000
Rochester Community & Youth Sports Complex				
• Attendance	N/A	N/A	N/A	25,000
• Stadium hours used	N/A	N/A	N/A	1,500
• McGuire Building hours used	N/A	N/A	N/A	1,900
Participants in adult sport leagues	4,395	3,300	3,100	3,500
Water Spray Park attendance	56,821	57,634	75,000	57,000
Durand Beach – total visitors	N/A	139,652	130,000	135,000
Durand Beach – total bathers	N/A	18,229	25,000	19,000
High School Pool attendance (pools used each year based on RCSD availability)				
• Charlotte	1,277	N/A	N/A	N/A
• East	2,382	N/A	N/A	N/A

**DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION**

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
• Clinton-Baden	N/A	8,982	1,600	6,100
• Wilson Foundation/SWAN	1,909	5,520	1,600	1,200
• High School Pool (TBD)	N/A	N/A	N/A	<u>2,000</u>
Total H.S. Pool attendance	5,568	14,502	3,200	9,300
Summer Food Program				
Breakfast sites	25	25	30	25
Lunch sites	30	30	35	35
Breakfasts served	38,739	39,266	40,000	40,000
Lunches served	50,508	50,665	52,000	52,000
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	8,736,200	8,144,700	-591,500
Employee Years	154.9	147.6	-7.3

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
26,400	35,800	3,200	0	6,800	-663,700	-591,500

Major Changes

Teenage Pregnancy Prevention and Comprehensive Adolescent Pregnancy Prevention grants transfer to Bureau of Youth Services	-522,000
Rochester Community & Youth Sports Complex funding is added, including one new full time position	198,700
Two full time administrative positions, along with 40% of the Director of Public Market transfer to Commissioner's Office	-147,100
Funding is restored for Durand Eastman Beach	133,200
Literacy Aide program grant from RCSD does not recur	-66,800
Biz Kids program transfers to Bureau of Youth Services	-64,100
AmeriCorps Round 1 ends, Round 2 begins and is adjusted for updated staffing configuration	-63,500
Funds transfer to Bureau of Youth Services to support SOOP programming	-61,700
Full time position transfers to Bureau of Youth Services to support ROC Music	-45,700
Funds transfer to Commissioner's Office to centralize marketing and promotions	-45,600
Net increase in staff expenses across R-Centers and recreation programs as a result of a re-organization and the addition of a new R-Center at Clinton-Baden	31,900
Productivity improvements lead to savings	-16,100
YVOV grant from Community Foundation carries over from prior year	15,000
10 Minute Walk to Park grant does not recur	-15,000

Kaboom grant does not recur	-13,700
Jr. Rec Leader program transfers to Bureau of Youth Services	-12,200
A portion of the NYS Council on the Arts grant carries into FY 2019-20	12,100
Net change in allocation for Cool Sweep grant funding to reflect personnel costs	11,300
Summer Food federal grant adjustment	7,600

Service Level Changes

Recreation will pilot a Summer Leap program site at Adams Street R-Center, designed to be a cohort model with students to return the following summer.

DRYS has assumed responsibility for programming and operation of the Rochester Community & Youth Sports Complex (the former soccer stadium), making it the only publicly managed community and youth sports complex within City limits. In addition to the space becoming available for scholastic sports, it will continue to be available for permitting by community-based sports clubs. DRYS will also utilize the complex to provide six new summer sports programs open to Rochester youth and a new indoor training facility for year-round usage. Programming at the Rochester Community & Youth Sports Complex will include specialty public sports camps, section V football and lacrosse, RCSD Pride of Rochester Marching Band, and several sporting event permits.

In addition to continued operation of the indoor pool and swim program, DRYS will assume responsibility for operating the Clinton-Baden Community Center as a traditional R-Center. The site is also home to many outdoor amenities including a playground, tennis courts and basketball courts. KPIs above reflect a partial year operation due to building renovations.

Program Changes

A purposeful shift to outcome-focused and youth-centered programming requires a redesign of the staffing model. The outcome-focused structure is centered on the areas of play, literacy, STEAM, nature, nutrition and youth development. The staffing model is now structured around these key outcome areas allowing the specialized skill set and experience base to be developed. The changes to the model result in the creation of Youth Development Specialists, Sports and Fitness Specialists and Education Specialists in place of the existing leader structure.

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

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	5,333,062	5,517,400	5,980,400	5,362,000
Materials & Supplies	297,595	310,200	327,900	349,500
Services	2,237,946	2,366,100	2,427,900	2,433,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,868,603	8,193,700	8,736,200	8,144,700
Appropriation by Activity				
Administration	1,625,287	1,498,800	1,489,400	1,204,300
Camps and Special Programs	1,323,004	1,429,200	1,751,900	1,755,700
Recreation	3,381,415	3,544,400	3,783,500	3,471,800
Athletics and Aquatics	1,538,897	1,408,800	1,189,400	1,712,900
Youth Health and Personal Development	<u>0</u>	<u>312,500</u>	<u>522,000</u>	<u>0</u>
Total	7,868,603	8,193,700	8,736,200	8,144,700
Employee Year by Activity				
Administration	9.5	5.9	5.9	2.0
Camps and Special Programs	22.0	19.0	20.2	19.7
Recreation	97.5	96.0	98.2	93.6
Athletics and Aquatics	31.3	26.0	25.2	32.3
Youth Health and Personal Development	<u>0</u>	<u>3.0</u>	<u>5.4</u>	<u>0</u>
Total	160.3	149.9	154.9	147.6

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

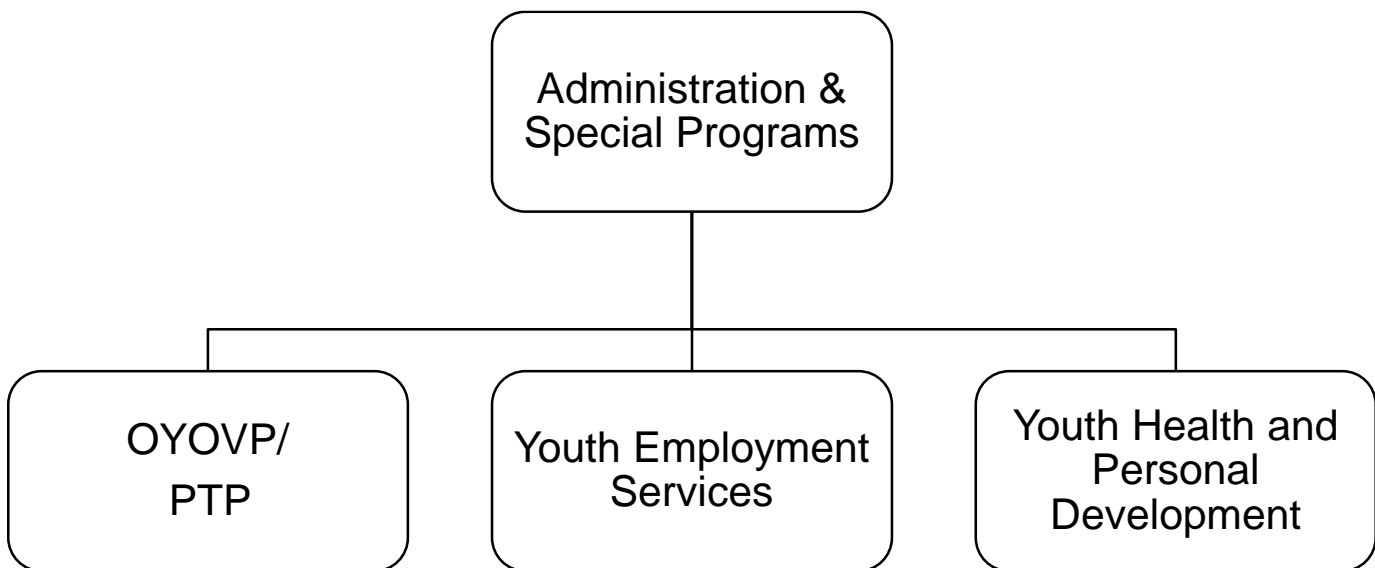
FULL TIME POSITIONS				Administration	Camps and Special Programs	Recreation	Athletics & Aquatics
Br.	Title	Budget 2018-19	Approved 2019-20				
32	Deputy Commissioner	1.0	0.0				
30	Asst. Manager of Parks & Recreation	0.4	0.0				
30	Director of Community Athletics	0.0	1.0				1.0
30	Director of Programs & Services	0.0	0.5		0.5		
30	Director of Recreation	0.0	1.0	1.0			
26	Assistant Director of Programs & Services	0.0	1.0		1.0		
26	Coordinator, Athletics & Aquatics	1.0	0.0				
26	Manager, Athletics & Aquatics	0.0	1.0				1.0
26	Program Development Specialist	2.0	0.0				
23	Area Coordinator	2.0	2.0		2.0		
21	Recreation Center Director	10.0	10.0			10.0	
20	AmeriCorps Program Director	0.0	1.0		1.0		
20	CAPP Program Supervisor	1.0	0.0				
20	Executive Assistant	1.0	0.0				
18	Coordinator of Community Athletics	0.0	1.0				1.0
18	Senior Recreation Supervisor	2.0	2.0				2.0
15	Facility Supervisor	0.0	3.0			3.0	
15	Facility Supervisor Bilingual	0.0	1.0			1.0	
15	Recreation Supervisor	10.0	0.0				
15	Recreation Supervisor Bilingual	1.0	0.0				
15	Youth Camp Supervisor	1.0	1.0		1.0		
13	Grant Support Associate	2.0	1.0		1.0		
13	Pregnancy Prevention Trainers	3.0	0.0				
11	Education Specialist	0.0	8.0			8.0	
11	Recreation Leader	16.0	0.0				
11	Recreation Leader Bilingual	2.0	0.0				
11	Secretary to the Deputy Commissioner	1.0	0.0				
11	Sports/Fitness Specialist	0.0	9.0			9.0	
11	Youth Development Specialist	0.0	6.0			6.0	
11	Youth Services Associate	2.0	1.0			1.0	
11	Youth Services Associate Bilingual	0.0	1.0		1.0		
EMPLOYEE YEARS							
Full Time		58.4	51.5	1.0	7.5	38.0	5.0
Overtime		0.8	0.8	0.2	0.0	0.1	0.5
Part Time, Temporary, Seasonal		101.7	101.2	1.0	12.2	61.0	27.0
Less: Vacancy Allowance		<u>6.0</u>	<u>5.9</u>	<u>0.2</u>	<u>0.0</u>	<u>5.5</u>	<u>0.2</u>
Total		154.9	147.6	2.0	19.7	93.6	32.3

Mission Statement

The Bureau of Youth Services supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens through the provision of career exploration and work readiness, health education, and violence prevention /intervention programs and services.

The Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace, operates a team of outreach workers to prevent violence, channeling youth and young adults 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.

Organization



Vital Customers

Office of Youth Outreach and Violence Prevention/Pathways to Peace

- External: Youth and young adults under age 25 at risk of or involved in serious violent incidents, families of violent youth or in a crisis involving youth, community service providers, community-at-large
- Internal: City of Rochester Departments

Youth Employment Services

- External: Youth, parents and families of youth, Rochester City School District, youth-focused agencies and local businesses
- Internal: City of Rochester departments

Youth Health and Personal Development

- External: Youth and young adults under the age of 25, parents and families of youth, Rochester City School District, youth-focused agencies and collaborations
- Internal: City of Rochester Departments

Critical Processes

Office of Youth Outreach and Violence Prevention/Pathways to Peace

- Monitor high risk youth and young adults through regular meetings and communication
- Mediate violent conflicts
- Provide presentations on anti-violence and gang issues
- Provide service linkages

Youth Employment Services

- Provide employment readiness training for youth
- Provide outreach and recruitment for employment
- Provide pre-employment services (e.g. resume development, interviewing, job search)
- Provide leadership, professional development, and life enrichment opportunities
- Conduct interviews and assessments for potential summer employment program participants
- Provide employment placement for summer employment program participants

Youth Health and Personal Development

- Provide youth development workshops and training on health and personal development
- Provide referrals to community and health resources
- Administer state and federal grants with a focus on youth health including pregnancy prevention

2019-20 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Office of Youth Outreach and Violence Prevention		
Partner with RIT and community agencies to pilot the Community Engagement to Reduce Violence project related to gun violence	Safer and More Vibrant Neighborhoods	Fourth Quarter
Implement effective strategies to intervene with new gang structures	Safer and More Vibrant Neighborhoods	Ongoing
Youth Employment Services		
Launch external payroll system for pipeline employers	Innovation and Efficiency	First Quarter
Simplify summer youth employment application process through implementation of electronic document collection system	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	<u>Actual 2017-18</u>	<u>Estimated 2018-19</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>
Youth Employment Services				
Number of participants who have completed training	121	100	100	100
Youth employed or engaged in internships	364	323	395	355
Employers participating in youth employment services – SOOP and other programs	17	26	20	25
Graduates employed	76	70	75	N/A

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Applicants with completed applications	968	940	1,000	N/A
Applicants employed through Rochester Works	477	445	475	N/A
Parent orientation attendees	955	900	900	N/A
School year: youth applicants employed	62	68	50	N/A
Adult Employment Services				
<u>Operation Transformation Rochester</u>				
Applications received	440	N/A	N/A	N/A
Inquiries received	N/A	600	600	N/A
Applicants assessed	334	350	450	N/A
Applicants referred to external agencies (not enrolled in OTR)	15	N/A	N/A	N/A
Participants receiving connections and case management services	308	550	450	N/A
Participants completing employment readiness training	202	225	225	N/A
Participants employed	125	140	150	N/A
Participants continually employed for six months or longer	60	60	60	N/A
<u>Environmental Workforce Development & Job Training (REJob)</u>				
Number of participants entering training	25	21	30	N/A
Number of participants completing training	25	21	26	N/A
Number of participants obtaining employment	25	21	21	N/A
Office of Youth Outreach and Violence Prevention: Pathways to Peace (PTP)				
Outreach contacts	8,512	9,000	7,500	N/A
Of outreach contacts, number for violent incidents & crisis	2,252	1,750	1,750	N/A
Mediations of youth conflicts	289	250	250	N/A
Referrals made to PTP services	637	550	625	N/A
Participants engaged in interventions – gang related	199	300	150	N/A
Participants engaged in interventions – not gang related	194	225	150	N/A
Participants in multi-session curricula	84	100	60	N/A
Referred to external community resources/service providers (non-eligible for PTP crisis response intervention)	539	425	400	N/A
Referrals made to PTP by Rochester Youth Violence Partnership	80	85	75	100
Recidivism – RYVP client returned to hospital for penetrating injury within one year of initial injury	0	0	2	2
Recidivism – client arrested for a violent offense	0	1	1	N/A
Number of youth engaged in interventions (includes mediations, curricula)	N/A	N/A	N/A	1,000

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES

12-21

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>
RCSD-based PTP Team				
• Outreach contacts	2,248	2,300	1,700	N/A
• Referrals received	463	375	375	N/A
• Mediations of youth conflicts	491	350	375	N/A
• Students involved in mediations	1,047	700	750	N/A
Number of youth engaged in interventions (includes mediations)	N/A	N/A	N/A	1,100
Number of school events covered by PTP staff	N/A	N/A	N/A	90
Youth Health and Personal Development				
Comprehensive Adolescent Pregnancy Prevention (CAPP) participants	1,410	1,800	1,300	900
Parent/Adult workshop participants in CAPP Family Talk series	208	300	200	200
Teenage Pregnancy Prevention participants	2,669	1,200	1,875	1,875
Parent Leadership Training Institute (PLTI)				
PLTI Parent/Adult workshops	20	64	20	20
PLTI Parent/Adult workshop participants	20	10	20	20
N/A – Not Applicable				

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,399,700	2,244,400	844,700
Employee Years	12.5	26.9	14.4

Change Detail

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
15,500	6,200	12,700	0	3,100	807,200	844,700

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES

Major Changes

Teenage Pregnancy Prevention and Comprehensive Adolescent Pregnancy Prevention grants transfer in from Recreation Bureau	522,000
Office of Youth Outreach and Violence Prevention transfers in from Commissioner's Office	501,900
Operation Transformation Rochester is discontinued	-341,800
Increase Pathways to Peace part time positions by seven to expand service hours	117,700
Position transfers from Recreation for ROCmusic program, funding added for staff	110,400
Reduce two full time positions in Pathways to Peace	-87,900
REJob program including one full time position transfers to DES	-78,700
One full time position transfers to Mayor's Office of Community Wealth Building to connect community members to local jobs	-78,700
Teenage Pregnancy Prevention and Comprehensive Adolescent Pregnancy Prevention year over year grant adjustments are made	-78,600
A NYS DOH Sexual Risk Avoidance Education grant is awarded	64,500
Biz Kids staff and expenses transfer in from Recreation Bureau	64,100
Director of Programs & Services is added, and is split with Bureau of Recreation	46,400
Net increase in funding for SOOP program	38,100
Net change to expense for leased space in Rundel resulting from staffing changes	-29,800
Add funding for training, wearing apparel and cell phones for Pathways to Peace	25,400
Jr. Rec expenses transfer in from Recreation Bureau	12,200

Program Change

Functions related to connecting the adult workforce with skill training and local employment transfer to other departments to align with the Office of Community Wealth Building in the Mayor's Office, and with training in the skilled trades in the Department of Environmental Services.

DEPARTMENT OF RECREATION & YOUTH SERVICES
 BUREAU OF YOUTH SERVICES
 EXPENDITURE SUMMARY

12-23

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	1,226,837	847,300	965,300	1,926,700
Materials & Supplies	16,186	28,200	11,500	18,500
Services	486,966	405,400	422,900	299,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,729,989	1,280,900	1,399,700	2,244,400
Appropriation by Activity				
Administration	226,156	0	0	182,700
OYOVP/PTP	0	0	0	559,000
Youth Employment Services	831,506	751,600	860,900	1,006,600
Adult Employment Services	311,969	529,300	538,800	0
Youth Health and Personal Development	<u>360,358</u>	<u>0</u>	<u>0</u>	<u>496,100</u>
Total	1,729,989	1,280,900	1,399,700	2,244,400
Employee Years by Activity				
Administration	2.0	0.0	0.0	2.5
OYOVP/PTP	0.0	0.0	0.0	7.4
Youth Employment Services	6.4	5.0	5.5	6.0
Adult Employment Services	3.8	7.5	7.8	0
Youth Health and Personal Development	<u>7.5</u>	<u>0</u>	<u>0</u>	<u>11.0</u>
Total	19.7	12.5	13.3	26.9

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

FULL TIME POSITIONS			Administration & Special Programs	Office of Youth Outreach and Violence Prevention/ PTP	Youth Employment Services	Youth Health and Personal Development		
Br.	Title	Budget 2018-19					Approved 2019-20	
30	Director of Programs & Services	0.0	0.5					
27	Manager of Youth Outreach and Violence Prevention	0.0	1.0		1.0			
26	Manager of Workforce Development	1.0	0.0					
26	Vocational Manager	1.0	0.0					
23	Coordinator of Youth Workforce Development	0.0	1.0		1.0			
23	Manager of Employment Services	1.0	0.0					
20	CAPP Program Supervisor	0.0	1.0			1.0		
20	Grant Support Specialist	0.0	1.0			1.0		
20	Sr. Youth Intervention Specialist	0.0	1.0		1.0			
20	Sr. Youth Intervention Specialist Bilingual	0.0	1.0		1.0			
18	Connection Coordinator	2.0	0.0					
18	Employment and Training Coordinator	0.0	2.0		2.0			
18	Professional Development Specialist	4.0	0.0					
16	Program Coordinator	0.0	1.0			1.0		
16	ROCmusic Program Coordinator	0.0	1.0	1.0				
13	Grant Support Associate	0.0	7.0			7.0		
13	Pregnancy Prevention Trainer	0.0	1.0			1.0		
12	Project Assistant Bilingual	1.0	0.0					
11	Data Entry Clerk	1.0	0.0					
11	Youth Services Associate	0.0	2.0	1.0	1.0			
EMPLOYEE YEARS								
Full Time			11.0	20.5	2.5	3.0	4.0	11.0
Overtime			0.0	0.7	0.0	0.7	0.0	0.0
Part Time, Temporary, Seasonal			2.3	5.8	0.0	3.8	2.0	0.0
Less: Vacancy Allowance			<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	<u>0.0</u>
Total			13.3	26.9	2.5	7.4	6.0	11.0

Purpose

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

Year-To-Year Comparison

	Budget <u>2018-19</u>	Budget <u>2019-20</u>	<u>Change</u>	Percent <u>Change</u>
<u>Main Functions</u>				
Employee Benefits - Current	112,313,800	114,933,000	2,619,200	2.3%
Employee Benefits - Non-Current	31,007,000	31,063,200	56,200	0.2%
General Risk Management	1,034,400	781,400	-253,000	-24.5%
Other	<u>1,677,600</u>	<u>1,695,500</u>	<u>17,900</u>	<u>1.1%</u>
	146,032,800	148,473,100	2,440,300	1.7%
Interfund Credit*	-245,000	-246,000	-1,000	0.4%
Intrafund Credit*	<u>-155,700</u>	<u>-185,000</u>	<u>-29,300</u>	<u>18.8%</u>
Total	145,632,100	148,042,100	2,410,000	1.7%

*Reflects chargeback for Workers' Compensation costs.

Major Change Highlights

Employee Benefits – Current:

Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions	1,483,800
Pension expenses increase due to three-year Locust Club wage settlement in FY 2018-19	812,400

Employee Benefits – Non-Current:

An average inflationary adjustment of 0.6% is assumed for retiree medical coverage based on recent experience	162,900
---	---------

UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	110,423,072	112,401,500	112,313,800	114,933,000
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>32,257,220</u>	<u>30,663,100</u>	<u>33,719,000</u>	<u>33,540,100</u>
	142,680,292	143,064,600	146,032,800	148,473,100
Interfund Credit*	-166,665	-235,500	-245,000	-246,000
Intrafund Credit*	<u>-130,759</u>	<u>-195,500</u>	<u>-155,700</u>	<u>-185,000</u>
Total	142,382,868	142,633,600	145,632,100	148,042,100
Appropriation by Activity				
Employee Benefits - Current	110,423,072	112,401,500	112,313,800	114,933,000
Employee Benefits - Non-Current	29,089,294	29,035,700	31,007,000	31,063,200
General Risk Management	583,413	636,600	1,034,400	781,400
Other	<u>2,584,513</u>	<u>990,800</u>	<u>1,677,600</u>	<u>1,695,500</u>
	142,680,292	143,064,600	146,032,800	148,473,100
Interfund Credit*	-166,665	-235,500	-245,000	-246,000
Intrafund Credit*	<u>-130,759</u>	<u>-195,500</u>	<u>-155,700</u>	<u>-185,000</u>
Total	142,382,868	142,633,600	145,632,100	148,042,100

*Reflects chargeback for Workers' Compensation costs.

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in multiple programs, based on an employee's date of hire. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

<u>Tier</u>	<u>Hire Date (by any qualified public employer)</u>	
	<u>Non-Uniformed Employees</u> <u>Employee Retirement System</u>	<u>Uniformed Employees</u> <u>Police/Fire Retirement System</u>
1	Before July 1, 1973	Before July 31, 1973
2	July 1, 1973 to July 26, 1976	August 1, 1973 to June 30, 2009
3	July 27, 1976 to August 31, 1983	July 1, 2009 to January 8, 2010
4	September 1, 1983 to December 31, 2009	Does not apply
5	January 1, 2010 to March 31, 2012	January 9, 2010 to March 31, 2012
6	April 1, 2012 or later	April 1, 2012 or later

The amount of the City's pension payment to the state for fiscal year 2019-20 is the product of the estimated 2018-19 wage base times the contribution rate for each tier. The 2018-19 wage base is calculated by the Comptroller based upon wages and salaries earned during the period April 1, 2018 to March 31, 2019. The Comptroller sets the contribution rates which vary from year to year.

The retirement bill also includes the annual repayment amount of a prior year amortization. The City amortized a portion of the pension bill in fiscal year 2013-14 and the repayment amount is \$1,359,100 annually through fiscal year 2023-24.

A Voluntary Defined Contribution (VDC) option is available as an alternative to joining the New York State Retirement System to all unrepresented employees hired on or after July 1, 2013 who earn more than \$75,000. The plan is administered by the State University of New York (SUNY). Ten City of Rochester employees are currently enrolled in the VDC.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	41,546,700	42,359,100	812,400

Major Change

Pension expenses increase due to three-year Locust Club wage settlement in FY 2018-19	812,400
---	---------

**UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT**

SOCIAL SECURITY: under a provision of federal law, the City contributes to the Social Security and Medicare Trust Funds 7.65 percent of the first \$132,900 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>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	18,262,000	18,441,400	179,400

Major Change

Increase due to cost of living adjustments to wages for several employee groups 179,400

HOSPITAL & MEDICAL INSURANCE: the City provides hospitalization and medical benefits. Agreements with the different labor unions determine specific coverage and the amount contributed by the City. In 2012 the City reached agreement with its unions to establish a self-funded health insurance program. The new program started January 1, 2013 and also covers Administrative, Professional, and Technical employees and Confidential employees. In addition, the agreements created a joint Labor/Management Health Care Committee to address future cost increases. An updated three year Memorandum of Agreement was negotiated effective January 1, 2016 and expired December 30, 2018, but the terms of that MOA continue into calendar year 2019 and into future years until and unless a different MOA is negotiated.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	44,867,800	46,351,600	1,483,800

Major Change

Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions 1,483,800

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

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	5,221,500	5,271,300	49,800
Interfund Credit*	-245,000	-246,000	-1,000
Intrafund Credit*	<u>-155,700</u>	<u>-185,000</u>	<u>-29,300</u>
	4,820,800	4,840,300	19,500

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT**

Major Change

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Current Year Claims	400,700	431,000	30,300
Administrative Charge	59,100	59,100	0
State Assessments	303,700	310,200	6,500
Prior Years' Claims	<u>4,458,000</u>	<u>4,471,000</u>	<u>13,000</u>
Total	5,221,500	5,271,300	49,800
Interfund Credit	-245,000	-246,000	-1,000
Intrafund Credit	<u>-155,700</u>	<u>-185,000</u>	<u>-29,300</u>
	4,820,800	4,840,300	19,500

Chargebacks for Current Year Claims

<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Department/Bureau</u>	<u>2018-19</u>	<u>2019-20</u>
NEIGHBORHOOD & BUSINESS DEVELOPMENT	3,100	3,100	RECREATION & YOUTH SERVICES	20,000	20,000
ENVIRONMENTAL SERVICES	328,200	351,200	FINANCE	4,000	5,300
EMERGENCY COMMUNICATIONS	3,400	3,400	LIBRARY	6,000	6,000
POLICE	27,000	29,000	UNDISTRIBUTED	7,000	8,000
FIRE	2,000	5,000	Total Interfund	245,000	235,500
			Total Intrafund	<u>155,700</u>	<u>195,500</u>
			CITY TOTAL	400,700	431,000

DENTAL INSURANCE: In 2017 the City reached agreement with its unions to establish a self-funded dental insurance program, similar to the existing health insurance program. The new dental program started January 1, 2017 and also covers Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,947,300	2,020,800	73,500

Major Change

Current employee dental is budgeted under the terms of the Memorandum of Agreement with the labor unions 73,500

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

LIFE INSURANCE: the City provides term life insurance for all active full-time employees.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	44,200	36,800	-7,400

Major Change

Allocation is reduced based on historical experience -7,400

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	51,000	51,000	0

Major Change

No change to allocation 0

AMERICORPS: The Flower City AmeriCorps state grant provides stipends for program members. A new round of grant funding was awarded November 1, 2018 and continues through February 28, 2020.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	373,300	401,000	27,700

Major Change

Second round of AmeriCorps grant funding is awarded 27,700

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

13-7

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	110,423,072	112,401,500	112,313,800	114,933,000
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	<u>110,423,072</u>	<u>112,401,500</u>	<u>112,313,800</u>	<u>114,933,000</u>
Interfund Credit*	-166,665	-235,500	-245,000	-246,000
Intrafund Credit*	-130,759	-195,500	-155,700	-185,000
Total	<u>110,125,648</u>	<u>111,970,500</u>	<u>111,913,100</u>	<u>114,502,000</u>
Appropriation by Activity				
New York State Retirement	43,591,290	42,593,900	41,546,700	42,359,100
Social Security	16,708,739	17,589,000	18,262,000	18,441,400
Hospital and Medical	42,025,913	44,867,800	44,867,800	46,351,600
Workers' Compensation	5,907,208	5,171,100	5,221,500	5,271,300
Dental Insurance	1,912,545	1,947,300	1,947,300	2,020,800
Life Insurance	26,837	32,200	44,200	36,800
Disability Insurance	47,566	40,200	51,000	51,000
AmeriCorps	202,974	160,000	373,300	401,000
	<u>110,423,072</u>	<u>112,401,500</u>	<u>112,313,800</u>	<u>114,933,000</u>
Interfund Credit*	-166,665	-235,500	-245,000	-246,000
Intrafund Credit*	-130,759	-195,500	-155,700	-185,000
Total	<u>110,125,648</u>	<u>111,970,500</u>	<u>111,913,100</u>	<u>114,502,000</u>

*Reflects chargeback for Workers' Compensation costs.

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT**

DISABLED FIREFIGHTERS/OLD PENSION: this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for the sole surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,714,500	2,611,200	-103,300

Major Change

Budget adjusted for actual headcount	-103,300
--------------------------------------	----------

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	27,159,300	27,322,200	162,900

Major Change

An average inflationary adjustment of 0.6% is assumed based on recent experience	162,900
--	---------

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	154,800	154,800	0

Major Change

No change to allocation	0
-------------------------	---

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	78,400	75,000	-3,400

Major Change

Adjustment to reflect recent expenditure history	-3,400
--	--------

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>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	900,000	900,000	0

Major Change

No change to allocation 0

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>29,089,294</u>	<u>29,035,700</u>	<u>31,007,000</u>	<u>31,063,200</u>
Total	29,089,294	29,035,700	31,007,000	31,063,200
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,587,506	2,531,000	2,714,500	2,611,200
Hospital and Medical - Retirees	25,899,569	25,801,300	27,159,300	27,322,200
Dental Insurance - Fire Retirees	131,856	133,600	154,800	154,800
Life Insurance - Retirees	67,596	67,200	78,400	75,000
Unemployment Compensation	<u>402,767</u>	<u>502,600</u>	<u>900,000</u>	<u>900,000</u>
Total	29,089,294	29,035,700	31,007,000	31,063,200

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 the Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	934,400	681,400	-253,000

Major Changes

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Cost Components			
Administrative Charge	110,000	92,500	-17,500
Insurance Premium - Major Claims	664,000	500,000	-164,000
Contribution to the Insurance Reserve	<u>160,400</u>	<u>88,900</u>	<u>-71,500</u>
	934,400	681,400	-253,000

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>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	100,000	100,000	0

Major Change

No change to allocation

0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>583,413</u>	<u>636,600</u>	<u>1,034,400</u>	<u>781,400</u>
Total	583,413	636,600	1,034,400	781,400
Appropriation by Activity				
General Insurance	578,413	611,600	934,400	681,400
Judgments and Claims	<u>5,000</u>	<u>25,000</u>	<u>100,000</u>	<u>100,000</u>
Total	583,413	636,600	1,034,400	781,400

UNDISTRIBUTED EXPENSES
OTHER

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the county of Monroe and other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by state law. Payments are also made to Monroe County for services provided to City Court facilities.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,136,000	1,161,100	25,100

Major Change

Allocation is adjusted based on recent historical experience 25,100

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	283,600	291,700	8,100

Major Change

An inflationary adjustment is made 8,100

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>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	220,000	222,200	2,200

Major Change

Allocation is adjusted to match contractual amount 2,200

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	150,000	150,000	0

Major Change

No change is made to allocation 0

**UNDISTRIBUTED EXPENSES
OTHER**

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	445,000	425,000	-20,000

Major Change

State grant for Roc the Riverway management entity study does not recur -20,000

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Bureau of Equipment Services. These benefits expenses are allocated to the Bureau of Equipment Services so that these costs are part of the unit's operational expense, and the full costs can then be recovered by the motor equipment chargeback.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	-2,292,100	-2,292,100	0

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, employee assistance program, occupational medical services and the Employer Assisted Housing Incentive (EAHI) to qualified City employees purchasing a city home.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,735,100	1,737,600	2,500

Major Change

Miscellaneous adjustments are made based on historical experience 2,500

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>2,584,513</u>	<u>990,800</u>	<u>1,677,600</u>	<u>1,695,500</u>
Total	2,584,513	990,800	1,677,600	1,695,500
Appropriation by Activity				
Payments to Other Governments	1,019,376	1,137,300	1,136,000	1,161,100
Employee Development	235,053	248,500	283,600	291,700
City Channel 12 Operation	213,477	216,000	220,000	222,200
Long Term Liability Adjustments	1,433,866	0	0	0
Title Reports	279,395	110,000	150,000	150,000
Efficiency & Effectiveness Initiatives	392,650	150,000	445,000	425,000
Motor Equipment Benefits Credit	-2,250,000	-2,292,100	-2,292,100	-2,292,100
Miscellaneous	<u>1,260,696</u>	<u>1,421,100</u>	<u>1,735,100</u>	<u>1,737,600</u>
Total	2,584,513	990,800	1,677,600	1,695,500

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>2018-19</u>	<u>2019-20</u>	<u>Change</u>	<u>Percent Change</u>
Budget	732,900	4,317,500	3,584,600	489.1%

Major Change

Allocation is made for difficult to project or unforeseen expenditures, including the cost of pending labor agreements 3,584,600

CONTINGENCY
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	732,900	732,900	4,317,500
Total	0	732,900	732,900	4,317,500
Appropriation by Activity				
General Contingency	0	732,900	732,900	4,317,500

The amounts shown reflect remaining Contingency budgets after amendments. The original 2018-19 Contingency was \$8,583,000. The original 2017-18 Contingency was \$7,548,500.

**CAPITAL EXPENSE
EXPENDITURE SUMMARY**

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of “capital object or purpose” included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called “debt service.” Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan.

Year-To-Year Comparison

<u>Category</u>	<u>Budget 2018-19</u>	<u>Budget 2019-20</u>	<u>Change</u>	<u>Percent Change</u>
Cash Capital	37,425,700	36,361,000	-1,064,700	-2.8%
Debt Service	<u>39,199,700</u>	<u>37,536,100</u>	<u>-1,663,600</u>	-4.2%
Total	76,625,400	73,897,100	-2,728,300	-3.6%

Major Change Highlights

CASH CAPITAL

New Project Highlights:

General Facility Improvements funding is added	1,800,000
GVP Ice Rink Building Exterior Improvements funding is added	531,000
Lead Service Replacement funding is added	505,000
Edgerton R-Center Improvements funding is added	450,000
Security Enhancements for DRYS	150,000
Carter Street R-Center Exhaust Hood & Fire Suppression	103,000

**CAPITAL EXPENSE
EXPENDITURE SUMMARY**

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	<u>72,740,012</u>	<u>76,586,000</u>	<u>76,586,000</u>	<u>73,857,700</u>
Total	72,779,412	76,625,400	76,625,400	73,897,100
Appropriation by Activity				
Cash Capital	35,158,000	37,425,700	37,425,700	36,361,000
Debt Service	<u>37,621,412</u>	<u>39,199,700</u>	<u>39,199,700</u>	<u>37,536,100</u>
Total	72,779,412	76,625,400	76,625,400	73,897,100

TRANSPORTATION & INFRASTRUCTURE

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	5,904,000	6,271,000	367,000

Major Change

New Projects

Street Lighting Standard Allocation funding is added	143,000
--	---------

Changes in Existing Projects from 2018-19 CIP:

Various changes as planned	1,899,000
Hazardous Sidewalk Remediation funding shifts to debt	-1,423,000
Parking Meters funding does not recur	-600,000
Milling & Resurfacing funding increases	324,000
Pavement Preventive funding increases	281,000
East Main Street funding is reduced	-261,000
Breck Street funding increases	4,000

**CAPITAL EXPENSE
CASH CAPITAL**

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	65,000	155,000	90,000

Major Change

Changes in Existing Projects from 2018-19 CIP:

Funding is added for reuse of the River Street Train Station	100,000
Port Infrastructure funding decreases as planned	-25,000
Funding increases for the Harbor Management Plan	15,000

WATER SYSTEM

The Water System category encompasses both the supply and distribution systems, which provide safe and reliable sources of water to the City. Improvements funded in this category include the cleaning and lining of water mains; replacement of hydrants, valves and meters; and conduit and watershed improvements.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	4,741,000	5,491,000	750,000

Major Change

New Projects

Lead Service Replacement funding is added	505,000
Reservoir Facilities funding is added	50,000

Changes in Existing Projects from 2018-19 CIP:

Distribution System Water Main Renewal funding increases	613,000
Various changes as planned	-425,000
Filtration Plant and Related Renovations funding decreases	-165,000
Holly Station Related Renovations funding increases	150,000
Conduit Valve & Vault Rehabilitation funding increases	22,000

**CAPITAL EXPENSE
CASH CAPITAL**

PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	1,959,000	1,836,000	-123,000

Major Change

Changes in Existing Projects from 2018-19 CIP:

Various changes as planned	-440,000
Police Vehicle funding increases	250,000
Communications Equipment - RFD funding increases	102,000
Funding for ECD vehicles decreases	-35,000

CAPITAL EXPENSE
CASH CAPITAL

PARKS & OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	3,869,700	3,247,000	-622,700

Major Change

New Projects

Security Enhancements funding is added	150,000
Bicycle Enhancements Phase II funding is added	38,000

Changes in Existing Projects from 2018-19 CIP:

Cemetery Development funding decreases	-500,000
Skate Park funding does not recur	-250,000
Fitness Court funding does not recur	-100,000
Various changes as planned	58,000
Cobbs Hill funding does not recur	-18,700

**CAPITAL EXPENSE
CASH CAPITAL**

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	4,970,000	5,285,000	315,000

Major Change

New Projects:

Project Phoenix funding is added	50,000
----------------------------------	--------

Former Piehler Pontiac Site is added	50,000
--------------------------------------	--------

Changes in Existing Projects from 2018-19 CIP:

Bull's Head funding decreases	-500,000
-------------------------------	----------

Marketview Heights funding increases	487,000
--------------------------------------	---------

Demolition Funding increases	400,000
------------------------------	---------

Affordable Housing Acquisition and Support funding decreases	-200,000
--	----------

Various changes as planned	28,000
----------------------------	--------

CAPITAL EXPENSE
CASH CAPITAL

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	0	150,000	150,000

Major Change

Arts and installation enhancements 150,000

CAPITAL EXPENSE
CASH CAPITAL

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	607,000	860,000	253,000

Major Change

New Projects

Elevator Modernization funding is added	100,000
---	---------

Changes in Existing Projects from 2018-19 CIP:

Blue Cross Arena Facility improvements funding increases	380,000
--	---------

Various changes as planned	-277,000
----------------------------	----------

Rochester Community & Youth Sports Complex funding increases	50,000
--	--------

CAPITAL EXPENSE
CASH CAPITAL

MUNICIPAL FACILITIES

The Municipal Facilities category provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities.

Year-To-Year Comparison

	<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	9,509,000	6,858,000	-2,651,000

Major Change

New Projects

Facility Improvements (including 965 Maple Street) is added	1,800,000
GVP Ice Rink Exterior funding is added	531,000
Edgerton R Center funding is added	450,000
Wisconsin Firehouse is added	106,000
Carter Street R-Center Exhaust Hood and Fire Suppression funding is added	103,000
Lincoln Branch Library funding is added	60,000

Changes in Existing Projects from 2018-19 CIP:

Various changes as planned	-5,070,000
CVMF Complex Security funding decreases	-563,000
Garage Improvement funding increases	250,000
Garage Revenue Control Equipment funding decreases	-220,000
Public Safety Building Standard Allocation funding is reduced	-100,000
Branch Facilities funding increases	2,000

**CAPITAL EXPENSE
CASH CAPITAL**

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>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	2,362,000	2,869,000	507,000

Major Change

New Projects:

Recreation Information Management Solution funding is added	100,000
Application upgrades for the Department of Information Technology funding is added	75,000

Changes in Existing Projects from 2018-19 CIP:

Various changes as planned	272,000
Client Services Revitalization increases	111,000
HRM/Payroll System funding decreases	-80,000
Video Surveillance Camera Network funding increases	75,000
Blue Cross Arena at the War Memorial standard allocation funding is reduced	-70,000
Data Center Expansion funding increases	40,000
Recreation and Youth Services Equipment funding decreases	-16,000

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>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Budget	3,439,000	3,339,000	-100,000

Major Change

Changes in Existing Projects from 2018-19 CIP:

Refuse Collection Fleet funding decreases	-1,192,000
DES Fleet funding increases	1,051,000
Various changes as planned	-92,000
DRYS Fleet funding increases	75,000
Communications Fleet funding increases	23,000
NBD Fleet Funding increases	23,000
Parking Fleet funding increases	12,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual <u>2017-18</u>	Estimated <u>2018-19</u>	Amended <u>2018-19</u>	Approved <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	35,158,000	37,425,700	37,425,700	36,361,000
Total	35,158,000	37,425,700	37,425,700	36,361,000
Appropriation by Activity				
Transportation & Infrastructure	5,742,000	5,904,000	5,904,000	6,271,000
Public Waterfront	140,000	65,000	65,000	155,000
Water System	3,998,000	4,741,000	4,741,000	5,491,000
Public Safety	2,785,000	1,959,000	1,959,000	1,836,000
Parks & Open Space	1,659,000	3,869,700	3,869,700	3,247,000
Economic Development	4,752,000	4,970,000	4,970,000	5,285,000
Arts & Culture	0	0	0	150,000
Public Facilities	440,000	607,000	607,000	860,000
Municipal Facilities	5,992,000	9,509,000	9,509,000	6,858,000
Business Equipment	2,111,000	2,362,000	2,362,000	2,869,000
Non-Public Safety Fleet	<u>7,539,000</u>	<u>3,439,000</u>	<u>3,439,000</u>	<u>3,339,000</u>
Total	35,158,000	37,425,700	37,425,700	36,361,000

**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

	<u>Budget</u> 2018-19	<u>Budget</u> 2019-20	<u>Change</u>
Serial Bonds	27,634,200	28,456,400	822,200
Bond Anticipation Notes	<u>3,543,100</u>	<u>1,920,000</u>	<u>-1,623,100</u>
Total	31,177,300	30,376,400	-800,900

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

	<u>Budget</u> 2018-19	<u>Budget</u> 2019-20	<u>Change</u>
Serial Bonds	6,963,100	6,025,500	-937,600
Bond Anticipation Notes	<u>1,059,300</u>	<u>1,134,200</u>	<u>74,900</u>
Total	8,022,400	7,159,700	-862,700

The following table illustrates the actual rates on borrowing contracted by the City during 2018-19. Rates vary with the type of borrowing, size of the issue, and general market conditions.

<u>Date</u>	<u>Type of Issue</u>	<u>Interest Rate</u>
Aug. 2018	Bond	2.65
Aug. 2018	BAN	2.00
Mar. 2019	BAN	3.00

Statement of Indebtedness - June 30, 2019

<u>Category</u>	<u>Bonds</u>	<u>Notes</u>	<u>Total</u>
General	107,693,358	36,031,000	143,724,358
Sewer*	105,000	0	105,000
Water	45,907,936	9,289,000	55,196,936
School	126,212,706	19,000,000	145,212,706
School - RJSCB	<u>0</u>	<u>0</u>	<u>0</u>
	279,919,000	64,320,000	344,239,000

Less:

Items not subject to Constitutional Limit:

-Sewer (partial)	0
-Water	55,196,936
-School RJSCB	0
Constitutional Debt	<u>289,042,064</u>
Constitutional Debt Limit (equal to 9% of the most recent five year average full assessed value)	594,794,992
Estimated Debt Contracting Margin	305,752,928

CAPITAL EXPENSE
DEBT SERVICE

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2019

<u>Fiscal Year</u>	<u>City</u>	<u>School</u>	<u>Total</u>
2019-20	28,456,294	20,197,706	48,654,000
2020-21	26,140,000	18,725,000	44,865,000
2021-22	21,505,000	15,700,000	36,195,000
2022-23	18,510,000	13,300,000	31,810,000
2023-24	16,405,000	11,565,000	27,970,000
2024-25	13,860,000	7,840,000	21,700,000
2025-26	8,600,000	7,190,000	15,790,000
2026-27	6,795,000	6,600,000	13,395,000
2027-28	4,930,000	5,800,000	10,730,000
2028-29	3,900,000	5,655,000	9,555,000
2029-30	2,215,000	4,755,000	6,970,000
2030-31	1,750,000	4,200,000	5,950,000
2031-32	580,000	2,620,000	3,200,000
2032-33	60,000	1,860,000	1,920,000
2033-34		1,215,000	1,215,000
Total	\$153,706,294	\$126,212,706	\$279,919,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Estimated</u> <u>2018-19</u>	<u>Amended</u> <u>2018-19</u>	<u>Approved</u> <u>2019-20</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	<u>37,582,012</u>	<u>39,160,300</u>	<u>39,160,300</u>	<u>37,496,700</u>
Total	37,621,412	39,199,700	39,199,700	37,536,100
Appropriation by Activity				
Principal Payment	30,220,412	31,177,300	31,177,300	30,376,400
Interest Payment	<u>7,401,000</u>	<u>8,022,400</u>	<u>8,022,400</u>	<u>7,159,700</u>
Total	37,621,412	39,199,700	39,199,700	37,536,100

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 May 2, 2019. 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 2019-20 levels throughout the five-year period. The May 2, 2019 version of the CIP concludes this section of the budget.

ERRATA & ADDENDUM

Errata & Addendum that follow are changes and corrections should be made to the May 2, 2019 version of the CIP: all amounts (000s):

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
<u>Library Branch Facilities</u>						
General Cash	-20,000	0	0	0	0	-20,000

CAPITAL EXPENSE TAX RATES

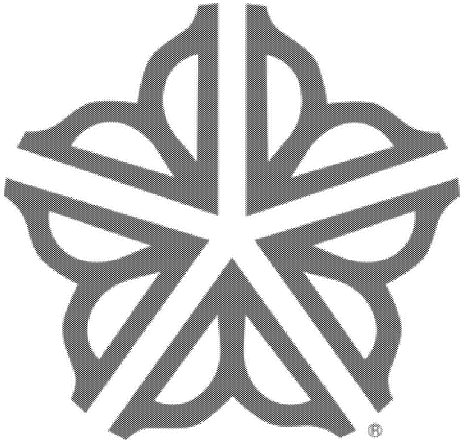
15-19

TAX RATES FOR DEBT SERVICE

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
Expense (\$000)						
Existing Debt	37,536.1	37,732.5	31,959.8	28,045.4	24,310.1	159,583.9
New Program		<u>1,356.6</u>	<u>7,116.2</u>	<u>12,719.7</u>	<u>17,777.0</u>	<u>38,969.5</u>
	37,536.1	39,089.1	39,076.0	40,765.1	42,087.1	198,553.4
Revenue (\$000)						
Premium and Interest Fund	3,500.0	3,500.0	3,500.0	3,500.0	3,500.0	17,500.0
Federal Interest Subsidy	29.8					29.8
CHIPS	2,539.3	2,539.3	2,539.3	2,539.3	2,539.3	12,696.5
Fed. Transportation Reimb.	10.0	75.0	75.0	75.0	75.0	310.0
Enterprise Funds	<u>15,633.4</u>	<u>17,601.9</u>	<u>15,998.6</u>	<u>16,341.8</u>	<u>17,035.7</u>	<u>82,611.4</u>
	21,712.5	23,716.2	22,112.9	22,456.1	23,150.0	113,147.7
Tax Revenue Required (\$000)	15,823.6	15,372.9	16,963.1	18,309.0	18,937.1	85,405.7
Tax Reserve	<u>745.6</u>	<u>724.4</u>	<u>799.3</u>	<u>862.7</u>	<u>892.3</u>	<u>-771.5</u>
Tax Levy Required (\$000)	16,569.2	16,097.3	17,762.4	19,171.7	19,829.4	84,634.2
Tax Rate per \$1,000 Assessed Value						
Homestead	1.80	1.75	1.93	2.09	2.16	
Non-Homestead	3.67	3.56	3.93	4.24	4.39	

TAX RATES FOR CASH CAPITAL

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
Expense (\$000)						
General Cash Capital	21,229.0	27,688.0	26,775.0	25,112.0	25,620.0	126,424.0
Animal Cash Capital	15.0	15.0	15.0	15.0	15.0	75.0
Library Cash Capital	268.0	272.0	948.0	1,494.0	244.0	3,226.0
Local Works Cash Capital	3,586.0	5,915.0	6,715.0	6,502.0	7,920.0	30,638.0
Water Cash Capital	6,595.0	6,116.0	6,571.0	6,431.0	6,269.0	31,982.0
War Memorial Cash Capital	450.0	450.0	450.0	1,100.0	450.0	2,900.0
Parking Cash Capital	2,238.0	2,129.0	2,425.0	2,479.0	2,059.0	11,330.0
Public Market Cash Capital	50.0	52.0	54.0	55.0	56.0	267.0
Cemetery Cash Capital	1,301.0	1,937.0	1,777.0	1,447.0	1,417.0	7,879.0
Refuse Cash Capital	<u>629.0</u>	<u>1,082.0</u>	<u>1,539.0</u>	<u>1,087.0</u>	<u>1,595.0</u>	<u>5,932.0</u>
	36,361.0	45,656.0	47,269.0	45,722.0	45,645.0	220,653.0
Revenue (\$000)						
CHIPS	1,961.0	1,961.0	1,961.0	1,961.0	1,961.0	9,805.0
Traffic Shares	197.0	424.0	157.0	156.0	181.0	1,115.0
Miscellaneous	244.0	244.0	254.0	264.0	274.0	1,280.0
Enterprise Funds	<u>9,133.6</u>	<u>13,113.0</u>	<u>14,825.0</u>	<u>14,020.0</u>	<u>15,784.0</u>	<u>66,875.6</u>
	11,535.6	15,742.0	17,197.0	16,401.0	18,200.0	79,075.6
Tax Revenue Required (\$000)	24,825.4	29,914.0	30,072.0	29,321.0	27,445.0	141,577.4
Tax Reserve	<u>1,169.8</u>	<u>1,409.6</u>	<u>1,417.0</u>	<u>1,381.6</u>	<u>1,293.2</u>	<u>6,671.2</u>
Tax Levy Required (\$000)	25,995.2	31,323.6	31,489.0	30,702.6	28,738.2	148,248.6
Tax Rate per \$1,000 Assessed Value						
Homestead	2.83	3.41	3.43	3.34	3.13	
Non-Homestead	5.75	6.93	6.96	6.79	6.36	



Capital Improvement Program

2019-20
City of Rochester, New York
May 2, 2019

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President

Willie J. Lightfoot (At-Large)
Vice President

Molly Clifford (Northwest District)
Malik Evans (At-Large)
Mitch Gruber (At-Large)
Jacklyn Ortiz (At-Large)
Michael A. Patterson (Northeast District)
Elaine M. Spaul (East District)

Mayor

Lovely A. Warren

Deputy Mayor

James P. Smith

Office of Management & Budget

Christopher M. Wagner, Director of Management & Budget

Staff

Matthew T. Cahill, Management & Budget

TABLE OF CONTENTS

Financial Summary	Section
Introduction	i
Summary by Funding Source	A
Summary by Category	B
Summary by Department	C
ROC the Riverway	D
Program by Category	
Transportation	1
Public Waterfront	2
Water System	3
Public Safety	4
Parks and Open Space	5
Economic Development	6
Arts and Culture	7
Public Facilities	8
Municipal Facilities	9
Business Equipment	10
Non-Public Safety Fleet	11

2019-20 TO 2023-24 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.

SUMMARY BY FUNDING SOURCE (000s)

CAPITAL IMPROVEMENT PROGRAM

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
CDBG	2,272	2,105	2,105	2,105	2,105	10,692
Monroe County Traffic	197	424	157	156	181	1,115
Federal	13,354	12,327	7,818	9,952	5,834	49,285
General Debt	21,217	34,753	31,308	17,535	20,413	121,326
Refuse Debt	0	6,631	0	0	0	6,631
Local Works Debt	1,500	0	0	0	0	1,500
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
New York State	1,504	8,437	0	0	0	9,941
Parking Debt	1,713	1,378	708	5,746	709	14,154
Water Debt	5,197	11,140	21,338	14,499	5,957	58,131
Animal Control Cash Capital	15	15	15	15	15	75
General Cash Capital	21,032	27,264	26,618	24,956	25,439	125,309
Cemetery Cash Capital	1,301	1,937	1,777	1,447	1,417	7,879
Library Cash Capital	288	272	948	1,494	244	3,246
Local Works Cash Capital	3,586	5,915	6,715	6,502	7,920	30,638
Parking Cash Capital	2,238	2,129	2,425	2,479	2,059	11,330
Public Market Cash Capital	50	52	54	55	56	267
Refuse Cash Capital	629	1,082	1,539	1,087	1,595	5,932
Water Cash Capital	6,595	6,116	6,571	6,431	6,269	31,982
War Memorial Cash Capital	450	450	450	1,100	450	2,900
Grand Total	<i>84,138</i>	<i>123,427</i>	<i>111,546</i>	<i>96,559</i>	<i>81,663</i>	<i>497,333</i>

FY 2020-24 CAPITAL IMPROVEMENT PROGRAM		Category Summary					
		<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Arts & Culture							
General Cash Capital		150	150	150	150	150	750
Arts & Culture	Total	150	150	150	150	150	750
Business Equipment							
Cemetery Cash Capital		40	45	45	45	45	220
General Cash Capital		2,423	3,754	2,994	3,098	3,103	15,372
Library Cash Capital		30	70	67	32	34	233
Local Works Cash Capital		26	26	27	27	28	134
Refuse Cash Capital		252	258	265	271	277	1,323
Water Cash Capital		98	101	104	107	111	521
Business Equipment	Total	2,869	4,254	3,502	3,580	3,598	17,803
Economic Development							
CDBG		1,400	1,400	1,400	1,400	1,400	7,000
General Cash Capital		5,285	7,312	7,039	6,954	5,038	31,628
General Debt		1,100	6,250	400	1,500	0	9,250
Economic Development	Total	7,785	14,962	8,839	9,854	6,438	47,878
Municipal Facilities							
General Cash Capital		4,224	2,159	3,347	2,108	2,154	13,992
General Debt		1,342	9,628	3,050	2,485	5,587	22,092
Library Cash Capital		258	202	881	1,462	210	3,013
Local Works Cash Capital		85	212	734	87	198	1,316
Parking Cash Capital		2,168	2,061	2,395	2,479	2,025	11,128
Parking Debt		1,713	1,378	708	5,746	709	10,254
Private Funding		0	0	0	0	1,000	1,000
Refuse Cash Capital		85	272	734	87	88	1,266
Refuse Debt		0	6,631	0	0	0	6,631
Water Cash Capital		58	118	560	50	20	806
Municipal Facilities	Total	9,933	22,661	12,409	14,504	11,991	71,498

Category Summary 2020-24 CIP		<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Non-Public Safety Fleet							
Cemetery Cash Capital		126	199	48	172	122	667
General Cash Capital		1,692	1,480	1,413	1,198	1,878	7,661
Local Works Cash Capital		410	991	1,143	1,484	2,645	6,673
Parking Cash Capital		70	68	30	0	34	202
Refuse Cash Capital		292	552	540	729	1,230	3,343
Water Cash Capital		749	771	524	312	562	2,918
Non-Public Safety Fleet	Total	3,339	4,061	3,698	3,895	6,471	21,464
Parks and Open Space							
CDBG		617	250	250	250	250	1,617
Cemetery Cash Capital		1,135	1,693	1,684	1,230	1,250	6,992
General Cash Capital		2,062	3,881	2,367	2,740	2,536	13,586
General Debt		4,450	212	10,520	0	0	15,182
New York State		37	213	0	0	0	250
Public Market Cash Capital		50	52	54	55	56	267
Parks and Open Space	Total	8,351	6,301	14,875	4,275	4,092	37,894
Public Facilities							
General Cash Capital		410	978	314	774	727	3,203
General Debt		0	750	0	1,172	0	1,922
New York State		0	3,300	0	0	0	3,300
War Memorial Cash Capital		450	450	450	1,100	450	2,900
Public Facilities	Total	860	5,478	764	3,046	1,177	11,325
Public Safety							
Animal Control Cash Capital		15	15	15	15	15	75
CDBG		55	55	55	55	55	275
General Cash Capital		1,821	4,804	5,653	5,162	5,932	23,372
General Debt		1,842	0	0	0	0	1,842
Public Safety	Total	3,733	4,874	5,723	5,232	6,002	25,564

Category Summary 2020-24 CIP		<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Public Waterfront							
General Cash Capital		155	40	40	58	512	805
General Debt		0	0	6,450	0	0	6,450
Public Waterfront	Total	155	40	6,490	58	512	7,255
Transportation & Infrastructure							
CDBG		200	400	400	400	400	1,800
Federal		13,354	12,327	7,818	9,952	5,834	49,285
General Cash Capital		2,810	2,706	3,301	2,714	2,409	13,940
General Debt		12,483	17,913	10,888	12,378	14,826	68,488
Local Works Cash Capital		3,065	4,686	4,811	4,904	5,049	22,515
Local Works Debt		1,500	0	0	0	0	1,500
Monroe County		1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic		197	424	157	156	181	1,115
New York State		1,467	4,924	0	0	0	6,391
Water Cash Capital		199	154	268	241	160	1,022
Water Debt		2,023	6,413	793	2,255	1,782	13,266
Transportation &	Total	38,298	50,947	29,436	34,000	31,641	184,322
Water System							
Water Cash Capital		5,491	4,972	5,115	5,721	5,416	26,715
Water Debt		3,174	4,727	20,545	12,244	4,175	44,865
Water System	Total	8,665	9,699	25,660	17,965	9,591	71,580
Grand Total		84,138	123,427	111,546	96,559	81,663	497,333

FY 2020-24

CAPITAL IMPROVEMENT
PROGRAM

Department Summary

2019-20 2020-21 2021-22 2022-23 2023-24 TOTAL

Administration

General Cash Capital		155	155	155	155	155	775
Administration	Total	155	155	155	155	155	775

Emergency Communications Department

General Cash Capital		35	70	35	35	35	210
Emergency Communications	Total	35	70	35	35	35	210

Environmental Services

CDBG		200	400	400	400	400	1,800
Cemetery Cash Capital		1,301	1,937	1,777	1,447	1,417	7,879
Federal		13,354	12,327	7,818	9,952	5,834	49,285
General Cash Capital		11,618	11,036	10,572	9,318	9,940	52,484
General Debt		17,375	32,753	30,308	16,535	17,713	114,684
Library Cash Capital		120	60	739	1,316	60	2,295
Local Works Cash Capital		3,586	5,915	6,715	6,502	7,920	30,638
Local Works Debt		1,500	0	0	0	0	1,500
Monroe County		1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic		197	424	157	156	181	1,115
New York State		1,504	8,437	0	0	0	9,941
Parking Cash Capital		2,138	2,129	2,425	2,479	2,059	11,230
Parking Debt		1,713	1,378	708	5,746	709	10,254
Refuse Cash Capital		629	1,082	1,539	1,087	1,595	5,932
Refuse Debt		0	6,631	0	0	0	6,631
War Memorial Cash Capital		450	450	450	1,100	450	2,900
Water Cash Capital		6,595	6,116	6,571	6,431	6,269	31,982
Water Debt		5,197	11,140	21,338	14,499	5,957	58,131
Environmental Services	Total	68,477	103,215	92,517	77,968	61,504	403,681

Department Summary 2020-24 CIP		<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Fire							
CDBG		55	55	55	55	55	275
General Cash Capital		1,300	2,227	3,108	2,528	3,298	12,461
General Debt		1,842	0	0	0	0	1,842
Fire	Total	3,197	2,282	3,163	2,583	3,353	14,578
Information Technology							
General Cash Capital		2,061	3,155	2,425	2,525	2,525	12,691
Parking Cash Capital		100	0	0	0	0	100
Information Technology	Total	2,161	3,155	2,425	2,525	2,525	12,791
Library							
Library Cash Capital		168	212	209	178	184	951
Library	Total	168	212	209	178	184	951
Neighborhood Business Development							
CDBG		1,400	1,400	1,400	1,400	1,400	7,000
General Cash Capital		4,472	6,465	6,285	6,085	4,285	27,592
General Debt		1,000	1,000	0	0	0	2,000
Neighborhood Business	Total	6,872	8,865	7,685	7,485	5,685	36,592
Police							
Animal Control Cash Capital		15	15	15	15	15	75
General Cash Capital		676	2,908	2,876	2,965	2,965	12,390
General Debt		1,000	1,000	1,000	1,000	2,700	6,700
Private Funding		0	0	0	0	1,000	1,000
Police	Total	1,691	3,923	3,891	3,980	6,680	20,165

Department Summary 2020-24 CIP	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Recreation & Youth Services						
CDBG	617	250	250	250	250	<i>1,617</i>
General Cash Capital	715	1,248	1,162	1,345	1,236	<i>5,706</i>
Public Market Cash Capital	50	52	54	55	56	<i>267</i>
Recreation & Youth Services Total	<i>1,382</i>	<i>1,550</i>	<i>1,466</i>	<i>1,650</i>	<i>1,542</i>	<i>7,590</i>
Grand Total	84,138	123,427	111,546	96,559	81,663	497,333



ROC THE RIVERWAY

A VISION PLAN FOR THE FUTURE OF ROCHESTER'S GENESSEE RIVERFRONT
PHASE I



Finger Lakes
Regional Economic
Development Council

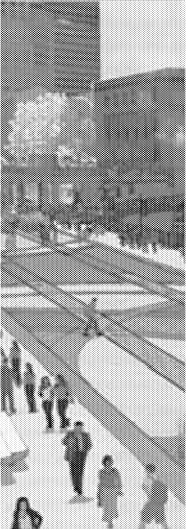








City of Rochester, NY
Lovely A. Warren, Mayor
Rochester City Council




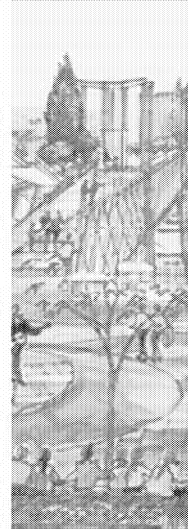


A Joint Initiative of New York State and the City of Rochester

RECOMMENDED PROJECTS FOR NYS \$50 MILLION INITIAL PHASE

The list below shows the funding breakdown for the 13 projects recommended for the initial \$50 million commitment from New York State.

	AQUEDUCT RE-IMAGINED + RIVERFRONT PROMENADE 	RUNDEL LIBRARY NORTH TERRACE 	BLUE CROSS ARENA 	RIVERSIDE CONVENTION CENTER 	RIVERWAY MAIN TO ANDREWS <small>CHARLES CARROLL PLAZA SISTER CITIES BRIDGE CROSSROADS PARK</small> 	FRONT STREET PROMENADE 	ROC CITY SKATE PARK 
	original RTR map #9	original RTR map #10	original RTR map #8	original RTR map #12	original RTR map #15/16	original RTR map #17	new project
Total Project Estimate	\$60,000,000	\$8,100,000	\$37,000,000	\$25,000,000	\$27,650,000	\$1,250,000	\$2,000,000
Phase I Cost Estimate	\$6,000,000	\$8,100,000	\$15,079,000	\$14,740,000	\$27,650,000	\$1,250,000	\$1,500,000
Roc The Riverway Request	\$4,500,000	\$1,500,000	\$6,000,000	\$5,000,000	\$20,000,000	\$1,250,000	\$1,000,000
NYS Committed		\$2,000,000	\$3,775,000	\$3,300,000	\$400,000		
City Committed		\$3,700,000	\$1,804,000	\$6,440,000	\$3,250,000		\$225,000
Additional Need/Commit	\$1,500,000	\$900,000	\$3,500,000		\$4,000,000		\$275,000

DOWNTOWN

GENESEE GATEWAY PARK	CORN HILL NAVIGATION	HIGH FALLS TERRACE PARK <small>BREWERY LINE TRAIL SOUTH PARK - UNDERPASS ENHANCEMENTS HIGH FALLS OVERLOOK STUDY</small>	PONT DE RENNES BRIDGE	RUNNING TRACK BRIDGE	DOWNTOWN / RIVERFRONT MANAGEMENT ENTITY	TOTALS
						
original RTR map #4	new project	original RTR map #20/21	original RTR map #22	original RTR map #27	original RTR map #28	
\$3,900,000	\$500,000	\$1,575,000	\$9,000,000	\$5,000,000	\$10,000,000	\$190,975,000
\$3,900,000	\$500,000	\$1,575,000	\$8,475,000	\$500,000	\$3,000,000	\$92,269,000
\$2,000,000	\$250,000	\$1,000,000	\$4,000,000	\$500,000	\$3,000,000	\$50,000,000
\$950,000		\$275,000				\$10,700,000
\$950,000		\$300,000	\$4,475,000			\$21,144,000
	\$250,000		\$525,000			\$10,950,000

NYS Initial Commitment

SOUTH RIVER

HIGH FALLS

ALL AREAS

2019-20 TO 2023-24 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

- State Street Reconstruction is added in 2020-21

T-2 Street Rehabilitation

- Waring Road Improvements is added in 2020-21
- Gibbs Street and Swan Street Reconstruction is added in 2020-21.

T-4 Traffic

- Pedestrian Safety Action Plan is added in 2019-20

Project Changes

T-1 Arterial Improvements

- State Street reconstruction funding increased in 2020-21

T-7 Bridges and Structures

- Pont-de Rennes Rehabilitation shifts to 2020-21

T-1 Arterial Improvements

131K Broadway (South Union to Goodman St South)

This project involves the reconstruction of Broadway St. and Union St., installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements. This road is an arterial highway in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law. Adequate bicycle space will be designed into the planned improvements following the City of Rochester Complete Streets Policy.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	310	0	0	0	0	310
General Debt	0	834	0	0	0	834
Monroe County	1,000	1,000	1,000	0	0	3,000
Water Cash Capital	19	0	0	0	0	19
Water Debt	0	1,424	0	0	0	1,424
	<u>1,329</u>	<u>3,258</u>	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>5,587</u>

131K Genesee St (Genesee Park Blvd to Brooks Ave)

This project involves the reconstruction of Genesee Park Boulevard., installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements. This road is an arterial highway in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law. Adequate bicycle space will be designed into the planned improvements following the City of Rochester Complete Streets Policy.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	105	0	0	105
Monroe County	0	0	0	1,000	0	1,000
Water Cash Capital	0	0	54	0	0	54
	<u>0</u>	<u>0</u>	<u>159</u>	<u>1,000</u>	<u>0</u>	<u>1,159</u>

**131K North Goodman Street
Reconstruction**

Reconstruction from Bay Street to Clifford Avenue

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	392	0	392
General Debt	0	0	0	0	429	429
Monroe County	0	0	0	0	1,000	1,000
Water Cash Capital	0	0	0	83	0	83
Water Debt	0	0	0	0	556	556
	0	0	0	475	1,985	2,460

Dewey Avenue Felix Street to Emerson Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Federal	0	228	926	4,118	0	5,272
General Cash Capital	0	57	232	0	0	289
General Debt	0	0	0	1,030	0	1,030
Water Debt	0	216	0	1,438	0	1,654
	0	501	1,158	6,586	0	8,245

East Main Street Goodman Street and Culver Road

Reconstruct East Main Street between Goodman Street and Culver Road.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Federal	4,367	0	0	0	0	4,367
General Cash Capital	0	0	0	0	0	0
General Debt	2,307	0	0	0	0	2,307
New York State	1,300	0	0	0	0	1,300
Water Cash Capital	0	0	0	0	0	0
Water Debt	1,000	0	0	0	0	1,000
	8,974	0	0	0	0	8,974

Genesee Park Boulevard

Brooks Avenue to Genesee Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	678	0	0	678
General Debt	0	0	0	0	4,341	4,341
Monroe County Traffic	0	0	5	0	25	30
Water Cash Capital	0	0	58	0	0	58
Water Debt	0	0	0	0	384	384
	<u>0</u>	<u>0</u>	<u>741</u>	<u>0</u>	<u>4,750</u>	<u>5,491</u>

Main Street Streetscape & Pedestrian Wayfinding Phase II

Design and construction of a revitalized streetscape from St. Paul St./South Ave to State Street/Exchange

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	1,600	0	0	0	0	1,600
Water Debt	275	0	0	0	0	275
	<u>1,875</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,875</u>

Seneca Avenue

Norton Street to E. Ridge Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	414	0	0	0	0	414
General Debt	0	2,757	0	0	0	2,757
Monroe County Traffic	39	223	0	0	0	262
Water Cash Capital	22	0	0	0	0	22
Water Debt	0	145	0	0	0	145
	<u>475</u>	<u>3,125</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,600</u>

State Street

Main Street to Allen Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Federal	0	5,207	0	0	0	5,207
General Debt	0	1,330	0	0	0	1,330
Monroe County Traffic	0	50	0	0	0	50
Water Debt	0	2,171	0	0	0	2,171
	0	8,758	0	0	0	8,758

Street Planning & Design

Staff time for design and construction of street improvement program.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	77	77	77	77	77	385
	277	277	277	277	277	1,385

T-2

Street Rehabilitation

Breck Street

Curb Replacement with spot sidewalk replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	636	0	0	0	0	636
Monroe County Traffic	2	0	0	0	0	2
Water Cash Capital	2	0	0	0	0	2
	640	0	0	0	0	640

**Gibbs Street and Swan Street
Reconstruction**

Reconstruction from East Avenue to East Main Street

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	400	0	0	0	400
General Debt	0	0	0	2,500	0	2,500
	0	400	0	2,500	0	2,900

Milling & Resurfacing Program

Milling and resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	250	250	250	250	250	1,250
General Debt	2,596	2,817	2,901	2,990	4,100	15,404
Monroe County Traffic	72	74	76	78	78	378
Water Cash Capital	71	73	75	77	79	375
	2,989	3,214	3,302	3,395	4,507	17,407

Pavement Preventive

Milling and resurfacing pavement depth, spot curb improvements, spot sidewalk improvements inclusive of brick pavers, improve the crosswalks, improve existing receiving basins, and adjust water valves.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Federal	6,679	6,892	6,892	5,834	5,834	32,131
General Cash Capital	265	265	265	265	265	1,325
General Debt	1,405	1,641	1,641	1,641	1,641	7,969
Monroe County Traffic	26	14	14	14	14	82
Water Cash Capital	8	4	4	4	4	24
	8,383	8,816	8,816	7,758	7,758	41,531

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
CDBG	200	400	400	400	400	1,800
General Cash Capital	250	250	250	250	300	1,300
General Debt	2,989	3,079	3,171	3,267	3,365	15,871
Monroe County Traffic	58	60	62	64	64	308
Water Debt	748	770	793	817	842	3,970
	<u>4,245</u>	<u>4,559</u>	<u>4,676</u>	<u>4,798</u>	<u>4,971</u>	<u>23,249</u>

Waring Road

Waring Road Improvements from Norton Street to Culver Road

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
New York State	167	4,924	0	0	0	5,091
Water Debt	0	1,500	0	0	0	1,500
	<u>167</u>	<u>6,424</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,591</u>

Weaver Street

Street rehabilitation, new curbing, catch basins, sidewalks, and street lighting upgrades

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	2,280	0	0	0	2,280
Monroe County Traffic	0	3	0	0	0	3
Water Debt	0	187	0	0	0	187
	<u>0</u>	<u>2,470</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,470</u>

T-3

Street Surface Treatment

Street Treatment

Rehabilitation of residential, collector, and arterial streets. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	105	108	110	113	436
Local Works Cash Capital	1,104	1,137	1,171	1,173	1,206	5,791
	1,104	1,242	1,279	1,283	1,319	6,227

T-4

Traffic

Pedestrian Safety Action Plan

Improvements to signalized and unsignalized crosswalk locations

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Federal	2,308	0	0	0	0	2,308
	2,308	0	0	0	0	2,308

Traffic Calming

Design and construction of features that improve conditions for non-motorized street users such as speed humps, bump-outs, medians, striping, etc.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	188	219	226	232	238	1,103
	188	219	226	232	238	1,103

T-5

Sidewalk Maintenance

Hazardous Sidewalk Remediation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Local Works Cash Capital	1,629	3,208	3,289	3,370	3,471	14,967
Local Works Debt	1,500	0	0	0	0	1,500
	3,129	3,208	3,289	3,370	3,471	16,467

☐ Sidewalk Ramp Installation **Standard Allocation**

Curb improvements and ADA ramps installation on residential streets at high priority locations.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Local Works Cash Capital	332	341	351	361	372	1,757
	332	341	351	361	372	1,757

T-6 **Street Lighting System**

☐ LED Installation and Pole Replacement

Residential fixtures and poles.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	750	750	750	750	750	3,750
	750	750	750	750	750	3,750

☐ Project Uplift

Enhanced street lighting where improvements will add to public safety.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	84	86	88	90	93	441
	84	86	88	90	93	441

☐ Street Lighting - Standard Allocation

Replacement, upgrades and improvement of poles and luminaries.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	143	147	151	155	160	756
	143	147	151	155	160	756

Street Lighting - Street Improvement projects

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

T-7 Bridges and Structures

Bridges - Standard Allocation

Improvements to selected bridges including design services.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	706	727	748	770	790	3,741
	706	727	748	770	790	3,741

Pont-de Rennes Rehabilitation

Structural improvements to extend the life of bridge.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	2,225	2,225	0	0	4,450
	0	2,225	2,225	0	0	4,450

Summary of Funding by Program: Transportation

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
T-1	Arterial Improvements					
Federal	4,367	5,435	926	4,118	0	14,846
General Cash Capital	924	257	1,215	592	200	3,188
General Debt	3,907	4,921	0	1,030	4,770	14,628
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic	39	273	5	0	25	342
New York State	1,300	0	0	0	0	1,300
Water Cash Capital	118	77	189	160	77	621
Water Debt	1,275	3,956	0	1,438	940	7,609
	12,930	15,919	3,335	8,338	7,012	47,534
T-2	Street Rehabilitation					
CDBG	200	400	400	400	400	1,800
Federal	6,679	6,892	6,892	5,834	5,834	32,131
General Cash Capital	765	1,165	765	765	815	4,275
General Debt	7,626	9,817	7,713	10,398	9,106	44,660
Monroe County Traffic	158	151	152	156	156	773
New York State	167	4,924	0	0	0	5,091
Water Cash Capital	81	77	79	81	83	401
Water Debt	748	2,457	793	817	842	5,657
	16,424	25,883	16,794	18,451	17,236	94,788
T-3	Street Surface Treatment					
General Cash Capital	0	105	108	110	113	436
Local Works Cash Cap	1,104	1,137	1,171	1,173	1,206	5,791
	1,104	1,242	1,279	1,283	1,319	6,227

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
T-4	Traffic					
	Federal	2,308	0	0	0	2,308
	General Cash Capital	188	219	226	232	1,103
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		2,496	219	226	232	238
						3,411
T-5	Sidewalk Maintenance					
	Local Works Cash Cap	1,961	3,549	3,640	3,731	16,724
	Local Works Debt	1,500	0	0	0	1,500
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		3,461	3,549	3,640	3,731	3,843
						18,224
T-6	Street Lighting System					
	General Cash Capital	227	233	239	245	1,197
	General Debt	950	950	950	950	4,750
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		1,177	1,183	1,189	1,195	1,203
						5,947
T-7	Bridges and Structures					
	General Cash Capital	706	727	748	770	3,741
	General Debt	0	2,225	2,225	0	4,450
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		706	2,952	2,973	770	790
						8,191

TRANSPORTATION TOTALS

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
CDBG	200	400	400	400	400	1,800
Federal	13,354	12,327	7,818	9,952	5,834	49,285
General Cash Capital	2,810	2,706	3,301	2,714	2,409	13,940
General Debt	12,483	17,913	10,888	12,378	14,826	68,488
Local Works Cash Capital	3,065	4,686	4,811	4,904	5,049	22,515
Local Works Debt	1,500	0	0	0	0	1,500
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic	197	424	157	156	181	1,115
New York State	1,467	4,924	0	0	0	6,391
Water Cash Capital	199	154	268	241	160	1,022
Water Debt	2,023	6,413	793	2,255	1,782	13,266
	<u>38,298</u>	<u>50,947</u>	<u>29,436</u>	<u>34,000</u>	<u>31,641</u>	<u>184,322</u>

2019-20 TO 2023-24 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 waterfronts.

Project Changes

O-1 Port of Rochester

- River Street Roadway & Trail Connector moved to 2021-22.

O-3 Genesee River

- West River Wall Phase III moved to 2021-22.

O-6 Transient Marina Development

- Transient Marina Facilities Phase II moved to 2023-24.

O-1

Port of Rochester

Harbor Management Plan

Dredging at the port along dock wall and marina entrance

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	15	0	0	18	0	33
	<u>15</u>	<u>0</u>	<u>0</u>	<u>18</u>	<u>0</u>	<u>33</u>

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	25	25	25	25	25	125
	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>125</u>

River Street Marina

Improvements and rehabilitation.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	15	15	15	15	15	75
	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>75</u>

River Street Roadway & Trail Connector

River Street extension and trail construction

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	550	0	0	550
	<u>0</u>	<u>0</u>	<u>550</u>	<u>0</u>	<u>0</u>	<u>550</u>

☐ River Street Train Station

Design/construction for reuse.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	100	0	0	0	0	100
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	100	0	0	0	0	100

O-3 Genesee River

☐ West River Wall Phase III Ford Street Bridge to Erie Lakawanna Bridge

Improvements to south wall segment.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	5,900	0	0	5,900
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	0	5,900	0	0	5,900

O-6 Transient Marina Development

☐ Transient Marina Facilities Phase II

Design and construction.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	472	472
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	0	0	0	472	472

Summary of Funding by Program: Public Waterfront

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
O-1 Port of Rochester						
General Cash Capital	155	40	40	58	40	333
General Debt	0	0	550	0	0	550
	155	40	590	58	40	883
O-3 Genesee River						
General Debt	0	0	5,900	0	0	5,900
	0	0	5,900	0	0	5,900
O-6 Transient Marina Development						
General Cash Capital	0	0	0	0	472	472
	0	0	0	0	472	472
PUBLIC WATERFRONT TOTALS						
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
General Cash Capital	155	40	40	58	512	805
General Debt	0	0	6,450	0	0	6,450
	155	40	6,490	58	512	7,255

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

W-2 Water Supply Structures

- Cobbs Hill Fence Rehabilitation is deferred to 2022-23
- Holly Station Related Renovations funding increased in 2019-20

W-1

Distribution System

□ Distribution System Water Main Renewal

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	2,215	2,286	2,360	2,434	2,513	11,808
Water Debt	2,679	2,765	2,853	2,945	3,039	14,281
	<u>4,894</u>	<u>5,051</u>	<u>5,213</u>	<u>5,379</u>	<u>5,552</u>	<u>26,089</u>

□ Holly System

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	133	137	142	146	151	709
	<u>133</u>	<u>137</u>	<u>142</u>	<u>146</u>	<u>151</u>	<u>709</u>

□ Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	560	578	596	615	635	2,984
	<u>560</u>	<u>578</u>	<u>596</u>	<u>615</u>	<u>635</u>	<u>2,984</u>

□ Lead Service Replacement

Replace lead, lead-lined, and galvanized water services to remove any possible sources of lead contamination.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	505	0	0	0	0	505
Water Debt	495	1,032	1,065	1,099	1,136	4,827
	<u>1,000</u>	<u>1,032</u>	<u>1,065</u>	<u>1,099</u>	<u>1,136</u>	<u>5,332</u>

Water Meter Replacement Program

Replacement and modernization of water meters.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	791	816	842	869	897	4,215
	<u>791</u>	<u>816</u>	<u>842</u>	<u>869</u>	<u>897</u>	<u>4,215</u>

Water Security

Securing Water facilities by facility upgrade and access control.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	88	91	94	97	100	470
	<u>88</u>	<u>91</u>	<u>94</u>	<u>97</u>	<u>100</u>	<u>470</u>

W-2 Water Supply Structures

Cobbs Hill Fence Rehabilitation

Project involves recoating the wrought iron Cobbs Hill Reservoir fence that surrounds the perimeter of the reservoir. We anticipate the need to remove the fence and relocate individual sections to an off-site location for sandblasting, cleaning and repainting.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	60	0	60
Water Debt	0	0	0	900	0	900
	<u>0</u>	<u>0</u>	<u>0</u>	<u>960</u>	<u>0</u>	<u>960</u>

Cobbs Hill Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Debt	0	0	700	7,300	0	8,000
	<u>0</u>	<u>0</u>	<u>700</u>	<u>7,300</u>	<u>0</u>	<u>8,000</u>

Conduit Modernization

Modernization of City's water supply system.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Debt	0	930	8,127	0	0	9,057
	0	930	8,127	0	0	9,057

Conduit Valve & Vault Rehabilitation

Funding to support the replacement of valves and vaults.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	125	129	133	137	142	666
	125	129	133	137	142	666

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 improvement is included as is the installation of sidewalks.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	500	500	500	500	500	2,500
	500	500	500	500	500	2,500

Filtration Plant Small Equipment Replacement

Annual allocation for small equipment

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	100	100	103	107	110	520
	100	100	103	107	110	520

Highland Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
New York State	0	0	3,000	0	0	3,000
Water Debt	0	0	4,800	0	0	4,800
	0	0	7,800	0	0	7,800

☐ Holly Station Related Renovations

Periodic upgrades to the station's equipment

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	150	0	0	0	0	150
	150	0	0	0	0	150

☐ Laboratory and SCADA Equipment

Equipment, supplies, and agreements in conformance with accreditation standards

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	50	52	53	55	57	267
	50	52	53	55	57	267

☐ Reservoir Facilities

Annual allocation for upkeep of three reservoirs and Gatehouse facilities

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	50	52	53	55	57	267
	50	52	53	55	57	267

☐ Upland Bridge Rehabilitation

Improvements to the bridges at Hemlock and Canadice

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	400	0	400
	0	0	0	400	0	400

☐ Upland Structures

Improvements to the sites, structures and systems.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	224	231	239	246	254	1,194
	224	231	239	246	254	1,194

Summary of Funding by Program: Water System

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
W-1 Distribution System						
Water Cash Capital	4,292	3,908	4,034	4,161	4,296	20,691
Water Debt	3,174	3,797	3,918	4,044	4,175	19,108
	7,466	7,705	7,952	8,205	8,471	39,799
W-2 Water Supply Structures						
New York State	0	0	3,000	0	0	3,000
Water Cash Capital	1,199	1,064	1,081	1,560	1,120	6,024
Water Debt	0	930	13,627	8,200	0	22,757
	1,199	1,994	7,708	9,760	1,120	31,781
WATER SYSTEM TOTALS						
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
New York State	0	0	3,000	0	0	3,000
Water Cash Capital	5,491	4,972	5,115	5,721	5,416	26,715
Water Debt	3,174	4,727	17,545	12,244	4,175	41,865
	8,665	9,699	25,660	17,965	9,591	71,580

PUBLIC SAFETY

The Public Safety category contains projects that improve the ability of Fire, Police and Emergency Communications Departments to carry out their mission of protecting the public. Equipment replacement is a major component of this category.

Project Changes

P-7 Police Vehicles

- Police vehicles to be funded in FY2019-20 with re-purposed grant funds.

P-1

Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	1,136	1,788	1,254	2,046	6,224
General Debt	1,842	0	0	0	0	1,842
	<u>1,842</u>	<u>1,136</u>	<u>1,788</u>	<u>1,254</u>	<u>2,046</u>	<u>8,066</u>

P-3

Small Equipment

Animal Services Equipment

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Animal Control Cash Capital	15	15	15	15	15	75
	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>75</u>

Firehouse Equipment

Improvement to facilities.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>250</u>

Police Equipment

Police small and SWAT equipment also including body armor, surveillance equipment.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	302	441	387	445	445	2,020
	<u>302</u>	<u>441</u>	<u>387</u>	<u>445</u>	<u>445</u>	<u>2,020</u>

Police Patrol Rifles

Police rifles

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	8	8	8	8	8	40
	8	8	8	8	8	40

Police Tasers

Five year replacement cycle

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	81	81	81	81	81	405
	81	81	81	81	81	405

SCBA Replacement

Firefighter self contained breathing apparatus replacement and parts for improvement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	67	69	71	73	75	355
	67	69	71	73	75	355

Small Equipment - RFD

Scheduled replacement and new purchase of fire suppression equipment

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	413	425	437	450	463	2,188
	413	425	437	450	463	2,188

Small Equipment Detectors - RFD

Scheduled replacement and new purchase of smoke and CO detectors.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
CDBG	55	55	55	55	55	275
	55	55	55	55	55	275

☐ Turnout Gear

An allocation for the provision of fire fighting apparel

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	382	394	406	418	430	2,030
	382	394	406	418	430	2,030

P-5 Technology

☐ Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	162	64	66	68	70	430
	162	64	66	68	70	430

P-6 Fire Motor Equipment

☐ Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	106	89	290	215	164	864
	106	89	290	215	164	864

P-7 Police Motor Equipment

☐ Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	250	2,047	2,069	2,100	2,100	8,566
	250	2,047	2,069	2,100	2,100	8,566

Summary of Funding by Program: Public Safety

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
P-1 Apparatus						
General Cash Capital	0	1,136	1,788	1,254	2,046	6,224
General Debt	1,842	0	0	0	0	1,842
	1,842	1,136	1,788	1,254	2,046	8,066
P-3 Small Equipment						
Animal Control Cash Capital	15	15	15	15	15	75
CDBG	55	55	55	55	55	275
General Cash Capital	1,303	1,468	1,440	1,525	1,552	7,288
	1,373	1,538	1,510	1,595	1,622	7,638
P-5 Technology						
General Cash Capital	162	64	66	68	70	430
	162	64	66	68	70	430
P-6 Fire Motor Equipment						
General Cash Capital	106	89	290	215	164	864
	106	89	290	215	164	864
P-7 Police Motor Equipment						
General Cash Capital	250	2,047	2,069	2,100	2,100	8,566
	250	2,047	2,069	2,100	2,100	8,566

PUBLIC SAFETY TOTALS

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
Animal Control Cash Capital	15	15	15	15	15	75
CDBG	55	55	55	55	55	275
General Cash Capital	1,821	4,804	5,653	5,162	5,932	23,372
General Debt	1,842	0	0	0	0	1,842
	<hr/> 3,733	<hr/> 4,874	<hr/> 5,723	<hr/> 5,232	<hr/> 6,002	<hr/> 25,564

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

- El Camino Trail Connection added in 2020-21
- Josana Trail added in 2020-21

Project Changes

S-4 Recreation

- Spray Park Rehabilitation added in 2020-21

S-1

Trail System

El Camino Trail Connection

Design and construction of trailhead and access improvements to link the N. Clinton Avenue Corridor to the El Camino trail

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	80	0	0	0	80
General Debt	0	0	300	0	0	300
	0	80	300	0	0	380

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	208	214	220	215	220	1,077
	208	214	220	215	220	1,077

Josana Trail

Design and construction of first phase of Josana Rails to Trails.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	375	0	0	0	375
General Debt	0	0	3,500	0	0	3,500
	0	375	3,500	0	0	3,875

Maplewood Park Trail Improvements

Trail improvements to enhance user safety and universal accessibility.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	130	0	0	0	130
General Debt	0	0	1,100	0	0	1,100
	0	130	1,100	0	0	1,230

2019-20 TO 2023-24
Capital Improvement Program

PARKS OPEN SPACE

St. Bernard's Trail Improvements

Trail improvements to correct numerous safety and accessibility issues.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	550	0	0	0	0	550
	550	0	0	0	0	550

S-2

Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	270	123	130	300	177	1,000
	270	123	130	300	177	1,000

Forestry Tree Program

Planting and upkeep of City trees.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	861	886	912	938	963	4,560
	861	886	912	938	963	4,560

S-4

Recreation

Charles Carroll Plaza

City match for Park Reconstruction

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	3,900	0	0	0	0	3,900
	3,900	0	0	0	0	3,900

DRYS General Rehabilitation

Rehabilitation, renovation and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	450	475	475	500	500	2,400
	450	475	475	500	500	2,400

Genesee Valley Park West Improvements

Design and construction of a new park drive, parking, trail connections, picnic shelters, basketball and tennis courts, and landscape enhancements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	400	0	0	0	400
General Debt	0	0	3,200	0	0	3,200
	0	400	3,200	0	0	3,600

Martin Luther King Jr. Memorial Park Phase IV

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main entrance, the amphitheater, the lawn and the berm area.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	400	0	0	0	400
General Debt	0	0	2,000	0	0	2,000
	0	400	2,000	0	0	2,400

Play Apparatus

Rehabilitation, renovation and replacement of recreation and parks facilities play apparatus.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
CDBG	617	250	250	250	250	1,617
General Cash Capital	0	250	250	250	250	1,000
	617	500	500	500	500	2,617

Security Enhancements

Phase II security enhancements at R-Centers; routine improvement and maintenance in future years

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	150	50	51	52	53	356
	150	50	51	52	53	356

Spray Park Rehabilitation

Routine rehabilitation of existing spray park features

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	175	180	186	191	732
	0	175	180	186	191	732

Statue & Monument Repair

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	100	103	106	109	418
	0	100	103	106	109	418

Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	85	143	46	193	73	540
	85	143	46	193	73	540

S-5

Public Market

Public Market Standard Allocation

Routine improvement, replacement and renovation of facilities, systems, and structures.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Public Market Cash Capital	50	52	54	55	56	267
	50	52	54	55	56	267

S-6

Cemeteries

Cemeteries - Facilities

Standard allocation for the general upkeep of cemetery buildings.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	40	45	50	50	50	235
	40	45	50	50	50	235

Cemeteries - Memorialization

Standard allocation for purchase and resale of cemetery memorials and markers, and installation of lettering on community mausoleum and columbarium crypt and niche fronts.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	150	160	170	180	190	850
	150	160	170	180	190	850

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	350	370	390	400	410	1,920
	350	370	390	400	410	1,920

Cemetery Development

Allocation for the design and construction of new interment space.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	0	500	500	600	600	2,200
	0	500	500	600	600	2,200

Mount Hope Cemetery

Fencing Replacement.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	355	618	574	0	0	1,547
	355	618	574	0	0	1,547

Mount Hope Cemetery 1912 Chapel

Level one priority stabilization of Chapel.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	240	0	0	0	0	240
	<u>240</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>240</u>

S-7

Bicycle Enhancement

Bicycle Enhancements Phase 2

Complete the Priority Bicycle Boulevard Network

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	38	0	0	0	0	38
General Debt	0	212	0	0	0	212
New York State	37	213	0	0	0	250
	<u>75</u>	<u>425</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>500</u>

Elmwood Avenue/Collegetown Cycle Track Eastern Extension

Complete final section of the Elmwood Avenue/Collegetown cycle track

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	80	0	0	0	80
General Debt	0	0	420	0	0	420
	<u>0</u>	<u>80</u>	<u>420</u>	<u>0</u>	<u>0</u>	<u>500</u>

Summary of Funding by Program: Parks and Open Space

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
S-1 Trail System						
General Cash Capital	208	799	220	215	220	1,662
General Debt	550	0	4,900	0	0	5,450
	758	799	5,120	215	220	7,112
S-2 Urban Forest						
General Cash Capital	1,131	1,009	1,042	1,238	1,140	5,560
	1,131	1,009	1,042	1,238	1,140	5,560
S-4 Recreation						
CDBG	617	250	250	250	250	1,617
General Cash Capital	685	1,993	1,105	1,287	1,176	6,246
General Debt	3,900	0	5,200	0	0	9,100
	5,202	2,243	6,555	1,537	1,426	16,963
S-5 Public Market						
Public Market Cash Capital	50	52	54	55	56	267
	50	52	54	55	56	267
S-6 Cemeteries						
Cemetery Cash Capital	1,135	1,693	1,684	1,230	1,250	6,992
	1,135	1,693	1,684	1,230	1,250	6,992
S-7 Bicycle Enhancement						
General Cash Capital	38	80	0	0	0	118
General Debt	0	212	420	0	0	632
New York State	37	213	0	0	0	250
	75	505	420	0	0	1,000

Summary of Funding by Program: Parks and Open Space

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
PARKS AND OPEN SPACE TOTALS						
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
CDBG	617	250	250	250	250	1,617
Cemetery Cash Capital	1,135	1,693	1,684	1,230	1,250	6,992
General Cash Capital	2,062	3,881	2,367	2,740	2,536	13,586
General Debt	4,450	212	10,520	0	0	15,182
New York State	37	213	0	0	0	250
Public Market Cash Capital	50	52	54	55	56	267
	<u>8,351</u>	<u>6,301</u>	<u>14,875</u>	<u>4,275</u>	<u>4,092</u>	<u>37,894</u>

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

New Projects

E-3 Neighborhood Development

- Project Phoenix is added in 2019-20

E-6 Environmental Compliance & Remediation

- 584 Smith Street is added in 2019-20
- Former Piehler Pontiac Site clean-up is added in 2019-20

Project Changes

E-6 Environmental Compliance & Remediation

- Investigation and Remediation – Andrews Street is deferred to 2020-21
- Investigation and Remediation – Emerson Street landfill is deferred to 2020-21

E-2 Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	62	64	66	68	70	330
	62	64	66	68	70	330

E-3 Neighborhood Development

Bull's Head

Land acquisition and commercial development.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	500	2,500	2,500	2,300	500	8,300
General Debt	1,000	1,000	0	0	0	2,000
	1,500	3,500	2,500	2,300	500	10,300

Marketview Heights URDP

Implementation of the Marketview Heights Urban Renewal District Plan, including but not limited to, acquisition and demolition activities for redevelopment purposes.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	487	180	0	0	0	667
	487	180	0	0	0	667

Project Phoenix

Rehab assistance in partnership with workforce development program and the Land Bank.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

E-4

Land Acquisition

Acquisition/Economic Development

Purchase land/sites for development or other purposes

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	1,000	1,000	1,000	1,000	1,000	5,000
	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>5,000</u>

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
CDBG	1,400	1,400	1,400	1,400	1,400	7,000
General Cash Capital	1,150	750	750	750	750	4,150
	<u>2,550</u>	<u>2,150</u>	<u>2,150</u>	<u>2,150</u>	<u>2,150</u>	<u>11,150</u>

E-6

Environmental Compliance and Remediation

584 Smith Street

Soil Vapor Intrusion Assessment & Mitigation

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	100	0	0	0	0	100
	<u>100</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100</u>

Bull's Head

Post-Demolition Investigation

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	400	1,500	0	1,900
	<u>0</u>	<u>0</u>	<u>400</u>	<u>1,500</u>	<u>0</u>	<u>1,900</u>

Former Piehler Pontiac Site

NYSDEC Brownfield Cleanup: Lake Avenue

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	0	50
General Debt	0	300	0	0	0	300
	50	300	0	0	0	350

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, environmental compliance, energy & sustainability projects, storm water permit and inspection services, waste management, asbestos project oversight, laboratory analytical testing, federal and state grant matches.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	641	623	628	641	623	3,156
General Debt	0	900	0	0	0	900
	641	1,523	628	641	623	4,056

Investigation and Remediation - Andrews Street

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	150	0	0	0	150
	0	150	0	0	0	150

Investigation and Remediation - Emerson Street Landfill

Barrier wall cost and annual ground water monitoring

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	1,000	0	0	0	1,000
	0	1,000	0	0	0	1,000

Investigation and Remediation - Site Management Periodic Review Reports

Compliance report required by the NYSDEC for contaminated sites which have undergone environmental cleanup and received a Certificate of Completion from the NYSDEC.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	100	0	100	0	200
	0	100	0	100	0	200

Investigation and Remediation - Vacuum Oil Refinery Site

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	1,500	0	0	0	1,500
	0	1,500	0	0	0	1,500

Tax Delinquent Environmental Review

Screening and ranking assessment

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	60	60	60	60	60	300
	60	60	60	60	60	300

Vacuum Oil BOA Flint Street

Extension & Landscaping.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	1,400	0	0	0	1,400
	0	1,400	0	0	0	1,400

E-7

Housing

Affordable Housing Acquisition and Support

Support and development of affordable housing, city-wide.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	300	300	300	300	1,200
	0	300	300	300	300	1,200

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	450	450	450	450	1,800
	0	450	450	450	450	1,800

Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	285	285	285	285	285	1,425
	285	285	285	285	285	1,425

Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	1,000	1,000	1,000	1,000	1,000	5,000
	1,000	1,000	1,000	1,000	1,000	5,000

Summary of Funding by Program: Economic Development

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
E-2 Downtown Enhancement District						
General Cash Capital	62	64	66	68	70	330
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	62	64	66	68	70	330
E-3 Neighborhood Development						
General Cash Capital	1,037	2,680	2,500	2,300	500	9,017
General Debt	1,000	1,000	0	0	0	2,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	2,037	3,680	2,500	2,300	500	11,017
E-4 Land Acquisition						
CDBG	1,400	1,400	1,400	1,400	1,400	7,000
General Cash Capital	2,150	1,750	1,750	1,750	1,750	9,150
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	3,550	3,150	3,150	3,150	3,150	16,150
E-6 Environmental Compliance and Remediation						
General Cash Capital	751	783	688	801	683	3,706
General Debt	100	5,250	400	1,500	0	7,250
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	851	6,033	1,088	2,301	683	10,956
E-7 Housing						
General Cash Capital	1,285	2,035	2,035	2,035	2,035	9,425
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,285	2,035	2,035	2,035	2,035	9,425

Summary of Funding by Program: Economic Development

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
ECONOMIC DEVELOPMENT TOTALS						
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
CDBG	1,400	1,400	1,400	1,400	1,400	7,000
General Cash Capital	5,285	7,312	7,039	6,954	5,038	31,628
General Debt	1,100	6,250	400	1,500	0	9,250
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	7,785	14,962	8,839	9,854	6,438	47,878

ARTS AND CULTURE

The Arts and Culture category includes funds for cultural improvements to the City.

Project Changes

A-1 Public Art

- Funding for Arts Installation and Enhancement is reflected in 2019-20.

A-1

Public Art

Arts Installation and Enhancements

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	150	150	150	150	150	750
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	150	150	150	150	150	750

Summary of Funding by Program: Arts and Culture

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
A-1 Public Art						
General Cash Capital	150	150	150	150	150	750
ARTS AND CULTURE TOTALS	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>750</u>

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

- Facility Improvements is added in 2019-20.

Project Changes

F-4 Port of Rochester

- Port Elevator Installation and North Entrance Enhancements is deferred to 2020-21

F-5 Joseph A. Floreano Riverside Convention Center

- Building Envelope Repairs Phase II is deferred to 2020-21.
- Building Mechanical Upgrades is deferred to 2023-24.
- Emergency Generator Replacement is deferred to 2023-24.
- Mechanical Phase 4 is deferred to 2023-24

F-1 Blue Cross Arena at Rochester War Memorial

Facility Improvements

Improvements, rehabilitation and renovation of the War Memorial and its building system components.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
War Memorial Cash Capital	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

Facility Improvements - Reserve

Capital improvements to be done in conjunction with facility operator

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
War Memorial Cash Capital	250	250	250	250	250	1,250
	250	250	250	250	250	1,250

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
War Memorial Cash Capital	0	0	0	650	0	650
	0	0	0	650	0	650

F-2 High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	75	77	79	79	80	390
	75	77	79	79	80	390

F-3 Soccer Stadium

Soccer Stadium

Structural and building improvements

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

F-4 Port of Rochester

Marina Facilities

Improvements, rehabilitation and renovation.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Port Elevator Installation and North Entrance Enhancements

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	750	0	0	0	750
	0	750	0	0	0	750

Port of Rochester Terminal Building

General improvements, rehabilitation/renovation at Port Terminal Building.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Port of Rochester Terminal Building Roof

Roof restoration and replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	266	0	0	0	266
	0	266	0	0	0	266

F-5

Joseph A. Floreano Riverside Convention Center

Building Envelope Improvements Phase II

Masonry, metal panel, concrete and related envelope improvements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	400	0	0	0	400
	0	400	0	0	0	400

Building Facilities Improvements

Improvements and renovation of the Convention Center.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	0	1,172	0	1,172
	0	0	0	1,172	0	1,172

Elevator Modernization

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	100	0	0	0	0	100
	100	0	0	0	0	100

Emergency Generator Replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	412	412
	0	0	0	0	412	412

Escalator Modernizations

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
New York State	0	3,300	0	0	0	3,300
	<u>0</u>	<u>3,300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,300</u>

Mechanical Phase 4

RRCC lighting controls, domestic hot water heating system

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	460	0	460
	<u>0</u>	<u>0</u>	<u>0</u>	<u>460</u>	<u>0</u>	<u>460</u>

Summary of Funding by Program: Public Facilities

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
F-1 Blue Cross Arena at Rochester War Memorial						
War Memorial Cash Capital	450	450	450	1,100	450	2,900
	-----	-----	-----	-----	-----	-----
	450	450	450	1,100	450	2,900
F-2 High Falls District						
General Cash Capital	75	77	79	79	80	390
	-----	-----	-----	-----	-----	-----
	75	77	79	79	80	390
F-3 Soccer Stadium						
General Cash Capital	100	100	100	100	100	500
	-----	-----	-----	-----	-----	-----
	100	100	100	100	100	500
F-4 Port of Rochester						
General Cash Capital	65	331	65	65	65	591
General Debt	0	750	0	0	0	750
	-----	-----	-----	-----	-----	-----
	65	1,081	65	65	65	1,341
F-5 Joseph A. Floreano Riverside Convention Center						
General Cash Capital	170	470	70	530	482	1,722
General Debt	0	0	0	1,172	0	1,172
New York State	0	3,300	0	0	0	3,300
	-----	-----	-----	-----	-----	-----
	170	3,770	70	1,702	482	6,194

Summary of Funding by Program: Public Facilities

PUBLIC FACILITIES TOTALS

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
General Cash Capital	410	978	314	774	727	3,203
General Debt	0	750	0	1,172	0	1,922
New York State	0	3,300	0	0	0	3,300
War Memorial Cash Capital	450	450	450	1,100	450	2,900
	<u>860</u>	<u>5,478</u>	<u>764</u>	<u>3,046</u>	<u>1,177</u>	<u>11,325</u>

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-2 Operations Center Complex

- Westside Garage replacement is added in 2020-21

M-3 Central Library Facilities

- Lincoln Branch Library added in 2019-20

M-4 Recreation and Parks Facilities

- Edgerton R-Center is added in 2020-21
- GVP Ice Rink Building Exterior Repairs is added in 2019-20
- Carter Street R-Center Exhaust Hood & Fire Suppression is added in 2019-20

M-7 Garages

- Stone Street wing of South Avenue Garage is added in 2020-21

M-8 Public Safety Facilities

- Funding is provided for facilities improvements at Police Facilities, Fire stations, and Emergency Communications Building.

Project Changes

M-4 Recreation and Parks Facilities

- Carter Street R-Center Interior Upgrades deferred to 2021-22.
- Carter Street R-Center Gymnasium is deferred to 2020-21.
- Danforth R-Center Upgrades is deferred to 2021-22.
- Edgerton R-Center Improvements is deferred to 2019-20.
- GVP Marina Roof is deferred to 2022-23.
- Marketview Lodge Renovation is deferred to 2022-23.
- Norton Village Center Repairs is deferred to 2022-23.

M-6 General Rehabilitation

- 414 Andrews Street Various Improvements is deferred to 2020-21.

M-8 Public Safety Facilities

- Broad & Allen Firehouse Upgrades is deferred to 2020-21.
- Goodman Firehouse Upgrades is deferred to 2021-22
- Chesnut Firehouse Upgrades is deferred to 2022-23
- Wisconsin Firehouse Upgrades is pulled in from 2022-23 to 2019-20

M-1

City Hall

City Hall Annual Allocation

Improvements and replacements of building systems and components.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	100	103	105	105	105	518
	<u>100</u>	<u>103</u>	<u>105</u>	<u>105</u>	<u>105</u>	<u>518</u>

City Hall Building Historic Window Replacement

Historic window replacement.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	583	638	700	747	2,668
	<u>0</u>	<u>583</u>	<u>638</u>	<u>700</u>	<u>747</u>	<u>2,668</u>

M-2

Operations Center Complex

CVMF Building 100 Restroom

Renovations

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	97	0	0	97
Local Works Cash Capital	0	0	146	0	0	146
Refuse Cash Capital	0	0	146	0	0	146
	<u>0</u>	<u>0</u>	<u>389</u>	<u>0</u>	<u>0</u>	<u>389</u>

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

CVMF Building 200

Office restroom

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	111	111
Local Works Cash Capital	0	0	0	0	110	110
	0	0	0	0	221	221

CVMF Building 200 Redundant Network Frame Room

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	174	0	0	0	174
Local Works Cash Capital	0	90	0	0	0	90
Refuse Cash Capital	0	150	0	0	0	150
	0	414	0	0	0	414

CVMF Building 200 Rooftop Unit

Replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	26	0	0	0	26
Local Works Cash Capital	0	37	0	0	0	37
Refuse Cash Capital	0	37	0	0	0	37
	0	100	0	0	0	100

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	214	0	0	214
Local Works Cash Capital	0	0	268	0	0	268
Refuse Cash Capital	0	0	268	0	0	268
	0	0	750	0	0	750

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

CVMF Complex Security

Security upgrade for entire complex

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	198	0	0	0	198
	0	198	0	0	0	198

CVMF Complex Storm & Sanitary Sewer Improvements

System improvements throughout CVMF complex.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	188	0	0	188
Local Works Cash Capital	0	0	234	0	0	234
Refuse Cash Capital	0	0	234	0	0	234
	0	0	656	0	0	656

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	5	5	5	5	5	25
Local Works Cash Capital	20	20	20	20	20	100
Refuse Cash Capital	20	20	20	20	20	100
Water Cash Capital	20	20	20	20	20	100
	65	65	65	65	65	325

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	102	109	111	116	120	558
Local Works Cash Capital	65	65	66	67	68	331
Refuse Cash Capital	65	65	66	67	68	331
	<u>232</u>	<u>239</u>	<u>243</u>	<u>250</u>	<u>256</u>	<u>1,220</u>

Westside Garage

Replacement.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Refuse Debt	0	6,631	0	0	0	6,631
	<u>0</u>	<u>6,631</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,631</u>

M-3 Library Facilities

Arnett Branch Library

Roof restoration/warranty extension

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	0	0	159	0	0	159
	<u>0</u>	<u>0</u>	<u>159</u>	<u>0</u>	<u>0</u>	<u>159</u>

B & L Library Heat Pump Replacement

Heat pump replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	60	60	60	60	60	300
	<u>60</u>	<u>60</u>	<u>60</u>	<u>60</u>	<u>60</u>	<u>300</u>

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

■ Bausch & Lomb Roof Replacement

Roof replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	0	0	370	0	0	370
	0	0	370	0	0	370

■ Branch Facilities Annual Allocation

Standard allocation

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	50	52	52	54	56	264
	50	52	52	54	56	264

■ Central Library Annual Allocation

Standard allocation.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	88	90	90	92	94	454
	88	90	90	92	94	454

■ Lincoln Branch Library

Renovation

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	60	0	150	0	0	210
	60	0	150	0	0	210

■ Winton Branch Library

Various renovations

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	0	0	0	1,256	0	1,256
	0	0	0	1,256	0	1,256

M-4 Recreation and Parks Facilities

Adams Street R-Center

Building and site renovations with RCSD

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	120	0	0	120
	0	0	120	0	0	120

Carter Street R-Center

Interior upgrades.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	550	0	550
	0	0	0	550	0	550

Carter Street R-Center Exhaust Hood and Fire Suppression

Installation

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	103	0	0	0	0	103
	103	0	0	0	0	103

Carter Street R-Center Gymnasium

Roof replacement.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	269	0	0	269
	0	0	269	0	0	269

Carter Street R-Center Roof

Roof replacement.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	437	0	0	437
	0	0	437	0	0	437

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

Clinton-Baden R-Center

Building and site renovations with RCSD

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	120	0	120
	<u>0</u>	<u>0</u>	<u>0</u>	<u>120</u>	<u>0</u>	<u>120</u>

Danforth R-Center

Window replacements, gym stage lighting and ceiling replacement.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	657	0	0	657
	<u>0</u>	<u>0</u>	<u>657</u>	<u>0</u>	<u>0</u>	<u>657</u>

Edgerton R-Center

Interior and exterior improvements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	450	0	0	0	0	450
General Debt	0	3,500	0	0	0	3,500
	<u>450</u>	<u>3,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,950</u>

Flint Street R-Center

Building and site renovations.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	130	0	0	0	0	130
	<u>130</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>130</u>

Frederick Douglass R-Center

Building and site renovations with RCSD

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	150	0	0	0	150
	<u>0</u>	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>

GVP Ice Rink Building Exterior Repairs

Combine with roof and deck replacements

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	531	0	0	0	0	531
	531	0	0	0	0	531

GVP Ice Rink Convection Heater

Replacements

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	105	0	0	105
	0	0	105	0	0	105

GVP Marina Building Roof

Replacement.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	185	185
	0	0	0	0	185	185

Marketview Lodge

R-Center renovation

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	141	141
	0	0	0	0	141	141

Norton Village Center

HVAC and electrical replacements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	473	473
	0	0	0	0	473	473

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

☐ Parks Operations Center

Roof replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	575	0	0	0	575
	0	575	0	0	0	575

☐ Roxie Ann Sinkler R-Center

Renovations and air conditioning

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	0	0	762	762
	0	0	0	0	762	762

M-5 Water Facilities

☐ Felix Street HVAC

HVAC & plumbing improvements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	38	38	0	0	0	76
	38	38	0	0	0	76

☐ Hemlock Operations Center

Hemlock Operations vehicle storage and office building upgrades

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	0	60	540	0	0	600
	0	60	540	0	0	600

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

☐ Parking Lot Improvements

Sealing & striping of lots on a semi annual basis

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	30	0	30
	<u>0</u>	<u>0</u>	<u>0</u>	<u>30</u>	<u>0</u>	<u>30</u>

M-6 **General Rehabilitation**

☐ 414 Andrews Street Various Improvements

Windows, Masonry, Interior improvements

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	450	0	0	0	450
	<u>0</u>	<u>450</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>450</u>

☐ Asbestos Management

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	87	87	90	90	90	444
	<u>87</u>	<u>87</u>	<u>90</u>	<u>90</u>	<u>90</u>	<u>444</u>

☐ Facility Improvements

Improvements to various City facilities (including 965 Maple Street)

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	1,800	0	0	0	0	1,800
	<u>1,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,800</u>

General Rehabilitation

Renovation, rehabilitation and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	400	400	400	400	400	2,000
	400	400	400	400	400	2,000

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	44	46	48	48	50	236
	44	46	48	48	50	236

Large Parking Lot Program

General rehabilitation to City owned parking lots.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	201	50	177	0	0	428
	201	50	177	0	0	428

Roof Improvement Allocation

Annual allocation for roof repairs.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	80	82	84	84	84	414
	80	82	84	84	84	414

M-7

Garages

Broad Street Tunnel

Underground parking

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Parking Cash Capital	0	200	400	0	0	600
Parking Debt	0	0	0	4,900	0	4,900
	0	200	400	4,900	0	5,500

Garage Elevator Program

Comprehensive elevator rehabilitation program.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Parking Debt	0	750	0	0	0	750
	0	750	0	0	0	750

Garage Improvement Program

Annual parking garage evaluation and improvement program.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Parking Cash Capital	905	1,080	760	1,198	1,200	5,143
Parking Debt	0	0	0	0	0	0
	905	1,080	760	1,198	1,200	5,143

Garage Revenue Control Equipment

Replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Parking Cash Capital	100	0	0	0	0	100
	100	0	0	0	0	100

South Avenue Garage Upgrades

Supplemental P/T and improvements, new revenue control.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Parking Cash Capital	1,163	781	1,235	1,281	825	5,285
	<u>1,163</u>	<u>781</u>	<u>1,235</u>	<u>1,281</u>	<u>825</u>	<u>5,285</u>

Stone Street Garage

Stone Street Wing of South Avenue Garage

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Parking Debt	1,713	628	708	846	709	4,604
	<u>1,713</u>	<u>628</u>	<u>708</u>	<u>846</u>	<u>709</u>	<u>4,604</u>

M-8 Public Safety Facilities

Animal Services - Shelter Construction

Improvements to Animal Services Shelter

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	0	0	1,700	1,700
Private Funding	0	0	0	0	1,000	1,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,700</u>	<u>2,700</u>

Broad & Allen Firehouse

Kitchen Upgrades, exhaust hood, and fire suppression system installation.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	225	0	0	0	225
	<u>0</u>	<u>225</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>225</u>

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

☐ Chestnut Firehouse

Skylight & window improvements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	0	310	0	310
	0	0	0	310	0	310

☐ Chestnut Firehouse Protectives

Kitchen upgrades, exhaust hood and fire suppression installation.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	350	0	350
	0	0	0	350	0	350

☐ Emergency Communications Facility

Phased facility improvements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	896	0	0	0	896
	0	896	0	0	0	896

☐ Emergency Communications Roof

Roof restoration.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	0	475	0	475
	0	0	0	475	0	475

☐ Fire Facilities

General upkeep of buildings

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

Goodman Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations, flooring, ceiling and painting.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	1,412	0	0	1,412
	0	0	1,412	0	0	1,412

Monroe Avenue Firehouse

Masonry improvements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	172	0	0	0	172
	0	172	0	0	0	172

Police Facilities

Security improvements.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	35	35	35	35	35	175
	35	35	35	35	35	175

Police Section Offices

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	1,000	1,000	1,000	1,000	1,000	5,000
	1,000	1,000	1,000	1,000	1,000	5,000

Public Safety Building Canopy Roof

Replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	150	150
	0	0	0	0	150	150

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

Public Safety Building Generator

Acquisition and Installation of backup generator for Public Safety building.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	2,450	0	0	0	2,450
	0	2,450	0	0	0	2,450

Public Safety Building Lobby Floor

Replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	266	0	0	0	266
	0	266	0	0	0	266

Public Safety Building Standard Allocation

Improvements and replacements of building systems and components.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	155	155	155	155	620
	0	155	155	155	155	620

University Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	0	0	0	0	1,378	1,378
	0	0	0	0	1,378	1,378

University Firehouse Truck Bay

Truck bay alteration

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Debt	342	0	0	0	0	342
	342	0	0	0	0	342

2019-20 TO 2023-24
Capital Improvement Program

MUNICIPAL FACILITIES

Wisconsin Firehouse

Kitchen upgrades, exhaust hood and fire suppression system installation.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	106	0	0	0	0	106
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	106	0	0	0	0	106

Summary of Funding by Program: Municipal Facilities

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
M-1 City Hall						
General Cash Capital	100	103	105	105	105	518
General Debt	0	583	638	700	747	2,668
	100	686	743	805	852	3,186
M-2 Operations Center Complex						
General Cash Capital	107	338	615	121	236	1,417
General Debt	0	174	0	0	0	174
Local Works Cash Capital	85	212	734	87	198	1,316
Refuse Cash Capital	85	272	734	87	88	1,266
Refuse Debt	0	6,631	0	0	0	6,631
Water Cash Capital	20	20	20	20	20	100
	297	7,647	2,103	315	542	10,904
M-3 Library Facilities						
Library Cash Capital	258	202	881	1,462	210	3,013
	258	202	881	1,462	210	3,013
M-4 Recreation and Parks Facilities						
General Cash Capital	1,214	150	1,588	670	799	4,421
General Debt	0	4,075	0	0	762	4,837
	1,214	4,225	1,588	670	1,561	9,258
M-5 Water Facilities						
Water Cash Capital	38	98	540	30	0	706
	38	98	540	30	0	706

Summary of Funding by Program: Municipal Facilities

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
M-6 General Rehabilitation						
General Cash Capital	2,612	665	799	622	624	5,322
General Debt	0	450	0	0	0	450
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	2,612	1,115	799	622	624	5,772
M-7 Garages						
Parking Cash Capital	2,168	2,061	2,395	2,479	2,025	11,128
Parking Debt	1,713	1,378	708	5,746	709	10,254
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	3,881	3,439	3,103	8,225	2,734	21,382
M-8 Public Safety Facilities						
General Cash Capital	191	903	240	590	390	2,314
General Debt	1,342	4,346	2,412	1,785	4,078	13,963
Private Funding	0	0	0	0	1,000	1,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,533	5,249	2,652	2,375	5,468	17,277

Summary of Funding by Program: Municipal Facilities

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
MUNICIPAL FACILITIES TOTALS						
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
General Cash Capital	4,224	2,159	3,347	2,108	2,154	13,992
General Debt	1,342	9,628	3,050	2,485	5,587	22,092
Library Cash Capital	258	202	881	1,462	210	3,013
Local Works Cash Capital	85	212	734	87	198	1,316
Parking Cash Capital	2,168	2,061	2,395	2,479	2,025	11,128
Parking Debt	1,713	1,378	708	5,746	709	10,254
Private Funding	0	0	0	0	1,000	1,000
Refuse Cash Capital	85	272	734	87	88	1,266
Refuse Debt	0	6,631	0	0	0	6,631
Water Cash Capital	58	118	560	50	20	806
	<u>9,933</u>	<u>22,661</u>	<u>12,409</u>	<u>14,504</u>	<u>11,991</u>	<u>71,498</u>

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-3 Technology

- IT Application Upgrades is added in 2019-20

B-1 Office Equipment

Branch Libraries Equipment

Routine replacement of office and public furnishings.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	20	20	22	22	24	108
	20	20	22	22	24	108

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	10	10	10	10	10	50
	10	10	10	10	10	50

Environmental Services - Operations

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
	10	10	10	10	10	50

Environmental Services - Water

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	19	20	20	21	22	102
	19	20	20	21	22	102

Recreation and Youth Services

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	10	20	21	21	22	94
	<u>10</u>	<u>20</u>	<u>21</u>	<u>21</u>	<u>22</u>	<u>94</u>

B-2 Small Equipment

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	40	45	45	45	45	220
	<u>40</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>220</u>

Emergency Communications

Standard allocation for replacement of equipment.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	35	70	35	35	35	210
	<u>35</u>	<u>70</u>	<u>35</u>	<u>35</u>	<u>35</u>	<u>210</u>

Environmental Services

Standard allocation for replacement of equipment.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	63	64	65	66	67	325
Local Works Cash Capital	21	21	22	22	23	109
Refuse Cash Capital	247	253	260	266	272	1,298
Water Cash Capital	60	62	64	66	68	320
	<u>391</u>	<u>400</u>	<u>411</u>	<u>420</u>	<u>430</u>	<u>2,052</u>

Recreation and Youth Services

Standard allocation for replacement of equipment.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	20	35	36	37	38	166
	20	35	36	37	38	166

B-3 Technology

Application Upgrades

Business application upgrades

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	75	75	75	75	75	375
	75	75	75	75	75	375

Branch Libraries Technology

Provision for cyclical replacement of branch IT equipment including computers, servers, large equipment, network/telephony and public use devices.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Library Cash Capital	10	50	45	10	10	125
	10	50	45	10	10	125

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	14	14	15	15	16	74
	14	14	15	15	16	74

Firehouse Security

Installation of swipe card security access to firehouse and security cameras

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	120	0	0	0	0	120
	120	0	0	0	0	120

Future Technology Initiatives and Planning

Staff augmentation for IT roadmap and support/upgrade projects.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	200	200	200	200	800
	0	200	200	200	200	800

Land Management

Scope, purchase, and implement land management solution

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	500	0	0	0	0	500
	500	0	0	0	0	500

Street Pavement Management System

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	99	99	101	103	105	507
	99	99	101	103	105	507

Upland PC's

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

B-4

PSI

IT Roadmap/Legacy Replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	500	500	700	700	2,400
	0	500	500	700	700	2,400

Process and System Improvements (PSI)

HRM/Payroll System

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
	<u>0</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>200</u>

B-5 Business Equipment

Communications - Video Equipment

Appropriation of annual grant from Spectrum.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	5	5	5	5	5	25
	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>25</u>

B-94 Client Technology Solution Support

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	411	450	450	450	450	2,211
	<u>411</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>2,211</u>

Client Services Licenses

Includes licenses for Infrastructure Management tools and selected PC/client access licenses.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>250</u>

2019-20 TO 2023-24
Capital Improvement Program

BUSINESS EQUIPMENT

MS Office

Upgrades

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	500	0	0	0	500
	0	500	0	0	0	500

Printer Consolidation

Replace printers 5 years or older with allowance for new demand

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	250	250	250	250	250	1,250
	250	250	250	250	250	1,250

Recreation Info Management Solution

Replace EZ RecPass

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	100	0	0	0	0	100
	100	0	0	0	0	100

B-96 Network Telecommunications & Security

Data Center Expansion

Software and hardware to expand capacity and support technology changes. Storage replacement required in FY20.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

Disaster Recovery

Add capacity for more applications in the DR site.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Information Security

Classify, protect, manage risk to City information.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

Network Expansion/Refresh

Telecom hardware to expand capacity and support technology changes.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

Telephony Expansion

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

B-97

Security & Surveillance

Body Camera Infrastructure

Expand video storage.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	30	100	0	0	130
	0	30	100	0	0	130

Police Body Worn Cameras

Replacement of body worn cameras and upload systems

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	296	296	296	296	1,184
	0	296	296	296	296	1,184

Video Surveillance

Blue light cameras - overt cameras used to monitor different locations throughout the City

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	50	50	50	50	200
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0	50	50	50	50	200

Video Surveillance Camera Network

Back-end support for the blue light camera system

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	75	400	100	100	100	775
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	75	400	100	100	100	775

Summary of Funding by Program: Business Equipment

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
B-1 Office Equipment						
General Cash Capital	20	30	31	31	32	144
Library Cash Capital	20	20	22	22	24	108
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
Water Cash Capital	19	20	20	21	22	102
	69	80	83	84	88	404
B-2 Small Equipment						
Cemetery Cash Capital	40	45	45	45	45	220
General Cash Capital	118	169	136	138	140	701
Local Works Cash Capital	21	21	22	22	23	109
Refuse Cash Capital	247	253	260	266	272	1,298
Water Cash Capital	60	62	64	66	68	320
	486	550	527	537	548	2,648
B-3 Technology						
General Cash Capital	794	374	376	378	380	2,302
Library Cash Capital	10	50	45	10	10	125
Water Cash Capital	19	19	20	20	21	99
	823	443	441	408	411	2,526
B-4 PSI						
General Cash Capital	0	550	550	750	750	2,600
	0	550	550	750	750	2,600
B-5 Business Equipment						
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

Summary of Funding by Program: Business Equipment

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
B-94 Client Technology Solution Support						
General Cash Capital	811	1,250	750	750	750	4,311
	<u>811</u>	<u>1,250</u>	<u>750</u>	<u>750</u>	<u>750</u>	<u>4,311</u>
B-96 Network Telecommunications & Security						
General Cash Capital	600	600	600	600	600	3,000
	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>3,000</u>
B-97 Security & Surveillance						
General Cash Capital	75	776	546	446	446	2,289
	<u>75</u>	<u>776</u>	<u>546</u>	<u>446</u>	<u>446</u>	<u>2,289</u>
BUSINESS EQUIPMENT TOTALS						
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
Cemetery Cash Capital	40	45	45	45	45	220
General Cash Capital	2,423	3,754	2,994	3,098	3,103	15,372
Library Cash Capital	30	70	67	32	34	233
Local Works Cash Capital	26	26	27	27	28	134
Refuse Cash Capital	252	258	265	271	277	1,323
Water Cash Capital	98	101	104	107	111	521
	<u>2,869</u>	<u>4,254</u>	<u>3,502</u>	<u>3,580</u>	<u>3,598</u>	<u>17,803</u>

2019-20 TO 2023-24 CAPITAL IMPROVEMENT PROGRAM

NON-PUBLIC SAFETY FLEET

The Non-Public Safety Fleet category provides for the replacement of the City's vehicles.

N-1 Motor Equipment

☐ Communications

Vehicle replacement for Communications Department

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	23	0	0	0	0	23
	<u>23</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>23</u>

☐ Department of Recreation and Youth Services

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	131	55	90	76	39	391
	<u>131</u>	<u>55</u>	<u>90</u>	<u>76</u>	<u>39</u>	<u>391</u>

☐ DES Architecture and Engineering

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	0	0	24	25	0	49
	<u>0</u>	<u>0</u>	<u>24</u>	<u>25</u>	<u>0</u>	<u>49</u>

☐ DES Buildings & Parks

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	728	941	711	443	556	3,379
	<u>728</u>	<u>941</u>	<u>711</u>	<u>443</u>	<u>556</u>	<u>3,379</u>

☐ DES Cemeteries

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
Cemetery Cash Capital	126	199	48	172	122	667
	<u>126</u>	<u>199</u>	<u>48</u>	<u>172</u>	<u>122</u>	<u>667</u>

2019-20 TO 2023-24
Capital Improvement Program

NON-PUBLIC SAFETY FLEET

DES Commissioner

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	23	0	36	36	0	95
	<u>23</u>	<u>0</u>	<u>36</u>	<u>36</u>	<u>0</u>	<u>95</u>

DES Equipment Services

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	140	0	83	0	0	223
	<u>140</u>	<u>0</u>	<u>83</u>	<u>0</u>	<u>0</u>	<u>223</u>

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	624	484	469	618	1,283	3,478
Local Works Cash Capital	410	991	1,143	1,484	2,645	6,673
	<u>1,034</u>	<u>1,475</u>	<u>1,612</u>	<u>2,102</u>	<u>3,928</u>	<u>10,151</u>

DES Water

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
Water Cash Capital	749	771	524	312	562	2,918
	<u>749</u>	<u>771</u>	<u>524</u>	<u>312</u>	<u>562</u>	<u>2,918</u>

Neighborhood & Business Development

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
General Cash Capital	23	0	0	0	0	23
	<u>23</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>23</u>

2019-20 TO 2023-24
Capital Improvement Program

NON-PUBLIC SAFETY FLEET

☐ Parking

Fleet replacement

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
Parking Cash Capital	70	68	30	0	34	202
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	70	68	30	0	34	202

☐ Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

<u>Funding Source</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-232</u>	<u>2023-24</u>	<u>TOTAL</u>
Refuse Cash Capital	292	552	540	729	1,230	3,343
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	292	552	540	729	1,230	3,343

Summary of Funding by Program: Non Public Safety Fleet

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
N-1 Motor Equipment						
Cemetery Cash Capital	126	199	48	172	122	667
General Cash Capital	1,692	1,480	1,413	1,198	1,878	7,661
Local Works Cash Capital	410	991	1,143	1,484	2,645	6,673
Parking Cash Capital	70	68	30	0	34	202
Refuse Cash Capital	292	552	540	729	1,230	3,343
Water Cash Capital	749	771	524	312	562	2,918
	<u>3,339</u>	<u>4,061</u>	<u>3,698</u>	<u>3,895</u>	<u>6,471</u>	<u>21,464</u>
NON PUBLIC SAFETY FLEET TOTALS						
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Total</u>
Cemetery Cash Capital	126	199	48	172	122	667
General Cash Capital	1,692	1,480	1,413	1,198	1,878	7,661
Local Works Cash Capital	410	991	1,143	1,484	2,645	6,673
Parking Cash Capital	70	68	30	0	34	202
Refuse Cash Capital	292	552	540	729	1,230	3,343
Water Cash Capital	749	771	524	312	562	2,918
	<u>3,339</u>	<u>4,061</u>	<u>3,698</u>	<u>3,895</u>	<u>6,471</u>	<u>21,464</u>

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for fewer hours than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These "other than full time" positions are aggregated in departmental Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a personnel summary display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, defined as the difference between the allocation actually required for personnel compensation, and that which would be required if every position were filled at all times. Some number of positions are unfilled at any given moment. Vacancy factors differ among units,

based on the size of the unit and the turnover rates experienced.

Personnel resources are approximated in "Employee Years." Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	+1.7
Part Time, Temporary, and Seasonal	+2.3
LESS: Vacancy Allowance	<u>-1.1</u>
	=23.9

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. Here workload requirements change throughout the year (e.g., from Leaf Collection in the fall to Snow and Ice Control in the winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

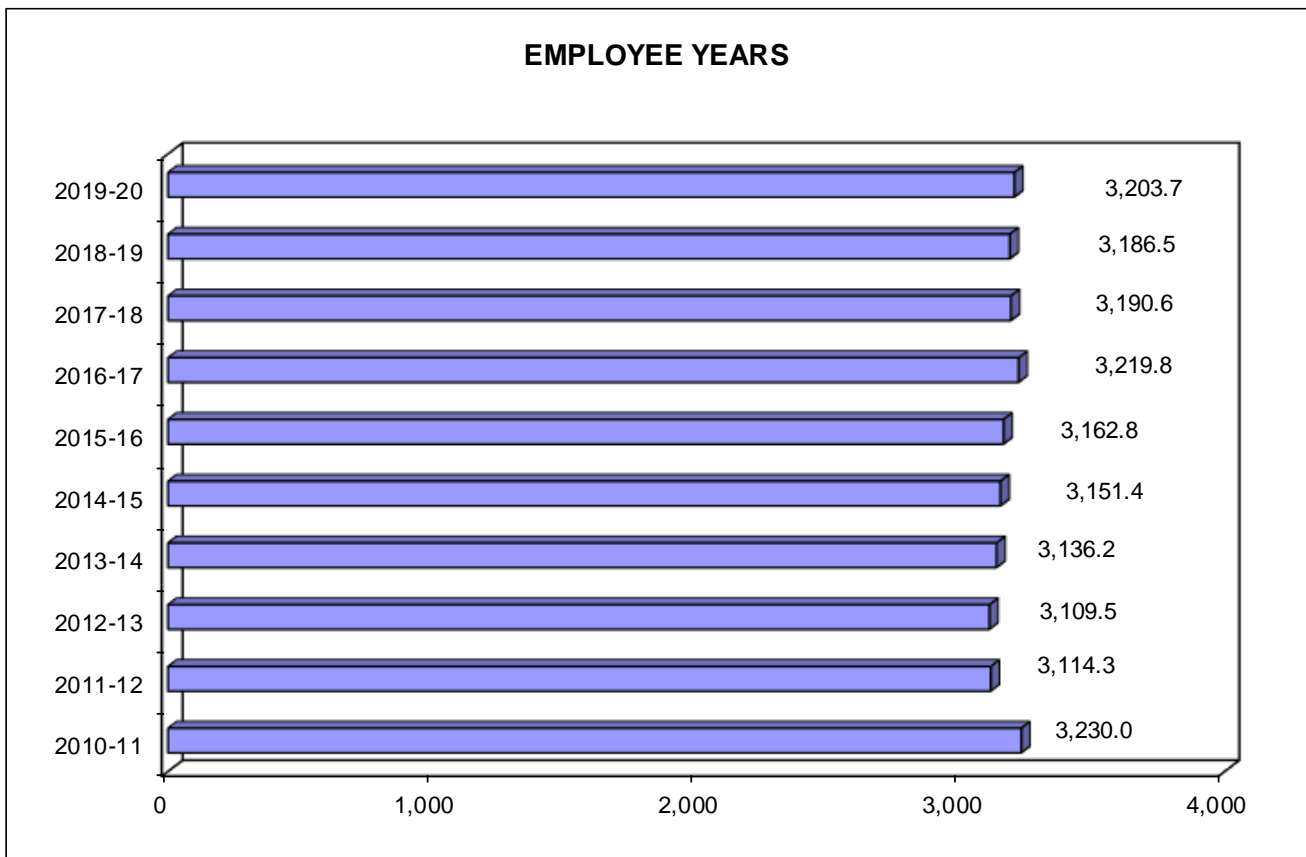
<u>Title</u>	<u>Activities</u>	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	<u>0.9</u>
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget <u>2016-17</u>	Budget <u>2017-18</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
City Council and Clerk	23.3	23.2	23.1	26.4
Administration				
Mayor's Office	28.0	28.0	30.2	44.4
Office of Management & Budget	9.8	8.7	8.5	8.8
Human Resource Management	30.4	30.8	30.9	29.8
Communications	19.4	18.9	19.5	20.0
Law	<u>22.5</u>	<u>21.5</u>	<u>21.5</u>	<u>21.5</u>
	110.1	107.9	110.6	124.5
Information Technology	55.2	54.8	55.4	41.4
Finance				
Director's Office	4.0	4.0	4.0	4.0
Accounting	18.2	17.2	16.2	16.1
Treasury	20.5	18.5	19.4	18.9
Assessment	13.4	13.4	13.4	14.9
Parking Violations & Adjudication	41.7	38.7	37.7	36.0
Purchasing	12.0	11.9	11.8	11.4
Traffic Violations Agency	<u>0.0</u>	<u>0.0</u>	<u>10.6</u>	<u>10.3</u>
	109.8	103.7	113.1	111.6
Neighborhood & Business Development				
Commissioner	9.4	12.6	12.6	14.6
Business & Housing Development	39.1	29.3	29.0	29.0
Planning & Zoning	23.6	0.0	0.0	0.0
Neighborhood Preservation	17.1	17.1	18.1	18.1
Buildings & Zoning	<u>47.7</u>	<u>78.4</u>	<u>77.9</u>	<u>79.9</u>
	136.9	137.4	137.6	141.6
Environmental Services				
Commissioner	54.5	55.7	54.7	55.4
Architecture & Engineering	57.8	56.5	56.5	59.0
Operations	254.4	253.1	254.1	257.0
Buildings & Parks	163.9	162.2	161.3	163.1
Equipment Services	67.2	66.9	65.9	65.9
Water	<u>133.8</u>	<u>137.2</u>	<u>138.2</u>	<u>140.8</u>
	731.6	731.6	730.7	741.2
Emergency Communications	230.4	228.1	226.7	231.1
Police	939.1	939.9	941.7	938.2

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget <u>2016-17</u>	Budget <u>2017-18</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Fire	532.6	520.8	521.5	518.8
Library				
Central Library	95.3	91.2	90.5	91.5
Community Library	<u>44.2</u>	<u>42.2</u>	<u>42.3</u>	<u>42.8</u>
	139.5	133.4	132.8	134.3
Recreation & Youth Services				
Office of the Commissioner	20.2	25.0	25.1	20.1
Recreation	166.8	162.5	154.9	147.6
Youth Services	<u>24.3</u>	<u>22.3</u>	<u>13.3</u>	<u>26.9</u>
	211.3	209.8	193.3	194.6
Total	3,219.8	3,190.6	3,186.5	3,203.7

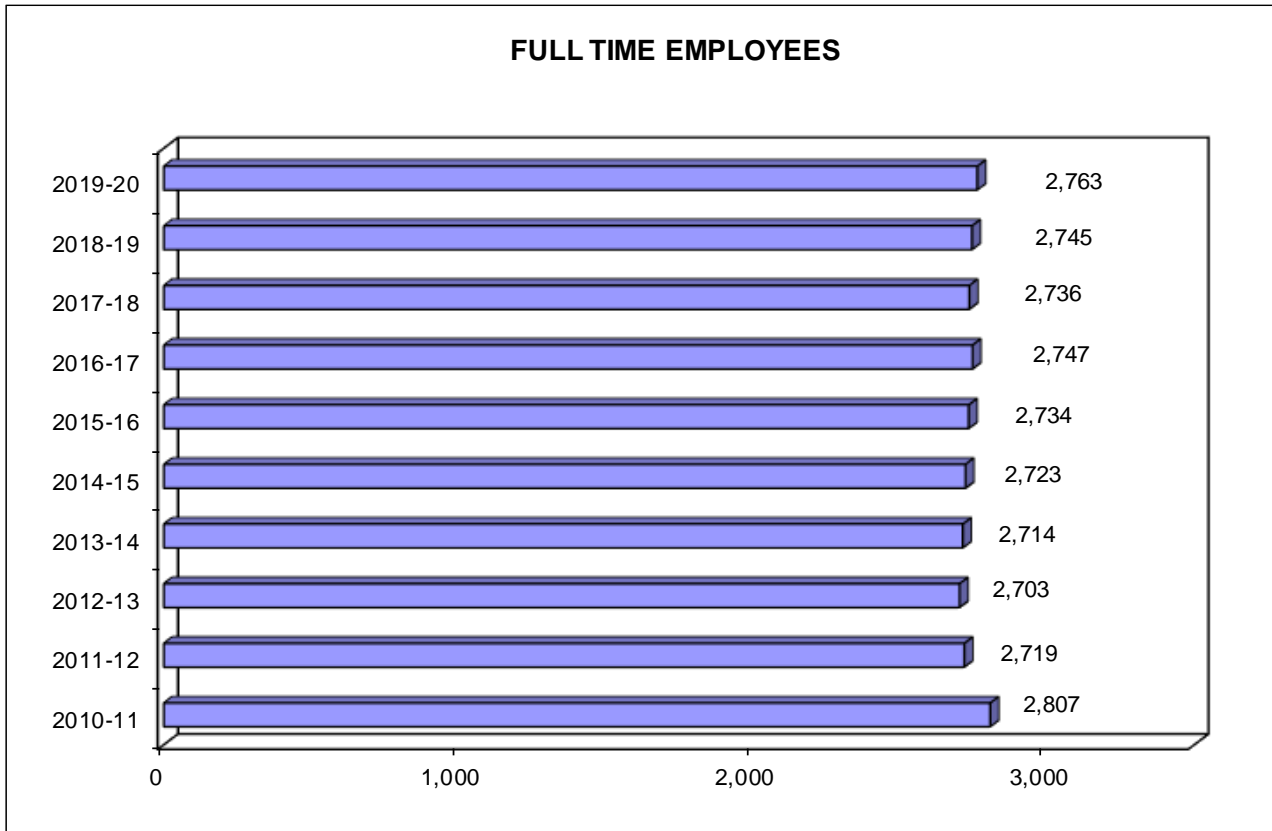


PERSONNEL SUMMARY
PERSONNEL RESOURCES

Full Time Employees	Budget <u>2016-17</u>	Budget <u>2017-18</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
City Council and Clerk	12.0	12.0	12.0	16.0
Administration				
Mayor's Office	25.0	25.0	27.0	42.0
Office of Management & Budget	9.2	8.0	8.0	8.0
Human Resource Management	28.0	28.0	28.0	27.0
Communications	16.0	16.0	17.0	18.0
Law	<u>22.0</u>	<u>21.0</u>	<u>21.0</u>	<u>21.0</u>
	100.2	98.0	101.0	116.0
Information Technology	55.0	55.0	55.0	40.0
Finance				
Director's Office	4.0	4.0	4.0	4.0
Accounting	18.0	17.0	16.0	16.0
Treasury	20.0	18.0	18.0	18.0
Assessment	12.0	12.0	12.0	13.0
Parking Violations & Adjudication	36.0	33.0	32.0	31.0
Purchasing	11.0	11.0	11.0	11.0
Traffic Violations Agency	<u>0.0</u>	<u>0.0</u>	<u>9.0</u>	<u>9.0</u>
	101.0	95.0	102.0	102.0
Neighborhood & Business Development				
Commissioner	8.8	12.0	12.0	14.0
Business & Housing Development	38.0	28.0	28.0	28.0
Planning & Zoning	23.0	0.0	0.0	0.0
Neighborhood Preservation	13.0	13.0	14.0	14.0
Buildings & Zoning	0.0	74.0	74.0	76.0
Inspection & Compliance	<u>44.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	126.8	127.0	128.0	132.0
Environmental Services				
Commissioner	36.0	36.0	35.0	37.0
Architecture & Engineering	57.0	56.0	56.0	58.0
Operations	196.3	195.3	198.0	198.0
Buildings & Parks	127.7	125.7	121.0	122.0
Equipment Services	62.0	61.0	60.0	60.0
Water	<u>122.0</u>	<u>123.0</u>	<u>124.0</u>	<u>125.0</u>
	601.0	597.0	594.0	600.0
Emergency Communications	215.0	214.0	214.0	213.0
Police	850.0	851.0	852.0	850.0

**PERSONNEL SUMMARY
PERSONNEL RESOURCES**

Full Time Employees	Budget <u>2016-17</u>	Budget <u>2017-18</u>	Budget <u>2018-19</u>	Budget <u>2019-20</u>
Fire	502.0	502.0	502.0	504.0
Library				
Central Library	74.8	74.2	74.0	75.5
Community Library	<u>21.2</u>	<u>20.8</u>	<u>23.0</u>	<u>24.5</u>
	96.0	95.0	97.0	100.0
Recreation & Youth Services				
Office of the Commissioner	12.3	13.6	18.6	18.0
Recreation	57.7	58.4	58.4	51.5
Youth Services	<u>18.0</u>	<u>18.0</u>	<u>11.0</u>	<u>20.5</u>
	88.0	90.0	88.0	90.0
Total	2,747.0	2,736.0	2,745.0	2,763.0



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 estimated fringe benefits by Department:

<u>Department</u>	<u>Amount</u>
City Council and Clerk	1,022,500
Administration	5,994,800
Information Technology	2,032,500
Finance	3,955,900
Neighborhood & Business Development	5,872,900
Environmental Services	28,107,300
Emergency Communications	8,213,100
Police	53,008,600
Fire	29,043,000
Library	4,101,300
Recreation & Youth Services	4,994,700
	<u>146,346,600</u>

PERSONNEL SUMMARY
BARGAINING UNITS

Portions of the City's workforce are represented by the following labor organizations:

- American Federation of State, County and Municipal Employees, Local 1635 and 1635P, Full and Part Time Units
- Rochester Police Locust Club, Inc.
- International Association of Firefighters, Local 1071, Uniformed and Non-Uniformed Units
- International Union of Operating Engineers, Local 832-S
- Civil Service Employees Association, Rochester Public Library Part Time Employees Unit, Local 828

In accordance with collective bargaining agreements, employees in the following positions are granted full release time from their regularly scheduled work, with full pay and benefits to perform union duties. These positions and associated salary and benefits are reflected in the appropriate departmental and Undistributed Expenses budgets, and are presented here for informational purposes only.

	Salary plus benefits
	<u>2019-20</u>
<u>AFSCME Local 1635</u>	
<u>Department of Environmental Services</u>	
• Environmental Services Operator I	\$91,400
• Environmental Services Operator I	\$91,400
• Environmental Services Operator I	\$91,400
• Secretary	\$76,000
<u>Rochester Police Locust Club, Inc.</u>	
Police Department	
• Police Investigator	\$141,900
• Police Sergeant	\$142,600
<u>International Association of Firefighters, Local 1071</u>	
Fire Department	
• Lieutenant	<u>\$136,400</u>
Total	\$771,100

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

<u>Labor Organization</u>	<u>Agreement Dates</u>
AFSCME Local 1635 Full Time	July 1, 2017 to June 30, 2022
AFSCME Local 1635 Part Time	July 1, 2015 to June 30, 2020
Rochester Police Locust Club, Inc.	July 1, 2016 to June 30, 2019
International Association of Firefighters, Local 1071, Uniformed	July 1, 2016 to June 30, 2021
International Association of Firefighters, Local 1071, Non-Uniformed	July 1, 2017 to June 30, 2022
International Union of Operating Engineers, Local 832-S	July 1, 2014 to June 30, 2019
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2017 to June 30, 2021

PERSONNEL SUMMARY
SALARY SCHEDULES

July 1, 2019

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, 2019, all positions set forth in this Budget to be in existence for the fiscal year 2019-20 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, 2019, which are not set forth in this Budget shall be abolished effective July 1, 2019 except for positions otherwise prescribed by law.

A handwritten signature in black ink that reads "Lovely A. Warren". The signature is written in a cursive, flowing style.

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

CITY OF ROCHESTER SALARY SCHEDULE

Non-Management Salaried Personnel
Effective July 1, 2019

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	29,420	30,330	31,267	32,261	33,256	34,108	34,800	35,433	36,232
2	30,169	31,101	32,063	33,084	34,108	34,800	35,433	36,232	37,134
3	30,777	31,728	32,709	33,761	34,800	35,433	36,232	37,134	38,094
4	31,336	32,305	33,304	34,372	35,433	36,232	37,134	38,094	38,942
5	32,040	33,033	34,054	35,141	36,232	37,134	38,094	38,942	40,005
6	32,842	33,858	34,905	36,022	37,134	38,094	38,942	40,005	41,009
7	33,699	34,741	35,814	36,951	38,094	38,942	40,005	41,009	42,128
8	34,440	35,506	36,605	37,774	38,942	40,005	41,009	42,128	43,346
9	35,387	36,482	37,610	38,806	40,005	41,009	42,128	43,346	44,675
10	36,272	37,393	38,551	39,783	41,009	42,128	43,346	44,675	46,061
11	37,260	38,411	39,599	40,864	42,128	43,346	44,675	46,061	47,495
12	38,343	39,529	40,751	42,045	43,346	44,675	46,061	47,495	49,148
13	39,519	40,741	42,000	43,338	44,675	46,061	47,495	49,148	50,627
14	40,744	42,004	43,301	44,675	46,061	47,495	49,148	50,627	52,332
15	42,012	43,311	44,651	46,075	47,495	49,148	50,627	52,332	53,924
16	43,464	44,808	46,194	47,671	49,148	50,627	52,332	53,924	55,789
17	44,779	46,165	47,592	49,108	50,627	52,332	53,924	55,789	58,023
18	46,284	47,713	49,190	50,761	52,332	53,924	55,789	58,023	60,407
19	47,690	49,164	50,682	52,307	53,924	55,789	58,023	60,407	62,850
20	49,344	50,868	52,440	54,116	55,789	58,023	60,407	62,850	65,409
21	51,313	52,900	54,536	56,277	58,023	60,407	62,850	65,409	68,122
110	31,680	39,599	40,864	42,128	43,346	44,675	46,061	47,495	48,919
150	35,720	44,651	46,075	47,495	49,148	50,627	52,332	53,924	55,544
170	38,075	47,592	49,108	50,627	52,332	53,924	55,789	58,023	59,766
180	39,351	49,190	50,761	52,332	53,924	55,789	58,023	60,407	62,221
190	40,546	50,682	52,307	53,924	55,789	58,023	60,407	62,850	64,733
200	41,953	52,440	54,116	55,789	58,023	60,407	62,850	65,409	67,368
210	52,900	54,536	56,277	58,023	60,407	62,850	65,409	68,121	70,164

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Weekly and Hourly Personnel
Effective July 1, 2019

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	17.05	17.57	18.12	18.74	19.30	19.72	20.17	20.73	21.27
41	17.61	18.16	18.72	19.30	19.88	20.34	21.10	21.32	22.09
42	18.26	18.82	19.41	20.06	20.74	21.27	21.76	22.50	23.05
51	14.89	15.35	15.81	16.25	16.72	17.06	17.37	17.62	17.93
52	15.09	15.57	16.04	16.56	17.06	17.37	17.62	17.93	18.36
53	15.30	15.77	16.26	16.81	17.37	17.62	17.93	18.36	18.77
54	15.60	16.09	16.58	17.09	17.62	17.93	18.36	18.77	19.19
55	15.87	16.34	16.86	17.44	17.93	18.36	18.77	19.19	19.64
56	16.22	16.72	17.23	17.89	18.36	18.77	19.19	19.64	19.97
57	16.61	17.11	17.65	18.25	18.77	19.19	19.64	19.97	20.73
58	16.95	17.47	18.00	18.60	19.19	19.64	19.97	20.73	21.10
59	17.36	17.90	18.44	19.01	19.64	19.97	20.73	21.10	21.72
60	17.67	18.21	18.77	19.38	19.97	20.73	21.10	21.72	22.21
61	18.25	18.81	19.40	20.05	20.73	21.10	21.72	22.21	22.96
62	18.67	19.24	19.84	20.41	21.10	21.72	22.21	22.96	23.57
63	19.18	19.78	20.38	21.10	21.72	22.21	22.96	23.57	24.27
64	19.67	20.28	20.89	21.59	22.21	22.96	23.57	24.27	24.98
65	20.34	20.96	21.61	22.28	22.96	23.57	24.27	24.98	25.73
66	16.39	16.88	17.43	17.92	18.49	19.64			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	142.70	147.10	151.66					
69	172.40	177.74	183.22	194.91	206.57	218.28	224.77	231.26
70	183.36	189.02	194.71	201.27	207.40	214.57		
71	199.64	206.37	213.08	219.79	226.49	233.21		

**PERSONNEL SUMMARY
SALARY SCHEDULES**

CITY OF ROCHESTER SALARY SCHEDULE

Uniformed Police Personnel
Effective July 1, 2018

Bracket	Step 1	Step 2	Step 3	Step 4	Step 5
90	47,537	58,647	68,988	79,096	83,010
191			89,128	94,533	
92			89,643	95,048	
94			101,369	107,482	
95			114,382	121,281	

Uniformed Fire Personnel
Effective July 1, 2019

Bracket	Start	Step 1A	Step 1B	Step 2	Step 3	Step 4	FI-1	FI-2	FI-3
80	45,173	50,452	55,731	65,559	75,163	78,884	80,462	82,041	85,195
82					86,067	90,324			
84					97,321	102,137			
85					109,818	115,251			

Non-Uniformed Fire Personnel
Effective July 1, 2019

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	46,657	48,100	49,897	51,682	53,494	55,293	57,090	58,890	60,689	62,486
75	48,989	50,504	52,455	54,403	56,352	58,302	60,251	62,201	64,149	66,099
78	52,492	54,116	57,012	59,910	62,805	65,702	68,599	71,495	74,392	77,289

Operating Engineers
Effective July 1, 2018

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	17.92	18.45	19.02	20.35	20.96
150	Asst. HVAC Engineer	26.32	27.12	27.97	29.95	30.87
151	HVAC Engineer	27.39	28.23	29.09	31.17	32.12
152	Lead HVAC Engineer	29.49	30.40	31.32	33.53	34.62
153	Supervising HVAC Engineer	31.76	32.75	33.73	36.11	37.30

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Fixed Salary Rates
Effective July 1, 2019 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	45,876
Council Member*	35,876
Mayor*	149,512
Deputy Mayor	147,879
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 2019. Every four years City Council sets the annual salaries of the Mayor and Councilmembers and provides for a cost of living adjustment for each of the next three years with a 3% annual cap; the last base year set was for calendar 2018. The Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries.

**These positions are not compensated if filled by a City or RG&E employee.

PERSONNEL SUMMARY
SALARY SCHEDULES

CSEA Library Part Time

Effective July 1, 2019

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	22.75	23.45	24.22	24.97	25.47	25.98
Class 5 Truck Driver	N085	18.07	18.63	19.22	19.82	20.21	20.62
Cleaner Library	N015	15.39	15.87	16.38	16.91	17.23	17.56
Clerk II Library	N095	18.52	19.09	19.71	20.33	20.73	21.15
Clerk III with Typing Library	N075	17.64	18.17	18.74	19.34	19.74	20.12
Clerk Typist Library	N035	16.11	16.61	17.12	17.68	18.05	18.39
Digital Media Associate	N145	21.33	21.98	22.73	23.41	23.88	24.37
Duplicating Operator	N065	17.18	17.71	18.27	18.89	19.24	19.63
Graphic Assistant	N145	21.33	21.98	22.73	23.41	23.88	24.37
Historical Researcher	N185	23.58	24.31	25.07	25.85	26.65	27.48
Librarian I	N185	23.58	24.31	25.07	25.85	26.65	27.48
Librarian II	N195	24.96	25.75	26.56	27.40	27.95	28.51
Library Assistant	N145	21.33	21.98	22.73	23.41	23.88	24.37
Mail Room Clerk	N095	18.52	19.09	19.71	20.33	20.73	21.15
Maintenance Worker	N575	17.24	17.77	18.33	18.90	19.48	19.88
Materials Processor	N035	16.11	16.61	17.12	17.68	18.05	18.39
Retrieval Room Aide (7/1-12/30/19)	N304	11.32	11.67	12.04	12.42	12.69	12.96
Retrieval Room Aide (12/31/19 - 6/30/20)	N304	11.80	11.80	12.04	12.42	12.69	12.96
Security Guard Library	N015	15.39	15.87	16.38	16.91	17.23	17.56
Shipping Aide (7/1-12/30/19)	N402	11.32	11.67	12.04	12.42	12.69	12.96
Shipping Aide (12/31/19 - 6/30/20)	N402	11.80	11.80	12.04	12.42	12.69	12.96
Sr. Retrieval Room Aide	N305	15.38	15.86	16.33	16.87	17.19	17.53
Youth Services Assistant	N075	17.64	18.17	18.74	19.34	19.74	20.12
Youth Services Coordinator	N145	21.33	21.98	22.73	23.41	23.88	24.37

PERSONNEL SUMMARY
SALARY SCHEDULES

AFSCME PART TIME

Effective July 1, 2019

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	24.60	25.37	26.14	26.98	27.82
Administrative Analyst	N720	27.11	27.95	28.80	29.73	30.65
Animal Care Tech	P702	14.50	14.95	15.42	15.91	16.40
Animal Care Tech II	P706	15.79	16.28	16.78	17.32	17.85
Auto Aide	P758	16.95	17.47	18.00	18.60	19.19
Cemetery Service Rep	N711	20.47	21.11	21.76	22.45	23.15
Cemetery Worker	P757	16.61	17.11	17.65	18.25	18.77
Cleaner	P701	14.14	14.59	15.03	15.51	15.99
Clerk II	N709	19.44	20.05	20.67	21.32	21.98
Clerk III/Typing	N707	18.52	19.09	19.68	20.30	20.93
Clerk Typist	N703	16.91	17.44	17.97	18.55	19.13
Code Enforcement Inspector	P761	18.25	18.81	19.40	20.05	20.73
Code Enforcement Officer	P721	24.66	25.44	26.21	27.06	27.90
Code Enforcement Officer Trainee	P718	22.26	22.94	23.64	24.41	25.15
Communications Aide	N716	23.88	24.61	25.39	26.19	27.01
Communications Research Assistant	N812	18.43	19.01	19.59	20.22	20.84
Counseling Specialist	N718	25.43	26.21	27.03	27.90	28.75
Dispatcher I/OEC	N715	17.17	21.46	22.15	22.84	23.63
Dispatcher II / OEC	N817	18.31	22.88	23.61	24.35	25.14
Grants Support Associate	N713	21.72	22.39	23.07	23.82	24.54
Ground Equipment Operator	P756	16.22	16.72	17.23	17.89	18.36
Interdepartmental Messenger	N706	18.04	18.60	19.18	19.79	20.40
Maintenance Mechanic	P760	17.67	18.21	18.77	19.38	19.97
Microfilm Equipment Operator	N706	18.04	18.60	19.18	19.79	20.40
Office Automation Specialist	N717	24.60	25.37	26.14	26.98	27.82
Parking Enforcement Officer	P710	17.44	17.98	18.53	19.13	19.72
Parking Equipment Mechanic	P710	17.44	17.98	18.53	19.13	19.72
Police Evidence Tech	P716	23.88	24.61	25.39	26.19	27.01
Principal Engineering Technician	N718	25.43	26.21	27.03	27.90	28.75
Project Assistant	N712	21.07	21.73	22.39	23.09	23.82
Property Conservation Inspector	P718	22.26	22.94	23.64	24.41	25.15
Receptionist Typist	N706	18.04	18.60	19.18	19.79	20.40
Secretary	N711	20.47	21.11	21.76	22.45	23.15
Security Guard	P752	15.09	15.57	16.04	16.56	17.06
Service Representative	N812	18.43	19.01	19.59	20.22	20.84
Service Representative Bil	N812	18.43	19.01	19.59	20.22	20.84
Senior Maintenance Mechanic	P762	18.67	19.24	19.84	20.41	21.10
Senior Maintenance Mechanic Bldg	P765	20.34	20.96	21.61	22.28	22.96
Telecommunicator	N810	15.23	19.04	19.65	20.25	20.84
Veterinary Technician	P710	17.44	17.98	18.53	19.13	19.72
Victim Assistance Counselor	N714	22.39	23.07	23.80	24.54	25.32
Wage & Hour Investigator	N716	23.88	24.61	25.39	26.19	27.01
Water Quality Lab Tech	P720	23.73	24.46	25.20	26.02	26.83

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2019

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	170	24.60	25.37	26.15	26.98	27.82	
Accountant Intern Seasonal	408	14.77	16.52				
Administrative Analyst	200	27.11	27.95	28.82	29.73	30.65	35.93
Administrative Assistant	160	23.88	24.62	25.38	26.19	27.00	30.65
Administrative Secretary	130	21.72	22.39	23.07	23.82	24.55	27.82
Architectural Intern Seasonal	408	14.77	16.52				
Assistant Beach Manager	840	16.97	17.53	17.99			
Assistant Exam Supervisor	462	13.88					
Assistant GIS Technician	030	16.91	17.43	17.97	18.55	19.13	
Assistant Pool Manager	840	16.97	17.53	17.99			
Assistant Summer Program Coordinator	459	12.40					
Assistant Supervisor of Markets	417	17.66	18.25	18.77			
Auto Aide	058	16.95	17.47	18.00	18.60	19.19	19.64
Beach Lifeguard	826	12.38	12.84	13.37			
Beach Lifeguard Captain	836	15.93	16.39	16.93			
Beach Lifeguard Lieutenant	831	14.16	14.62	15.13			
Beach Manager	850	20.97					
Building Maintenance Helper	528	15.09	15.57	16.04	16.56	17.06	
Cemetery Crew Leader	455	14.07					
Cemetery Service Representative	110	20.47	21.10	21.76	22.45	23.14	26.09
Cemetery Worker	578	16.61	17.11	17.65	18.25	18.77	
Cleaner	018	14.15	14.59	15.03	15.51	15.99	
Clerical Aide	350	13.97					
Clerk II	090	19.44	20.04	20.67	21.32	21.98	24.55
Clerk III	070	18.51	19.08	19.68	20.30	20.93	23.14
Clerk IV	030	16.91	17.43	17.97	18.55	19.13	
Clerk Typist	030	16.91	17.43	17.97	18.55	19.13	
College Junior Intern	452	14.77	16.52				
Coordinator Duplicating and Supply	140	22.39	23.08	23.80	24.55	25.31	28.75
Crew Chief Seasonal	360	17.74					
Day Camp Supervisor	460	16.63					
Dispatcher	648	19.67	20.28	20.89	21.59	22.21	24.98
Engineering Intern Seasonal	408	14.77	16.52				
Exam Proctor (7/1/19 - 12/30/19)	358	11.10	11.95	12.70			
Exam Proctor (12/31/19 - 6/30/20)	358	11.80	11.95	12.70			

PERSONNEL SUMMARY SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2019

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Exam Supervisor	460	16.63					
Field Auditor	140	22.39	23.08	23.80	24.55	25.31	28.75
Fire Protection Gear Repairer	298	36.27	37.05	37.84	38.66	39.49	40.34
Firefighter Trainee (7/1/19 - 12/30/19)	354	11.10					
Firefighter Trainee (12/31/19 - 6/30/20)	354	11.80					
Forestry Worker	618	18.25	18.81	19.40	20.05	20.73	
Graduate Intern	463	17.84					
Ground Equipment Operator	362	16.22					
Grounds Worker	451	12.26					
Human Resource Consultant II	210	28.19	29.07	29.97	30.93	31.89	37.43
Interdepartmental Messenger	060	18.04	18.60	19.18	19.79	20.40	
IT Intern	408	14.77	16.52				
Laborer (7/1/19 - 12/30/19)	456	11.57					
Laborer (12/31/19 - 6/30/20)	456	11.80					
Laborer Library (7/1/19 - 12/30/19)	456	11.57					
Laborer Library (12/31/19 - 6/30/20)	456	11.80					
Lead Laborer	455	14.07					
Legislative Aide	160	23.88	24.62	25.38	26.19	27.00	30.65
Legislative Clerk	070	18.51	19.08	19.68	20.30	20.93	23.14
Library Page (7/1/19 - 12/30/19)	401	11.10	11.10	11.10	11.10		
Library Page (12/31/19 - 6/30/20)	401	11.80	11.80	11.80	11.80		
Lifeguard	825	12.00	12.44	12.96			
Lifeguard Captain	835	15.53	15.99	16.53			
Lifeguard Lieutenant	830	13.76	14.22	14.75			
Literacy Aide (7/1/19 - 12/30/19)	403	11.10	11.10	11.74			
Literacy Aide (12/31/19 - 6/30/20)	403	11.80	11.80	11.97			
Maintenance Mechanic	760	17.67	18.21	18.77			
Operations Worker	418	17.61	18.16	18.72	19.30	19.88	
Parks Operations Supervisor	198	19.49	24.37	25.14	25.93	26.83	31.12
Parks Operations Worker	418	17.61	18.16	18.72	19.30	19.88	
Photo Grade I	210	28.19	29.07	29.97	30.93	31.89	37.43
Playground Supervisor (7/1/19 - 12/30/19)	449	11.54					
Playground Supervisor (12/31/19 - 6/30/20)	449	11.80					
Pool Attendant	457	13.20					
Principal Engineering Technician	180	25.43	26.21	27.03	27.89	28.75	33.19
Project Assistant Seasonal	120	21.06	21.72	22.39	23.10	23.82	27.00
Public Safety Aide	445	21.03	21.65	22.27			

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel

Effective July 1, 2019

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Recreation Assistant (7/1/19 - 12/30/19)	815	11.10					
Recreation Assistant (12/31/19 - 6/30/20)	815	11.80					
Recreation Leader	300	19.44	20.04	20.67	21.32	21.98	
Rink Aide (7/1/19 - 12/30/19)	448	11.10					
Rink Aide (12/31/20 - 6/30/20)	448	11.80					
Rink Manager	446	14.54					
School Traffic Officer	459	12.40					
School Traffic Officer II	458	14.44					
Secretary to Commissioner	180	25.43	26.22	27.03	27.89	28.75	33.19
Secretary	110	20.47	21.10	21.76	22.45	23.15	
Security Guard	528	15.09	15.57	16.04	16.56	17.06	
Senior Field Auditor	180	25.43	26.22	27.03	27.89	28.75	33.19
Service Representative	128	18.43	19.00	19.59	20.21	20.84	
Service Representative Bilingual	128	18.43	19.00	19.59	20.21	20.84	
Sr. Maintenance Mechanic/Mason	065	20.34	20.96	21.61	22.28	22.96	23.57
Sr. Operations Worker	062	18.67	19.24	19.84	20.41	21.10	21.72
Sr. Recreation Assistant	810	15.58					
Stock Clerk	068	15.79	16.28	16.78	17.32	17.85	
Summer Program Clerk (7/1/19 - 12/30/19)	303	11.72					
Summer Program Clerk (12/31/19 - 6/30/20)	454	11.72					
Summer Program Clerk (7/1/19 - 12/30/19)	303	11.80					
Summer Program Clerk (12/31/19 - 6/30/20)	454	11.80					
Summer Program Coordinator(7/1/19 - 12/30/19)	325	20.84					
Summer Program Coordinator (12/31/19 - 6/30/20)	338	20.84					
Vending Inspector	359	17.74					
Water Maintenance Worker	598	17.36	17.90	18.44			
Youth Intervention Specialist	180	25.43	26.22	27.03	27.89	28.75	
Youth Worker (7/1/19 - 12/30/19)	400	11.10					
Youth Worker (12/31/19 - 6/30/20)	400	11.80					
Youth Worker (7/1/19 - 12/30/19)	353	11.10					
Youth Worker (12/31/19 - 6/30/20)	353	11.80					



Rochester City School District

131 West Broad Street · Rochester, New York 14614

Phone: (585) 262-8525 · Fax: (585) 262-8381

Board of Education

May 15, 2019

President

Van Henri White

The Honorable Lovely A. Warren

Mayor, City of Rochester

City Hall

30 Church Street

Rochester, NY 14614

Vice President

Cynthia Elliott

Members

Judith Davis

Elizabeth Hallmark

Beatriz LeBron

Willa Powell

Natalie Sheppard

Rochester City Council

City Hall

30 Church Street

Rochester, NY 14614

Interim Superintendent of Schools

Daniel Lowengard

Dear Mayor Warren, President Scott, Vice-President Lightfoot and Councilmembers:

On May 7, 2019 The Rochester City School District's Board of Education adopted a budget of \$931,299,075 to fund the District's operations for the 2019-20 school year.

This year's Rochester City School District Budget continues to support programs, resources, and curriculum to serve students who seek to excel at the highest level. This budget supports our students with exceptional learning opportunities to further develop the hope, talent, and skills they possess. Five goals are the focus of this year's budget:

- Racial Equity
- Providing quality instruction and social emotional support to all students
- Reducing the structural deficit
- Implementing an action plan from the Distinguished Educator's Report
- Increasing graduation success rates

The District's 2019-20 budget closes a \$48 million budget gap through deliberate review and data analysis to identify efficiencies in the areas of human resources and operations. As a result, 295 full time equivalencies (FTE's) were reduced from the District's budget. Although there has been redesign in the way certain services are delivered to students, the District will continue to maintain the level of programs and services for children in grades Pre-K to 12. The budget gap was closed through cost reduction, increased State Aid revenue and the appropriation of Fund Balance.

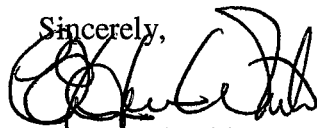
On May 6, 2019, the City sent a letter discussing the need for funding of community schools. As you will see outlined in this letter and the 2019 – 20 budget, the District continues to make community schools a priority.

Additionally, this year's budget continues to support:

- Meaningful Parent Engagement – The Parent Engagement Office will continue supporting community engagement and the Parent University.
- Student Agency and Access – We continue to expand opportunities for student voice and choice through student summits and expanding the District Student Leadership Congress.
- School Climate Transformation will continue to be driven into the fabric and culture of each and every school.
- Powerful Teaching and Learning – We continue working on curriculum expectations outlined by the State Education Department for the Next Generation Learning Standards.
- Employees as Empowered Partners – Hiring and recruiting the appropriate individuals that we need to serve our students is essential.

The proposed 2019-20 budget is fiscally balanced, provides educational opportunities and is based on input from stakeholders across the community and District. We appreciate the City's support for our budget, and the many other ways in which we collaborate to serve Rochester children and families.

Sincerely,



Van Henri White
President Rochester Board of Education



Daniel G. Lowengard
Superintendent of Schools



Rochester City School District Board of Education

Van Henri White, President
Cynthia Elliott, Vice President
Judith Davis
Elizabeth Hallmark
Beatriz LeBron
Willa Powell
Natalie Sheppard



Shanai Lee
District Clerk
(585) 262-8525
Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting: May 7, 2019

Resolution No 2018-19: 827

By Member of the Board Commissioner Hallmark

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2019-20 fiscal year as follows:

General Fund Revenues:

\$ 650,338,042	New York State
\$ 119,100,000	City of Rochester
\$ 2,100,000	Federal Medicaid
\$ 11,033,773	Local
<u>\$ 8,000,000</u>	Appropriated Fund Balance
\$ 790,571,815	Total

General Fund Expenses:

\$ 692,216,061	Operating Expense
\$ 13,286,521	Capital Expenses
<u>\$ 85,069,233</u>	Debt Service
\$ 790,571,815	Total

Grants and Special Aid Revenues:

\$ 116,027,260

Grants and Special Aid Expenses:

\$ 116,027,260

School Food Service Fund Revenues:

\$ 24,700,000

School Food Service Fund Expenses:

\$ 24,700,000

Grand Total Budget:

\$ 931,299,075


**Seconded by Member of the Board Commissioner LeBron
Adopted 6-1 with Commissioner Davis dissenting**

Roll Call Vote


President White	Yes
Vice President Elliott	Yes
Commissioner Davis	No
Commissioner Hallmark	Yes
Commissioner LeBron	Yes
Commissioner Powell	Yes
Commissioner Sheppard	Yes

I, Shanai Lee, Clerk of the Board of Education of the Rochester City School District of the State of New York, do hereby certify that I have compared the attached resolution with the original resolution passed by such Board of Education at a legally convened meeting held on the 7th of May 2019, 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 six of such members voted in favor of such resolution.

IN WITNESS THEREOF, I have hereunto set my hand and the seal of the Rochester City School District on this 9 day of May, 2019.



Shanai Lee, Clerk of the Board of Education

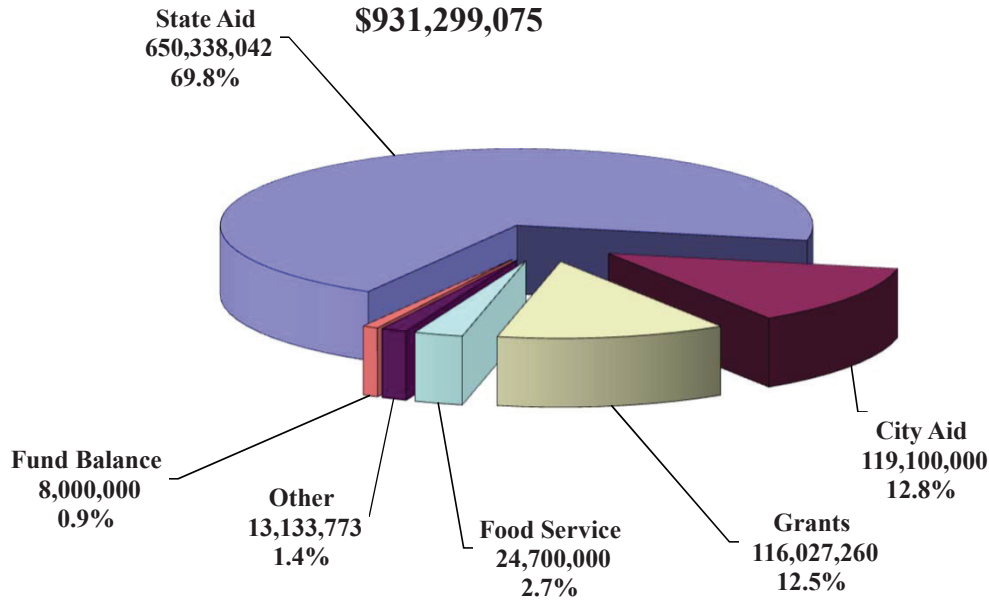
- 
- Revenue and Expenditures Charts
 - Revenue Summary and Analysis
 - Grant Revenue Summary
 - Grant Descriptions
 - Expenditure Summary and Analysis
 - Position Summary
 - Explanation of Changes to the Budget

Districtwide Budget Summary

THIS PAGE INTENTIONALLY LEFT BLANK.

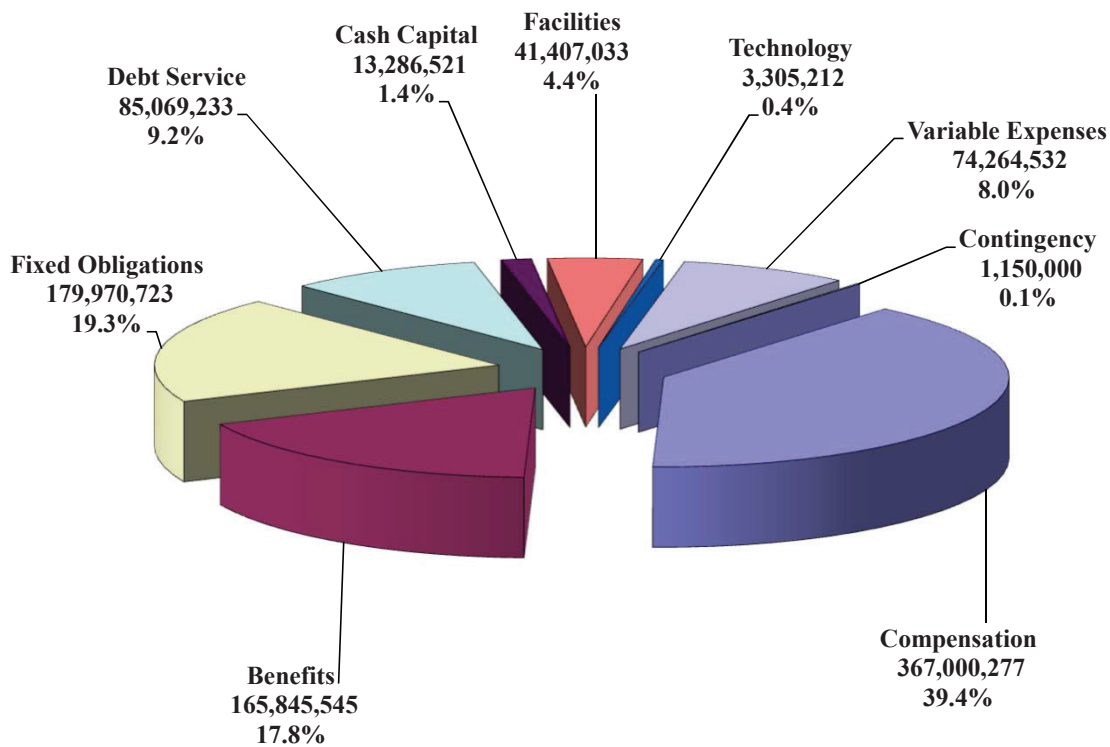
Revenue Summary - All Funds

\$931,299,075



Expenditure Summary - All Funds

\$931,299,075



DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

Revenue Summary (All Funds)

	2017-2018 Actual	2018-2019 Adopted	2018-2019 Amended	2019-2020 Proposed	\$ Variance (Fav/Unfav)
GENERAL FUND					
State Aid					
Foundation Aid	421,578,978	434,491,807	434,491,807	447,476,873	12,985,066
Special Services Aid	10,296,144	8,533,521	8,533,521	10,567,650	2,034,129
Special Education - Public High Cost Aid	9,488,405	9,693,459	9,693,459	9,135,889	(557,570)
Special Education - Private Excess Cost Aid	9,624,927	9,694,524	9,694,524	10,022,267	327,743
Transportation Aid	64,383,725	66,004,354	66,004,354	72,307,139	6,302,785
Computer Hardware Aid	696,839	705,487	705,487	688,882	(16,605)
Textbook Aid	2,004,965	2,043,294	2,043,294	1,980,748	(62,546)
Software Aid	498,670	501,381	501,381	495,170	(6,211)
Library Aid	208,056	209,188	209,188	215,373	6,185
Charter School Transitional Aid	15,142,558	17,828,580	17,828,580	10,741,940	(7,086,640)
Charter School Supplemental Basic Tuition Aid	2,677,330	5,665,000	5,665,000	6,058,000	393,000
Subtotal State Aid	536,600,598	555,370,595	555,370,595	569,689,931	14,319,336
Building Aid	53,715,762	64,025,321	64,025,321	77,578,431	13,553,110
State Aid Adjustments					
Prior Year Aid - \$20M Spin Up Loan Payment	(666,667)	(666,667)	(666,667)	(666,667)	-
Local Share Deduction for Certain Students	(592,770)	(543,653)	(543,653)	(543,653)	-
Subtotal State Aid Adjustments	(1,259,437)	(1,210,320)	(1,210,320)	(1,210,320)	-
Other State Revenues					
Ch 47, 66, 721 Tuition - Alternative Residential	831,882	580,000	580,000	580,000	-
Chapter 348 Tuition - Nonresident Homeless	380,816	500,000	500,000	500,000	-
NYS Legislative Appropriation	1,255,000	1,200,000	1,200,000	1,200,000	-
Incarcerated Youth Aid	1,361,022	2,000,000	2,000,000	2,000,000	-
Subtotal Other State Revenues	3,828,720	4,280,000	4,280,000	4,280,000	-
Total State Revenue	592,885,643	622,465,596	622,465,596	650,338,042	27,872,446
City of Rochester Revenue	119,100,000	119,100,000	119,100,000	119,100,000	-
Federal Medicaid					
Federal - Medicaid	3,215,188	2,100,000	2,100,000	2,100,000	-
Federal Subsidy	15,075	-	-	-	-
Total Federal Medicaid Revenue	3,230,263	2,100,000	2,100,000	2,100,000	-
Other Local Revenue					
Nonresident Tuition	1,150,789	1,067,926	1,067,926	1,067,926	-
Health Services Revenue	936,752	1,750,740	1,750,740	1,750,740	-
Rental and Use of Buildings	203,411	275,000	275,000	275,000	-
Curriculum Based Programs	74,279	35,000	35,000	35,000	-
Sale of Obsolete Equipment	131,357	75,000	75,000	75,000	-
Stop Loss Reimbursement for Self-insurance	733,316	450,000	450,000	850,000	400,000
Legal Awards & Settlements	108,506	-	-	-	-
Prior Years Refunds	1,018,926	200,000	200,000	200,000	-
Student and Other Fees	177,616	60,000	60,000	60,000	-
E-Rate Revenue	577,867	968,285	968,285	968,285	-
Earnings - General Fund Investments	321,627	75,000	75,000	75,000	-
Miscellaneous Revenue	693,976	340,568	340,568	340,568	-
Indirect Costs - Grants	3,030,904	3,284,961	3,284,961	2,567,868	(717,093)
Indirect Costs - Food Services	500,000	500,000	500,000	500,000	-
Earnings - Capital Fund Premium and Interest	-	-	-	-	-
RJSCB QSCB Subsidies & Capitalized Interest	6,830,353	5,837,153	5,837,153	2,268,386	(3,568,767)
Subtotal Other Local Revenue	16,489,678	14,919,633	14,919,633	11,033,773	(3,885,860)
Appropriated Fund Balance for General Fund	17,500,000	20,000,000	20,000,000	8,000,000	(12,000,000)
TOTAL GENERAL FUND REVENUE	749,205,585	778,585,229	778,585,229	790,571,815	11,986,586

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

Revenue Summary (All Funds)

	2017-2018 Actual	2018-2019 Adopted	2018-2019 Amended	2019-2020 Proposed	\$ Variance (Fav/Unfav)
GRANT & SPECIAL AID FUNDS					
State Sources					
Universal Pre-Kindergarten	10,817,450	10,817,450	10,817,450	10,817,450	-
Other State Source Grants	61,130,722	51,707,783	50,665,513	49,647,889	(1,017,624)
Subtotal State Grant Sources	71,948,172	62,525,233	61,482,963	60,465,339	(1,017,624)
Federal Sources					
Formula (Recurring)	33,277,151	38,821,326	40,554,387	42,330,608	1,776,221
One-Time Grants (Competitive)	30,055,595	5,374,920	9,919,207	6,625,007	(3,294,200)
Subtotal Federal Sources	63,332,746	44,196,246	50,473,594	48,955,615	(1,517,979)
Other Local Sources	7,122,294	6,138,871	6,835,120	6,606,306	(228,814)
GRANT & SPECIAL AID FUND REVENUE	142,403,212	112,860,350	118,791,677	116,027,260	(2,764,417)
SCHOOL FOOD SERVICE FUND					
NYS Free & Reduced Price Reimbursement	534,871	600,000	600,000	600,000	-
Federal Free & Reduced Price Reimbursement	19,346,171	20,705,000	20,705,000	20,905,000	200,000
Federal Surplus Food Revenue	1,095,171	1,100,000	1,100,000	1,100,000	-
Summer Food Service Revenue	642,730	850,000	850,000	850,000	-
Other Cafeteria Sales	126,997	100,000	100,000	100,000	-
Miscellaneous Revenue	238,687	100,000	100,000	100,000	-
Federal Flow Through State	1,046,656	1,045,000	1,045,000	1,045,000	-
Subtotal School Food Service Fund	23,031,283	24,500,000	24,500,000	24,700,000	200,000
Appropriation from Food Service Fund Balance	289,374	-	-	-	-
TOTAL SCHOOL FOOD SERVICE FUND	23,320,657	24,500,000	24,500,000	24,700,000	200,000
GRAND TOTAL REVENUE - ALL FUNDS	\$ 914,929,454	\$ 915,945,579	\$ 921,876,906	\$ 931,299,075	\$ 9,422,169

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

REVENUE SUMMARY ANALYSIS	
STATE AID:	2019-20 Proposed Budget
<p>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.</p>	\$447,476,873
<p>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.</p>	\$10,567,650
<p>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.</p>	\$9,135,889
<p>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.</p>	\$10,022,267
<p>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.</p>	\$72,307,139
<p>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.</p>	\$688,882
<p>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.</p>	\$2,691,291
<p>CHARTER SCHOOL TRANSITIONAL AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.</p>	\$10,741,940
<p>CHARTER SCHOOL SUPPLEMENTAL BASIC TUITION AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.</p>	\$6,058,000
<p>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.</p>	\$77,578,431
<p>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.</p>	\$4,280,000
<p>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.</p>	-\$1,210,320

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

REVENUE SUMMARY ANALYSIS	
CITY REVENUES:	
REVENUES FROM THE CITY The City of Rochester funding includes the State funded STAR program.	\$119,100,000
MEDICAID REVENUE The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.	\$2,100,000
OTHER LOCAL REVENUES:	
NON-RESIDENT TUITION FROM OTHER DISTRICTS The district provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.	\$1,067,926
HEALTH SERVICES REVENUE The district provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The district bills these costs back to the student's home districts.	\$1,750,740
RENTAL AND USE OF BUILDINGS This represents the fees charged to various groups for the use of buildings in accordance with district policy.	\$275,000
CURRICULUM BASED PROGRAMS Revenue generated by student curriculum programs such as the Work Experience Program.	\$35,000
SALES OF OBSOLETE EQUIPMENT This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.	\$75,000
STOP LOSS REIMBURSEMENT FOR SELF INSURANCE The District is self-insured for medical, dental, and workers compensation and has secured stop loss insurance policy for medical insurance. The District receives reimbursement for claims in excess of the stop loss limit.	\$850,000
PRIOR YEARS REFUND This revenue accounts for refund of prior year expenditures.	\$200,000
STUDENT AND OTHER FEES This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.	\$60,000
E-RATE REVENUE Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.	\$968,285
EARNINGS - GENERAL FUND INVESTMENTS This revenue from investments is earned by the district's cash management program.	\$75,000
MISCELLANEOUS REVENUE This represents revenues that do not fit in any other categories and are non-recurring.	\$340,568

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

REVENUE SUMMARY ANALYSIS	
<p>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.</p> <p>The School Food Service Fund provides revenue to offset overhead cost incurred by the District in the operation of the Lunch Program. Overhead costs includes supervision, accounting cost, etc.</p>	<p>\$3,067,868</p>
<p>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.</p>	<p>\$2,268,386</p>
<p>APPROPRIATIONS FROM FUND BALANCE An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.</p>	<p>\$8,000,000</p>
<p>GRAND TOTAL GENERAL FUND REVENUE</p>	<p>\$790,571,815</p>

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT REVENUE -Alphabetical Listing

Source	All Grants	2018-2019 Amended Budget	2019-2020 Proposed Budget	\$ Change Fav/(Unfav)
FEDERAL	21ST CENTURY COMM LEARN #9 #22	1,200,000	1,200,000	-
LOCAL	BOSCH FUTURE CITIES 2017 ROLLOVER	7,323	-	(7,323)
STATE	CHILD ABDUCTION PREVENTION ED	9,971	-	(9,971)
FEDERAL	DISCONNECTED YOUTH		133,457	133,457
STATE	EMPIRE STATE AFTER SCHOOL	1,416,000	1,416,000	-
STATE	EMPLOYMENT PREP EDUCATIN (EPE)	3,642,756	3,280,691	(362,065)
STATE	ENCOMPASS ADMINISTRATOR RIY-2	58,000	58,000	-
STATE	EXT SCH DAY/VIOL PREV PRIMARY	350,000	350,000	-
STATE	EXT SCH DAY/VIOL PREV SECONDARY	350,000	350,000	-
STATE	EXTENDED LEARNING TIME	3,445,570	3,445,570	-
STATE	EXTENDED SCHOOL YR (SPED SUMR)	6,100,000	6,100,000	-
LOCAL	GREATER ROCHESTER HEALTH FNDTN	671,236	310,243	(360,993)
FEDERAL	IDEA PRESCHOOL SERV & SEC 619	626,701	598,409	(28,292)
FEDERAL	IDEA PRESCHOOL SET-AIDE	-	74,805	74,805
FEDERAL	IDEA SUPPORT SVC & SECT 611	9,940,746	9,690,746	(250,000)
FEDERAL	IMPACT AID	-	10,000	10,000
LOCAL	KEEPING THE BLUES ALIVE	10,000	-	(10,000)
STATE	LEARNING TECH DISTRICT	200,000	200,000	-
STATE	LIBRARY AUTOMATION	9,341	9,341	-
STATE	LIBRARY OPERATING	93,414	93,414	-
STATE	LIBRARY ROLLOVER AUTOMATION	922	-	(922)
STATE	LIBRARY ROLLOVER OPERATING	4,187	-	(4,187)
STATE	LIBRARY ROLLOVER SUPPLEMENTAL	2,582	-	(2,582)
STATE	LIBRARY SUPPLEMENTAL	47,071	47,071	-
STATE	MCDHS ADMIN SPECIALIST	58,000	58,000	-
FEDERAL	MCKINNEY-VENTO HOMELESS YOUTH	119,654	125,000	5,346
STATE	MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
FEDERAL	MODEL P-20 PARTNERSHIP	-	290,000	290,000
LOCAL	MONROE COUNTY CAREERS PROGRAM	1,022,262	500,000	(522,262)
STATE	MY BROTHER'S KEEPER (FCEP)	104,877	104,877	-
STATE	MY BROTHERS KEEPER CHALLENGE	1,307,954	-	(1,307,954)
STATE	MY BROTHERS KEEPER FELLOWS	11,900	-	(11,900)
STATE	OPTICS @ EAST	459,773	-	(459,773)
FEDERAL	OTDA MAKING A CONNECTION (MAC)	128,559	99,000	(29,559)
FEDERAL	PERKINS IV ADULT CTE	74,843	75,000	157
FEDERAL	PERKINS SECONDARY	450,000	525,000	75,000
STATE	PRE-K 3-YR OLDS EXPANDED (EPK)	11,940,627	-	(11,940,627)
STATE	PRE-K EXPANDED ADDT'L (EPK3)	1,085,853	-	(1,085,853)
STATE	PRE-K UNIVERSAL (UPK)	20,794,914	34,823,720	14,028,806
LOCAL	PRE-SCHOOL CPSE	795,681	819,500	23,819
LOCAL	PRE-SCHOOL ESY	110,000	110,000	-
LOCAL	PRE-SCHOOL EVALUATIONS	840,000	900,000	60,000
LOCAL	PRE-SCHOOL INTEGRATE/HANDICAPD	1,236,000	1,273,080	37,080
LOCAL	PRE-SCHOOL RELATED SERVICES	983,650	1,482,650	499,000
LOCAL	PRE-SCHOOL S.E.I.T.	330,000	339,900	9,900

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT REVENUE -Alphabetical Listing

Source	All Grants	2018-2019 Amended Budget	2019-2020 Proposed Budget	\$ Change Fav/(Unfav)
LOCAL	PRE-SCHOOL SPECIAL CLASS	725,000	759,655	34,655
LOCAL	PRIMARY PROJECT	96,278	96,278	-
LOCAL	PRIMARY PROJECT WFA	-	15,000	15,000
FEDERAL	PTECH - PATHWAYS TO TECH	448,006	453,533	5,527
FEDERAL	RSETACS (SISIS)	505,894	-	(505,894)
STATE	SCHOOL FOR THE DEAF TUITION	2,524,096	2,663,500	139,404
STATE	SCHOOL HEALTH SERVICES	6,292,431	6,292,431	-
FEDERAL	SIG #10	500,000	500,000	-
FEDERAL	SIG #19	500,000	500,000	-
FEDERAL	SIG #44	250,000	250,000	-
FEDERAL	SIG #8	250,000	250,000	-
FEDERAL	SIG IATHS	500,000	500,000	-
FEDERAL	SIG NE	250,000	250,000	-
FEDERAL	SIG RISE	500,000	500,000	-
LOCAL	SKI CLUB #20 WILLMOTT FOUNDTN	7,690	-	(7,690)
STATE	TEACHER CENTERS ROCHESTER	206,224	206,224	-
STATE	TEACHERS OF TOMORROW	901,500	901,500	-
FEDERAL	TITLE I PART A	24,300,000	25,700,000	1,400,000
FEDERAL	TITLE I PART D	-	400,000	400,000
FEDERAL	TITLE IIA EFFECTIVE INSTRUCTION	3,043,572	3,000,000	(43,572)
FEDERAL	TITLE IIB MSP MATH	498,892	-	(498,892)
FEDERAL	TITLE III ELL	668,826	650,000	(18,826)
FEDERAL	TITLE III IMMIGRANT EDUCATION	108,565	-	(108,565)
FEDERAL	TITLE IV STD SPT ACAD ENRICH	799,514	1,700,000	900,486
FEDERAL	TITLE IV STUDENT SUPPORT	3,742,713	-	(3,742,713)
FEDERAL	WIOA - TITLE II - ADULT BASIC ED & LITER	432,109	432,109	-
FEDERAL	WIOA - TITLE II - IELCE	300,000	300,000	-
FEDERAL	WIOA - TITLE II - INCARCERATED	250,000	250,000	-
FEDERAL	WIOA - TITLE II - LITERACY ZONE	85,000	-	(85,000)
FEDERAL	WIOA LITERACY ZONE - EAST	-	124,639	124,639
FEDERAL	WIOA LITERACY ZONE - NORTH	-	124,639	124,639
FEDERAL	WIOA LITERACY ZONE - SOUTH	-	124,639	124,639
FEDERAL	WIOA LITERACY ZONE - WEST	-	124,639	124,639
	TOTAL ALL GRANTS	\$ 118,791,677	\$ 116,027,260	\$ (2,764,417)

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT REVENUE -by Funding Source

STATE GRANTS	2018-2019 Amended Budget	2019-2020 Proposed Budget	\$ Change Fav/(Unfav)
CHILD ABDUCTION PREVENTION ED	9,971	-	(9,971)
EMPIRE STATE AFTER SCHOOL	1,416,000	1,416,000	-
EMPLOYMENT PREP EDUCATIN (EPE)	3,642,756	3,280,691	(362,065)
ENCOMPASS ADMINISTRATOR RIY-2	58,000	58,000	-
EXT SCH DAY/VIOL PREV PRIMARY	350,000	350,000	-
EXT SCH DAY/VIOL PREV SECONDARY	350,000	350,000	-
EXTENDED LEARNING TIME	3,445,570	3,445,570	-
EXTENDED SCHOOL YR (SPED SUMR)	6,100,000	6,100,000	-
LEARNING TECH DISTRICT	200,000	200,000	-
LIBRARY AUTOMATION	9,341	9,341	-
LIBRARY OPERATING	93,414	93,414	-
LIBRARY ROLLOVER AUTOMATION	922	-	(922)
LIBRARY ROLLOVER OPERATING	4,187	-	(4,187)
LIBRARY ROLLOVER SUPPLEMENTAL	2,582	-	(2,582)
LIBRARY SUPPLEMENTAL	47,071	47,071	-
MCDHS ADMIN SPECIALIST	58,000	58,000	-
MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
MY BROTHER'S KEEPER (FCEP)	104,877	104,877	-
MY BROTHERS KEEPER CHALLENGE	1,307,954	-	(1,307,954)
MY BROTHERS KEEPER FELLOWS	11,900	-	(11,900)
OPTICS @ EAST	459,773	-	(459,773)
PRE-K 3-YR OLDS EXPANDED (EPK)	11,940,627	-	(11,940,627)
PRE-K EXPANDED ADDT'L (EPK3)	1,085,853	-	(1,085,853)
PRE-K UNIVERSAL (UPK)	20,794,914	34,823,720	14,028,806
SCHOOL FOR THE DEAF TUITION	2,524,096	2,663,500	139,404
SCHOOL HEALTH SERVICES	6,292,431	6,292,431	-
TEACHER CENTERS ROCHESTER	206,224	206,224	-
TEACHERS OF TOMORROW	901,500	901,500	-
TOTAL STATE GRANTS	\$ 61,482,963	\$ 60,465,339	\$ (1,017,624)

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT REVENUE -by Funding Source

	2018-2019 Amended Budget	2019-20120 Proposed Budget	\$ Change Fav/(Unfav)
FEDERAL GRANTS			
21ST CENTURY COMM LEARN #9 #22	1,200,000	1,200,000	-
DISCONNECTED YOUTH		133,457	133,457
IDEA PRESCHOOL SERV & SEC 619	626,701	598,409	(28,292)
IDEA PRESCHOOL SET-AIDE	-	74,805	74,805
IDEA SUPPORT SVC & SECT 611	9,940,746	9,690,746	(250,000)
IMPACT AID	-	10,000	10,000
MCKINNEY-VENTO HOMELESS YOUTH	119,654	125,000	5,346
MODEL P-20 PARTNERSHIP	-	290,000	290,000
OTDA MAKING A CONNECTION (MAC)	128,559	99,000	(29,559)
PERKINS IV ADULT CTE	74,843	75,000	157
PERKINS SECONDARY	450,000	525,000	75,000
PTECH - PATHWAYS TO TECH	448,006	453,533	5,527
RSETACS (SEIS)	505,894	-	(505,894)
SIG #10	500,000	500,000	-
SIG #19	500,000	500,000	-
SIG #44	250,000	250,000	-
SIG #8	250,000	250,000	-
SIG IATHS	500,000	500,000	-
SIG NE	250,000	250,000	-
SIG RISE	500,000	500,000	-
TITLE I PART A	24,300,000	25,700,000	1,400,000
TITLE I PART D	-	400,000	400,000
TITLE IIA EFFECTIVE INSTRUCTION	3,043,572	3,000,000	(43,572)
TITLE IIB MSP MATH	498,892	-	(498,892)
TITLE III ELL	668,826	650,000	(18,826)
TITLE III IMMIGRANT EDUCATION	108,565	-	(108,565)
TITLE IV STD SPT ACAD ENRICH	799,514	1,700,000	900,486
TITLE IV STUDENT SUPPORT	3,742,713	-	(3,742,713)
WIOA - TITLE II - ADULT BASIC ED & LITER	432,109	432,109	-
WIOA - TITLE II - IELCE	300,000	300,000	-
WIOA - TITLE II - INCARCERATED	250,000	250,000	-
WIOA - TITLE II - LITERACY ZONE	85,000	-	(85,000)
WIOA LITERACY ZONE - EAST	-	124,639	124,639
WIOA LITERACY ZONE - NORTH	-	124,639	124,639
WIOA LITERACY ZONE - SOUTH	-	124,639	124,639
WIOA LITERACY ZONE - WEST	-	124,639	124,639
TOTAL FEDERAL GRANTS	\$ 50,473,594	\$ 48,955,615	\$ (1,517,979)

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT REVENUE -by Funding Source

	2018-2019 Amended Budget	2019-2020 Proposed Budget	\$ Change Fav/(Unfav)
LOCAL GRANTS			
BOSCH FUTURE CITIES 2017 ROLLOVER	7,323	-	(7,323)
GREATER ROCHESTER HEALTH FNDTN	671,236	310,243	(360,993)
KEEPING THE BLUES ALIVE	10,000	-	(10,000)
MONROE COUNTY CAREERS PROGRAM	1,022,262	500,000	(522,262)
PRE-SCHOOL CPSE	795,681	819,500	23,819
PRE-SCHOOL ESY	110,000	110,000	-
PRE-SCHOOL EVALUATIONS	840,000	900,000	60,000
PRE-SCHOOL INTEGRATE/HANDICAPD	1,236,000	1,273,080	37,080
PRE-SCHOOL RELATED SERVICES	983,650	1,482,650	499,000
PRE-SCHOOL S.E.I.T.	330,000	339,900	9,900
PRE-SCHOOL SPECIAL CLASS	725,000	759,655	34,655
PRIMARY PROJECT	96,278	96,278	-
PRIMARY PROJECT WFA	-	15,000	15,000
SKI CLUB #20 WILLMOTT FOUNDTN	7,690	-	(7,690)
TOTAL LOCAL GRANTS	\$ 6,835,120	\$ 6,606,306	\$ (228,814)

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT NAME	DESCRIPTION
<p>21ST CENTURY COMMUNITY LEARNING CENTERS <i>(Federal Funding)</i></p>	<p>Funds from the 21st Century Community Learning Centers (21CCLC) grant are helping to provide diverse services to students and families at Schools #9 and #22. Students receive high quality academic instruction; families can access health, social, and career services; and communities can congregate and share resources to support children. Baden Street Settlement is the 21CCLC lead community partner and delivers support services to both students and families.</p>
<p>DISCONNECTED YOUTH <i>(Federal Funding)</i></p>	<p>The Performance Partnership Pilot of the Disconnected Youth grant provides supports for disadvantaged youth ages 14-24 who face significant barriers on their path to the future. Youth Transition Coordinators from the Center for Youth provide integrated case management to connect these youth with educational and employment opportunities.</p>
<p>EMPIRE STATE AFTERSCHOOL PROGRAM <i>(State Funding)</i></p>	<p>The Empire State Afterschool Program (ESAP) grant increases access to afterschool programs for RCSD families through a network of high quality out-of-school time programs for elementary and secondary students. ESAP delivery locations include Schools #12, #28, #35, #42, #50, Edison Career & Technical HS, Vanguard Collegiate HS, Wilson Commencement Academy, and the Rochester International Academy.</p>
<p>EMPLOYMENT PREPARATION EDUCATION <i>(State Funding)</i></p>	<p>Employment Preparation Education (EPE) State Aid is used to provide services for adults 21 years and older who have not received a high school diploma or its equivalent. EPE funding supports adult education programs including high school equivalency diploma preparation, career education, and ESOL (English for Speakers of Other Languages).</p>
<p>ENCOMPASS: RESOURCES FOR LEARNING / RIY-E2 <i>(State Funding)</i></p>	<p>EnCompass is one of several community partners that make up the network of providers for the Reinvesting in Youth - Educationally Enhanced (RIY-E2) program. RIY-E2 provides diverse supports to youth, ages 11-17, who are involved with law enforcement or the juvenile justice system. RIY-E2 prevents family court placements by fostering stability, building successful and positive relationships, promoting academic growth and success, and facilitating positive engagement with school and community. An RCSD Social Worker/Administrative Assistant supports delivery of RIY-E2. The costs for this Social Worker are shared between EnCompass and MCDHS.</p>
<p>EXTENDED LEARNING TIME <i>(State Funding)</i></p>	<p>The Extended Learning Time grant provides funding to improve student outcomes by adding at least 25% more time to the standard academic calendar schedule. Schools #8, #22, #23, #46, RISE Community School, and the Leadership Academy for Young Men are participants in this grant project. These schools partner with community-based organizations to add 300 hours per year in Extended Learning Time for academic and enrichment activities.</p>
<p>EXTENDED SCHOOL DAY/SCHOOL VIOLENCE PREVENTION <i>(State Funding)</i></p>	<p>RCSD's Extended School Day/School Violence Prevention (ESD/SVP) grants help to create schools that are safe and provide supportive learning environments where all students have access to the social-emotional supports needed to stay in school and graduate. RCSD has two ESD/SVP grants, one provides support to elementary schools, the other to secondary schools.</p>
<p>EXTENDED SCHOOL YEAR / SUMMER SPECIAL EDUCATION <i>(State Funding)</i></p>	<p>Extended School Year (ESY) services are delivered in the summer and support Students with Disabilities as required under the Individuals with Disabilities Education Act (IDEA). ESY helps students maintain the academic, social/behavioral, and communication skills they have learned as part of their IEP. Students who have evidenced substantial regression and recoupment issues during the previous IEP (Individualized Education Program) year are eligible for ESY. The State reimburses RCSD for 80% of ESY program costs; the remaining 20% of costs are funded locally.</p>

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT NAME	DESCRIPTION
GREATER ROCHESTER HEALTH FOUNDATION <i>(Local/Foundation Funding)</i>	The Greater Rochester Health Foundation awards grants to schools that help students develop healthy lifestyles through increased physical activity and good nutrition.
IMPACT AID <i>(Federal Funding)</i>	Impact Aid provides financial assistance to help reimburse school districts for tax revenue lost from federally connected students. RCSD's Impact Aid award is calculated from the number of students who live in federally subsidized, low-rent housing properties.
INDIVIDUALS WITH DISABILITIES EDUCATION ACT (IDEA) <ul style="list-style-type: none"> • SUPPORT SERVICES (SECTION 611) • PRESCHOOL SERVICES (SECTION 619) <i>(Federal Funding)</i>	The Individuals with Disabilities Education Act (IDEA) is a 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 that prepares them for further education, employment, and independent living. These two grants provide funding to assist with the additional educational costs to the District for school-age children (Section 611) and pre-school children (Section 619). 15% of Section 619 preschool funding is set aside as required for non-disabled students. These funds are used to support prevention services, including trauma-informed practices.
LEARNING TECHNOLOGY GRANT <i>(State Funding)</i>	The Learning Technology Grant supports the District's digital transformation efforts by training teachers and administrators in effective use of classroom technology. Through a leveled, professional learning series, teachers learn how to integrate technology into daily instruction and create personalized learning environments that capture student interest. Administrators learn how to lead educational technology initiatives at their schools.
LIBRARY AID <ul style="list-style-type: none"> • AUTOMATION • OPERATING • SUPPLEMENTAL <i>(State Funding)</i>	NYS Formula Aid for School Library Systems facilitates sharing of library resources between public and non-public school libraries. This aid supports automation and database building activities, along with operating costs such as inter-library loan, book delivery, and services for students with special needs. RCSD uses this aid for select library administration salaries and benefits, supplies, materials, system costs, and travel expenses that are related to library operation.
MCKINNEY-VENTO HOMELESS YOUTH <i>(Federal Funding)</i>	The McKinney-Vento Homeless Assistance Act addresses the challenges that homeless students encounter in enrolling, attending, and succeeding in school. States and school districts must ensure that homeless children and youth have equal access to the same free, appropriate public education as other children and youth, including a public preschool education. McKinney-Vento funding helps RCSD provide its students who are experiencing homelessness with the academic and social-emotional supports they need to meet New York State's challenging academic performance standards established for all students.
MENTOR TEACHER INTERNSHIP PROGRAM <i>(State Funding)</i>	The Mentor Teacher Internship Program provides opportunities for experienced mentors to work with beginning teachers to enhance their teaching skills. These productive and satisfying mentoring experiences are designed to increase the likelihood of beginning teachers remaining in the teaching profession.
MODEL P-20 PARTNERSHIP <i>(Federal Funding)</i>	The Model P-20 Partnership for Principal Preparation grant is helping RCSD prepare aspiring principals to take on the challenges of leading high-need schools and increasing student achievement. The District is collaborating with the Bank Street College of Education and the New York City Leadership Academy to design and deliver an in-District principal preparation program.
MONROE COUNTY / CAREERS PROGRAM <i>(Local/Foundation Funding)</i>	The CAREERS program, a collaboration with the Monroe County Department of Human Services, prepares individuals to meet workforce demands by offering training in various career fields. Students acquire new skills and have

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT NAME	DESCRIPTION
	opportunities to earn industry-recognized credentials that can lead to employment and career advancement.
MONROE COUNTY DEPARTMENT OF HUMAN SERVICES / ADMINISTRATIVE SPECIALIST <i>(State Funding)</i>	An RCSD Social Worker/Administrative Specialist serves as the Education Liaison with the Monroe County Department of Human Services (MCDHS) to support students who are involved with the juvenile justice system and placed in Monroe County facilities. This Administrative Specialist ensures supports are in place to encourage success when youth transfer back into RCSD schools. The focus of this work is to reduce truancy and other school-related technical violations of probation. The costs for this Administrative Specialist/Social Worker are shared between MCDHS and EnCompass.
MY BROTHERS KEEPER / FAMILY & COMMUNITY ENGAGEMENT PROGRAM <i>(State Funding)</i>	The My Brother's Keeper Family and Community Engagement grant helps RCSD address the lingering issue of improving outcomes for boys and young men of color. Activities help to identify, communicate, and address the needs of Rochester's boys and young men. District-organized workshops help families with male children improve their parenting skills, and a specialized workshop supports single mothers of boys. Parents will identify other resources boys need, and the District will share these needs with the community to secure their support.
OFFICE OF TEMPORARY AND DISABILITY ASSISTANCE (OTDA) / MAKING A CONNECTION ACADEMY <i>(Federal Funding)</i>	RCSD's Making A Connection (MAC) Academy program serves refugees ages 16-24 who are not enrolled in school. The goal of the MAC Academy is to provide participants with the resources, education, and networks necessary to achieve self-confidence and self-sufficiency. The MAC Academy prepares participants for transition to secure and unsubsidized employment and connects them to area services and community partners.
PATHWAYS TO TECHNOLOGY EARLY COLLEGE HIGH SCHOOL (P-TECH) <i>(Federal Funding)</i>	The Pathways to Technology Early College High School (P-TECH) program is a six-year program that combines high school, college, and career training. It is targeted to academically and economically at-risk students. P-TECH Rochester allows students to earn an associate degree in Computer Information Technology from Monroe Community College at no cost to families, and students have opportunities for internships with major Rochester companies. P-TECH Rochester is located on the Edison campus.
PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / ADULT PROGRAMS <i>(Federal Funding)</i>	The Carl D. Perkins CTE Improvement Act provides grants to improve the quality of Career and Technical Education. RCSD uses its Perkins/Adult Program grant funds to support the OACES Culinary CAREERS CTE training, a full-day contextualized program that integrates a culinary skills curriculum with critical reading, writing, and math skills that are required for a high school equivalency diploma. Students in the program apply their learning in the real world through the operation of a student-run café on the OACES campus. Additionally, an industry-specific Advisory Board is laying the groundwork for critical educational and employment pathways and opportunities for students.
PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / SECONDARY <i>(Federal Funding)</i>	The Carl D. Perkins CTE Improvement Act provides grants to improve the quality of Career and Technical Education. RCSD uses its Perkins/Secondary grant to support CTE programs in grades 7-12 districtwide. Rigorous academics are integrated with career and technical instruction and enable participating students to meet or exceed Perkins performance standards. Students are exposed to CTE at the middle school level, and high school programs link to postsecondary education to prepare students for high-skill, high-wage, high-demand occupations in current and emerging occupations.
PRESCHOOL SPECIAL EDUCATION <ul style="list-style-type: none"> • CPSE • EXTENDED SCHOOL YEAR (ESY) 	Monroe County reimburses RCSD for many special education services delivered to preschool children. Reimbursement is provided at the NYS/county rate for the following: <ul style="list-style-type: none"> • Administration and other costs for the Committee on Preschool Special Education (CPSE)

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT NAME	DESCRIPTION
<ul style="list-style-type: none"> • EVALUATIONS • INTEGRATED SERVICES • RELATED SERVICES • SEIT • SPECIAL CLASS <p><i>(Local/Foundation Funding)</i></p>	<ul style="list-style-type: none"> • ESY summer programs for preschoolers with an IEP • Student evaluations to determine Special Education needs • Integrated special education services and classroom programs for preschool children with disabilities • Related services such as speech, occupational therapy, and physical therapy • Special Education Itinerant Teacher (SEIT) • Provision of Special Education classrooms (i.e., Special Class)
<p>PRIMARY PROJECT <i>and</i> PRIMARY PROJECT / WILSON FOUNDATION ACADEMY</p> <p><i>(Local/Foundation Funding)</i></p>	<p>The Primary Project is a nationally recognized, evidence-based program that helps children in pre-kindergarten through third grade adjust to school and increase their chances for school success. Child-led play opportunities and positive relationships with trusted adults help children reduce negative behaviors, gain confidence, develop social skills, and focus on learning. RCSD has two grants that support the Primary Project. One grant supports delivery in multiple schools, the other provides support specifically for delivery at the Wilson Foundation Academy.</p>
<p>SCHOOL FOR DEAF / STATE TUITION</p> <p><i>(State Funding)</i></p>	<p>RCSD receives reimbursement for the cost of tuition for Students With Disabilities who attend the Rochester School for the Deaf.</p>
<p>SCHOOL HEALTH SERVICES</p> <p><i>(State Funding)</i></p>	<p>The School Health Services grant provides financial support for school nurses who deliver mandated health services such as first aid, emergency services, student screenings, medication delivery, immunization compliance, contagious disease management, services to children with special health concerns, and documentation/State reporting.</p>
<p>TEACHER CENTERS</p> <p><i>(State Funding)</i></p>	<p>This grant supports operation of the Rochester Teacher Center. The Center provides teachers with systematic, ongoing professional learning opportunities and helps them acquire knowledge about students, teaching and learning, and the kinds of educational systems that promote positive and effective practices.</p>
<p>TEACHERS OF TOMORROW</p> <p><i>(State Funding)</i></p>	<p>This grant provides incentives to encourage teachers to come to RCSD and teach in a subject area that is experiencing a teacher shortage.</p>
<p>TITLE I OF THE ELEMENTARY AND SECONDARY EDUCATION ACT (ESSA)</p> <ul style="list-style-type: none"> • PART A - Improving Basic Programs • PART D - Neglected & Delinquent Programs <p><i>(Federal Funding)</i></p>	<p>The purpose of Title I of the Elementary and Secondary Education Act (ESSA) 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's Title I, Part A school-wide programs deliver services to all students, focusing on students with the greatest need. Title I, Part D provides supplemental educational and transitional services to neglected and delinquent students living in residential facilities. All Title I expenditures must be supplemental and cannot supplant required services and materials.</p>
<p>TITLE I SCHOOL IMPROVEMENT GRANT SECTION 1003(g)</p> <p><i>(Federal Funding)</i></p>	<p>School Improvement Grants under Section 1003(g) of ESSA ("Big SIGs") provide financial assistance to the State's lowest achieving schools to raise student achievement and exit improvement status. Schools use funding to implement a whole-school change model and make significant gains in school-level achievement.</p>
<p>TITLE II, PART A OF THE ELEMENTARY AND SECONDARY EDUCATION ACT (ESSA) Supporting Effective Instruction</p> <p><i>(Federal Funding)</i></p>	<p>The purposes of Title II, Part A of ESSA are to: 1) increase student achievement through intensive, sustained, and high quality teacher and principals professional development; 2) increase the recruitment and retention of highly qualified teachers in classrooms and highly qualified principals and assistant principals in schools; and 3) ensure that highly qualified and experienced teachers are equitably distributed to high poverty and minority students across the State.</p>

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

GRANT NAME	DESCRIPTION
<p>TITLE III OF THE ELEMENTARY AND SECONDARY EDUCATION ACT (ESSA) English Language Learners <i>(Federal Funding)</i></p>	<p>The purpose of Title III of ESSA is to ensure that students who are English Language Learners (ELLs) develop high levels of academic achievement and proficiency in the English language and to help them meet the same challenging State academic standards as all children are expected to meet.</p>
<p>TITLE IV OF THE ELEMENTARY AND SECONDARY EDUCATION ACT (ESSA) Student Support & Academic Enrichment <i>(Federal Funding)</i></p>	<p>The purpose of Title IV of ESSA is to improve students' academic achievement by 1) providing all students with access to a well-rounded education, 2) improving school conditions for student learning, and 3) improving the use of technology in order to improve the academic achievement and digital literacy of all students.</p>
<p>UNIVERSAL PRE-KINDERGARTEN (UPK) <i>(State Funding)</i></p>	<p>The Universal Pre-Kindergarten (UPK) grant supports full-day, pre-kindergarten programs for three- and four-year olds. UPK programs provide environments and experiences in socialization, early literacy, and motor skill development to all eligible children, including those with disabilities and children whose home language is other than English. Programs are delivered at RCSD sites and community-based organizations that are contracted and supervised by the District.</p>
<p>WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA), TITLE II / ADULT BASIC EDUCATION <i>(Federal Funding)</i></p>	<p>The WIOA Adult Education Literacy program at OACES supports instruction in adult basic education, English for Speakers of Other Languages, and adult secondary education leading to a NYS high school equivalency diploma. The program helps adults become literate and obtain the knowledge and skills necessary for employment, retention of employment, and self-sufficiency. The program also assists adults in obtaining the educational skills necessary to become full partners in the educational development of their children, complete their own secondary school education, and assist them as they transition to postsecondary education or training.</p>
<p>WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA), TITLE II / INCARCERATED <i>(Federal Funding)</i></p>	<p>The WIOA Incarcerated/Corrections program provides academic services for basic education, special education, English literacy, and secondary school credit programs for individuals who are likely to leave the correctional institution within five years of participation.</p>
<p>WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA), TITLE II / INTEGRATED ENGLISH LITERACY & CIVICS EDUCATION <i>(Federal Funding)</i></p>	<p>The WIOA Integrated English Language and Civics Education program provides English literacy services in an integrated program of services that incorporates English literacy and civics education. The educational program helps students acquire the skills and knowledge to become active and informed parents, workers, and community members. It emphasizes contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, and U.S. history and government.</p>
<p>WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA), TITLE II / LITERACY ZONE <ul style="list-style-type: none"> • NORTH • SOUTH • EAST • WEST <i>(Federal Funding)</i></p>	<p>Literacy Zones and their Family Welcome Centers provide or refer out-of-school youth and adults to a variety of coordinated services and benefits. These services support adult participants who are receiving literacy services, including instruction, through a WIOA Title II adult education program.</p>

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

Expenditure Summary (All Funds)

	2017-2018	2018-2019	2018-2019	2019-2020	\$ Variance	Expenditure
	Actual	Adopted	Amended	Proposed	Decrease/ (Increase)	Per Pupil
EXPENDITURES BY ACCOUNT						
Salary Compensation						
Teacher	\$ 214,447,981	\$ 228,153,478	\$ 224,450,974	\$ 218,648,796	\$ 5,802,177	\$ 6,272
Civil Service	61,151,368	68,555,358	68,664,933	69,573,407	(908,474)	1,996
Administrator	31,591,120	31,826,449	32,026,454	28,726,897	3,299,557	824
Teaching Assistants	6,577,446	9,065,717	8,745,880	8,492,228	253,652	244
Paraprofessional	9,549,489	12,229,560	11,641,043	11,341,945	299,098	325
Sub Total Salary Compensation	323,317,404	349,830,562	345,529,284	336,783,274	8,746,010	9,660
Other Compensation						
Substitute Teacher	16,513,052	9,401,607	9,697,509	7,622,628	2,074,881	219
Hourly Teachers	18,368,969	19,154,148	20,996,174	14,911,039	6,085,136	428
Teachers In-Service	1,652,239	1,332,087	1,653,868	1,353,883	299,985	39
Overtime Civil Service	4,869,812	4,857,404	5,477,414	4,826,751	650,663	138
Civil Service Substitutes	1,913,171	1,444,654	1,514,588	1,502,702	11,886	43
Sub Total Other Compensation	43,317,243	36,189,900	39,339,553	30,217,003	9,122,551	867
Total Salary and Other Compensation	366,634,647	386,020,462	384,868,837	367,000,277	17,868,561	10,527
Employee Benefits	163,822,436	157,368,410	161,196,765	165,845,545	(4,648,780)	4,757
Total Sal., Other Comp., and Empl. Benefits	530,457,083	543,388,872	546,065,602	532,845,822	13,219,781	15,284
Fixed Obligations With Variability						
Special Education Tuition	17,718,834	20,084,838	20,284,222	20,842,988	(558,766)	598
Contract Transportation	70,254,265	66,163,902	66,652,670	69,211,769	(2,559,099)	1,985
Charter School Tuition	77,490,372	79,563,000	79,563,000	87,660,388	(8,097,388)	2,514
Health Service Other Districts	1,337,430	1,100,000	1,100,000	1,300,000	(200,000)	37
Insurance Non-Employee	780,878	851,000	851,000	955,578	(104,578)	27
Sub Total Fixed Obligations	167,581,780	167,762,740	168,450,892	179,970,723	(11,519,831)	5,162
Debt Service	59,124,051	69,728,665	69,728,665	85,069,233	(15,340,568)	2,440
Cash Capital Outlays						
Cash Capital Expense	10,000,000	10,000,000	10,000,000	10,000,000	-	287
Textbooks	1,964,306	2,063,000	2,130,578	2,130,578	-	61
Equipment Other than Buses	1,014,414	3,648,066	601,354	545,705	55,649	16
Equipment Buses	-	848,000	-	-	-	-
Computer Hardware - Instructional	253,510	453,426	339,875	326,107	13,768	9
Computer Hardware - Non-Instructional	126,982	84,667	88,144	78,925	9,219	2
Library Books	310,989	222,000	237,760	205,206	32,554	6
Sub Total Cash Capital Outlays	13,670,200	17,319,159	13,397,711	13,286,521	111,190	381

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

Expenditure Summary (All Funds)

	2017-2018	2018-2019	2018-2019	2019-2020	\$ Variance	Expenditure
	Actual	Adopted	Amended	Proposed	Decrease/ (Increase)	Per Pupil
Facilities and Related						
Utilities	8,968,151	10,031,690	10,017,972	9,961,522	56,450	286
Instructional Supplies	5,587,489	4,600,776	6,745,107	5,240,699	1,504,408	150
Equip Service Contr & Repair	4,323,672	4,654,138	4,616,599	4,547,140	69,459	130
Facilities Service Contracts	4,273,555	2,310,700	2,057,358	1,937,023	120,335	56
Rentals	4,038,035	4,359,899	4,450,381	4,525,518	(75,137)	130
Maintenance Repair Supplies	1,757,178	1,571,159	1,552,414	1,548,900	3,514	44
Postage and Print/Advertising	1,448,170	1,217,570	1,696,024	1,218,855	477,169	35
Auto Supplies	659,738	926,173	926,223	927,838	(1,615)	27
Supplies and Materials	11,509,059	10,622,333	10,804,561	10,315,553	489,008	296
Custodial Supplies	719,751	721,241	751,996	700,410	51,586	20
Office Supplies	447,201	478,339	526,941	483,575	43,366	14
Sub Total Facilities and Related	43,732,000	41,494,018	44,145,576	41,407,033	2,738,543	1,188
Technology						
Computer Software - Instructional	839,416	768,143	827,880	841,853	(13,973)	24
Computer Software - Non-Instructional	1,932,090	2,162,386	2,995,275	2,463,359	531,916	71
Subtotal Technology	2,771,506	2,930,529	3,823,155	3,305,212	517,943	95
All Other Variable Expenses						
Miscellaneous Services	2,478,908	2,019,648	2,448,816	2,374,251	74,565	68
Professional Technical Service	31,422,577	31,684,819	33,471,036	32,385,377	1,085,659	929
Agency Temporary Staff	6,385,058	3,535,031	4,102,593	3,451,659	650,934	99
Judgments and Claims	438,646	500,000	500,000	800,000	(300,000)	23
Grant Disallowances	(605,938)	120,000	120,000	120,000	-	3
Interfund Exp Pre-K Spec Ed	1,022,463	1,000,000	1,000,000	1,000,000	-	29
Departmental Credits	(1,977,184)	(1,356,000)	(1,483,706)	(1,507,641)	23,935	(43)
Indirect Costs Grants	3,530,904	3,281,786	3,437,454	3,062,341	375,113	88
Professional Development	1,909,669	1,645,982	1,799,408	1,925,329	(125,921)	55
BOCES Services	33,854,340	30,540,331	30,316,984	30,653,216	(336,232)	879
Subtotal of All Other Variable Expenses	78,459,444	72,971,597	75,712,585	74,264,532	1,448,053	2,130
Total Non Compensation	365,338,981	372,206,707	375,258,584	397,303,254	(22,044,670)	11,396
Contingency Fund	-	350,000	552,720	1,150,000	(597,280)	33
Grand Total	\$ 895,796,064	\$ 915,945,579	\$ 921,876,906	\$ 931,299,075	\$ (9,422,169)	\$ 26,714

Projected Total 2019-20 Enrollment * 34,862

* Includes K-12, Pre-K, Charter Schools

DISTRICT - WIDE SUMMARY BUDGET 2019 - 20 PROPOSED BUDGET

Position Summary

	2017 - 2018	2018 - 2019	2018 - 2019	2019 - 2020	Variance
	Actual	Adopted	Amended	Proposed	Decrease/ (Increase)
POSITIONS BY ACCOUNT					
Compensation					
Teacher	3,661.99	3,743.15	3,761.05	3,585.53	175.52
Civil Service	1,517.92	1,547.72	1,550.69	1,530.10	20.59
Administrator	310.20	309.70	311.71	269.71	42.00
Teaching Assistants	299.00	324.50	328.40	307.00	21.40
Paraprofessional	576.30	558.60	556.60	520.60	36.00
Building Substitute Teachers	27.00	26.00	26.00	26.00	0.00
Employee Benefits	2.00	1.00	5.00	4.00	1.00
Grand Total	6,394.41	6,510.67	6,539.45	6,242.94	296.51
Cash Capital Positions (not included above)	12.30	12.30	12.30	13.55	(1.25)
Total with Cash Capital Positions	6,406.71	6,522.97	6,551.75	6,256.49	295.26

Explanation of Changes to the Budget

The proposed 2019-20 Rochester City School District Budget is \$931.3M compare to the 2018-19 December Amended Budget of \$921.9M; this represents an increase of \$9.4M or 1.0%. The District revenue is comprised of \$650.4M (69.9%) in State Aid, \$119.1M (12.8%) in City Revenue, \$2.1M (0.2%) in Medicaid Revenue, \$11.0M (1.2%) in Other Local Revenue Sources, and \$8.0M (0.9%) of Appropriated Fund Balance for the General Fund, \$116.0M (12.5%) in Grants and Special Aid Fund, and \$24.7M (2.7%) in Food Service Revenue.

The overall budget increase of \$9.4M was funded by increases of \$14.3M in New York State Aid, \$13.5M in Building Aid, and \$0.2M in Food Service Revenue. These revenue increases were offset by reductions of -\$3.9M in other local revenue (Indirect Costs – Grants and RJSCB QSCB Subsidies and Capitalized Interest), -\$2.7M in the Grant and Special Aid Funds, and -\$12.0M from Fund Balance in the General Fund.

The District projects Total Salary and Other Compensation costs to decrease to \$336.8M from \$345.6M, this represents a decrease of about -\$8.8M or -0.03%. Decreases are attributable reductions to full-time equivalent (FTE) teaching, civil service, teaching assistants, paraprofessionals, and administrator positions. Contractual salary increases were incorporated in the budget for the five bargaining units based on the collective bargaining agreements. Other compensation increased by about \$17.9M (4.6%), while Employee Benefits increased by \$4.6M (2.8%) as a result of increase in health insurance usage.

Fixed Obligations with Variability is projected to increase by about \$11.6M to \$180.0M in 2019-20. Contract Transportation will increase by \$2.6M to \$69.2M as a result of busing route changes and fixed contractual rate increases. Charter School tuition costs will increase by \$8.0M to \$87.7M and Special Education School tuition costs will increase by \$0.6M to \$20.9M; this increase is attributable to projected enrollment growth of students in the Charter Schools for both General Education and Special Education students. Total of all other items showed a net increase of \$0.3M as a result of minor changes in each item.

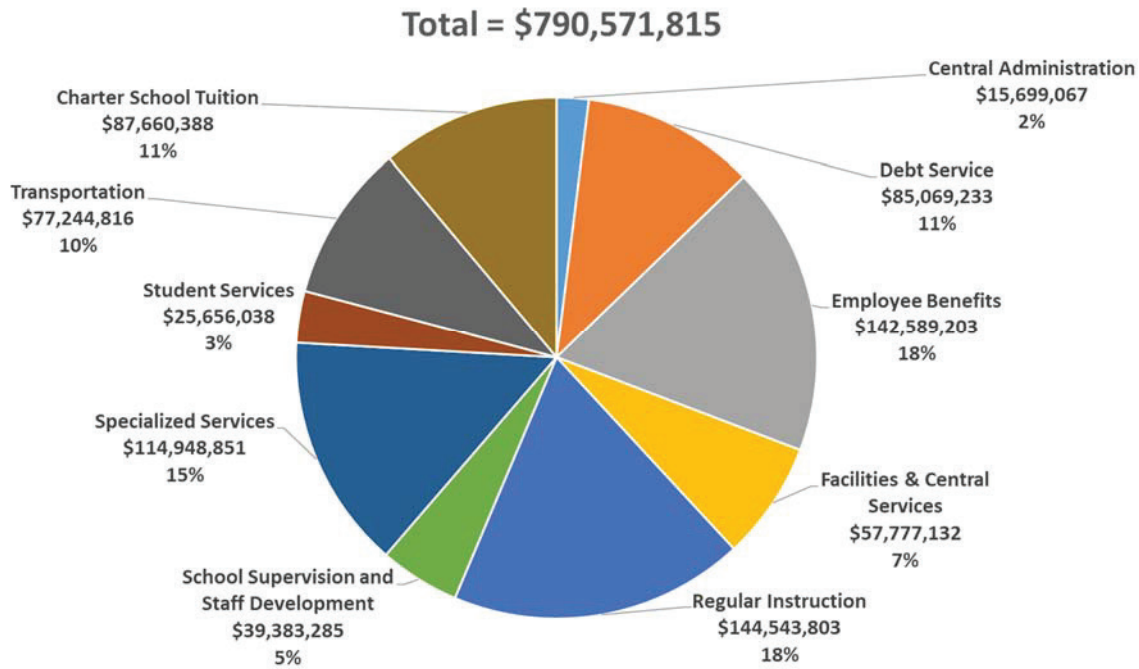
The Debt Service budget will increase by \$15.3M to \$85.0M to reflect changes in the District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization Plan projects and upcoming bond payments.

Facilities and Related expenses as a whole will decrease by \$2.8M to \$41.4M. This is largely due to decreases of \$1.6M in Instructional Supplies and a total decrease of \$1.0M in Postage and Print/Advertising and Supplies and Materials. Utilities, Equipment Service Contracts and Repairs, Facilities Service Contracts, Maintenance Repair Supplies, Supplies and Materials, Custodial Supplies, and Office Supplies account for \$0.2M of the other decreases.

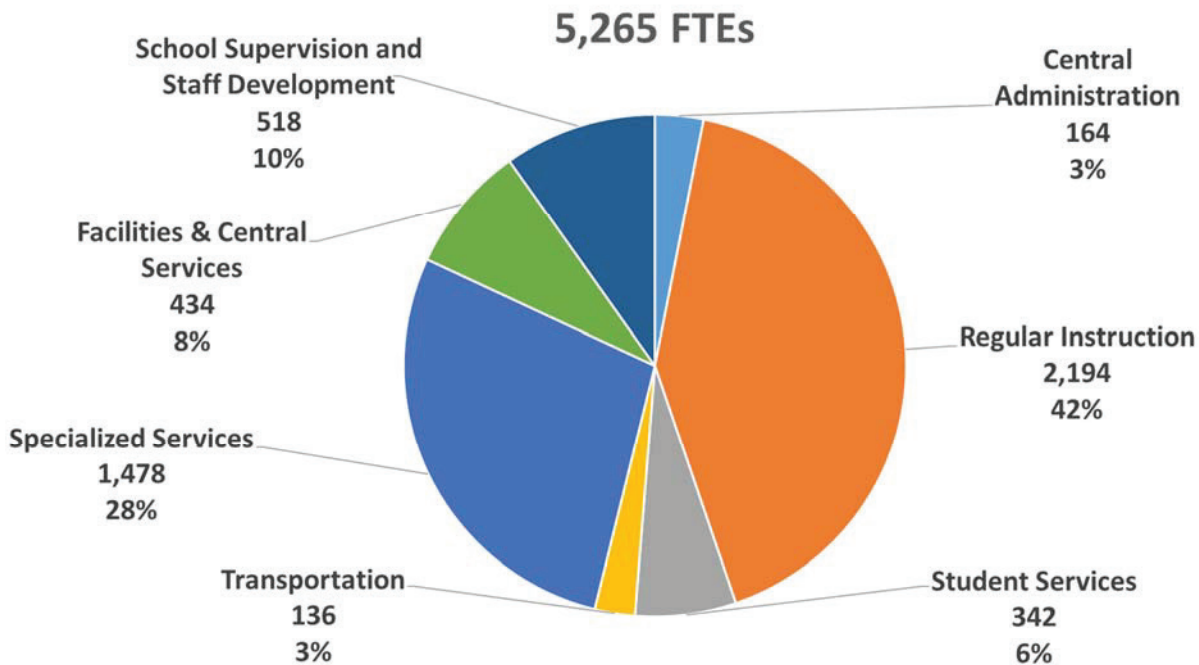
All Other Variable Expenses as a whole will decrease by \$1.4M to \$74.2M. This is largely due to decreases of \$1.0M in Professional Technical Service, \$0.6M in Agency Temporary Services, and \$0.5M in Indirect Costs Grants Miscellaneous Services and \$0.7M increases in Judgments and Claims, Professional Development, and BOCES Services.

TOTAL EXPENDITURES ALL FUNDS					
Program	2018-19 Budget	2019-20 Proposed	Dollar Change	Percent Change	Percent of Budget
Regular Instruction	\$421,607,380	\$414,772,333	(\$6,835,047)	-1.6%	44.5%
Special Schools Program	\$7,511,751	\$4,181,096	(\$3,330,655)	-44.3%	0.4%
Student Support Services	\$33,678,447	\$33,796,699	\$118,252	0.4%	3.6%
In-Service Training	\$9,842,344	\$9,077,694	(\$764,650)	-7.8%	1.0%
Athletic Programs	\$3,133,478	\$3,025,364	(\$108,114)	-3.5%	0.3%
Transportation	\$75,817,807	\$78,717,319	\$2,899,512	3.8%	8.5%
Food Service	\$19,922,600	\$20,200,000	\$277,400	1.4%	2.2%
Employee Benefits	\$130,689,789	\$133,046,260	\$2,356,471	1.8%	14.3%
TOTAL Program	\$702,203,596	\$696,816,765	(\$5,386,831)	-0.8%	74.8%
Administrative	2018-19 Budget	2019-20 Proposed	Dollar Change	Percent Change	
Board of Education	\$773,522	\$746,028	(\$27,494)	-3.6%	0.1%
Central Administration	\$1,334,442	\$1,246,464	(\$87,978)	-6.6%	0.1%
Legal Services	\$1,387,491	\$1,464,743	\$77,252	5.6%	0.2%
Finance	\$5,110,728	\$5,141,370	\$30,642	0.6%	0.6%
Central Support	\$21,178,431	\$21,075,781	(\$102,650)	-0.5%	2.3%
School Supervision	\$40,858,903	\$39,245,050	(\$1,613,853)	-3.9%	4.2%
Community Services	\$2,142,891	\$2,048,608	(\$94,283)	-4.4%	0.2%
Employee Benefits	\$25,802,048	\$26,888,894	\$1,086,846	4.2%	2.9%
TOTAL Administrative	\$98,588,456	\$97,856,938	(\$731,518)	-0.7%	10.5%
Capital	2018-19 Budget	2019-20 Proposed	Dollar Change	Percent Change	
Operation/Maintenance of Plant	\$44,342,909	\$43,906,909	(\$436,000)	-1.0%	4.7%
Debt Service	\$69,728,665	\$85,069,233	\$15,340,568	22.0%	9.1%
Employee Benefits	\$7,013,280	\$7,649,230	\$635,950	9.1%	0.8%
TOTAL Capital	\$121,084,854	\$136,625,372	\$15,540,518	12.8%	14.7%
TOTAL EXPENDITURES	2018-19 Budget	2019-20 Proposed	Dollar Change	Percent Change	
	\$921,876,906	\$931,299,075	\$9,422,169	1.0%	100.0%

2019-20 Proposed Budget General Fund Expenditures by Function



2019-20 Proposed General Fund FTEs by Function



MULTI-YEAR PROJECTION

OVERVIEW

The multi-year projection represents a forecast of the District’s revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

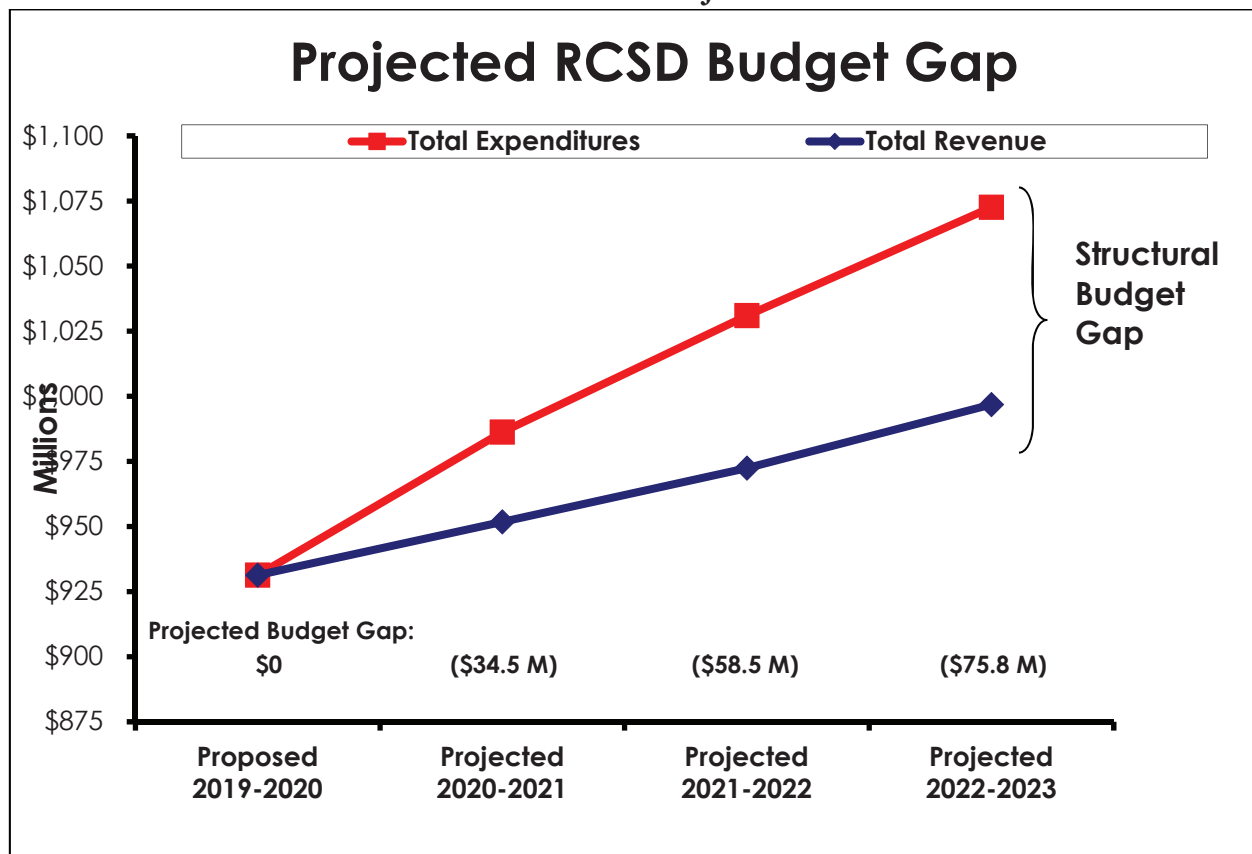
New York State educational funding, which accounts for 70% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. Another important factor is grant funding. This analysis assumes a stable level of grant funding and anticipates the loss of competitive grants in future years. Closing future year budget gaps will require a commensurate reduction in expenditures funded by those grants or new grant revenue to sustain the activities and services. The District continuously pursues new grant opportunities to fund our academic priorities.

ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase and other assumptions to develop the projections:

Assumptions	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023
Revenues:			
State Aid Revenue - Foundation Aid Increase	2.00%	2.00%	2.00%
State Aid Revenue - Formula Aid Increase	3.00%	3.00%	3.00%
City of Rochester Revenue Increase	0.00%	0.00%	0.00%
All Other General Fund Revenue Increase	0.00%	0.00%	0.00%
Appropriated Fund Balance	\$4,000,000	\$4,000,000	\$5,000,000
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	1.74%	1.75%	1.75%
Expenditures:			
Employee Salary Increases	3.40%	3.40%	3.40%
Health Insurance Increase	8.00%	8.00%	8.00%
Employee Retirement System % of Payroll	15.00%	15.00%	15.00%
Teachers Retirement System % of Payroll	10.00%	10.00%	10.00%
Other Benefits Increase	4.00%	4.00%	4.00%
Charter Schools Tuition Increase	12.10%	9.00%	5.40%
Transportation Contracts incl. impact of Charters	4.00%	4.00%	4.00%
Special Education Private Tuition Rate Increase	4.00%	4.00%	4.00%
Utilities	4.00%	4.00%	4.00%
BOCES Services (Special Ed and Nursing Services)	4.00%	4.00%	4.00%
CPI	2.00%	2.00%	2.00%

MULTI-YEAR PROJECTION



Closing the Deficit

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year will be closed through actions taken in the budget process, and the projected budget gap for subsequent years will be reevaluated and revised each year.

Revenue

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The District can impact revenue in the following ways:

- Lobbying state government officials to fully fund proposed Foundation Aid increases
- Lobbying state officials to increase other supports for education
- Lobbying local government officials to continue their support of the District's needs
- Searching for and securing additional grant funding

Expenses

The District continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives such as:

- Working with our union partners to develop innovative cost-savings labor agreements
- Leveraging the Facilities Modernization Program to develop cost-efficient school structures
- Negotiating agreements to minimize health insurance and other contractual services costs

MULTI-YEAR PROJECTION
Rochester City School District
2019-20 Budget Projection

	Proposed 2019-2020	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023
Revenue:				
New York State Foundation Aid	\$447,476,873	\$456,426,410	\$465,554,939	\$474,866,037
New York State Aid - Formula	122,213,058	126,046,119	129,985,683	134,001,113
New York State Building Aid	77,578,431	87,696,221	95,226,503	104,850,984
New York State Aid - Other	4,280,000	4,280,000	4,280,000	4,280,000
New York State Aid - Adjustments	(1,210,320)	(1,210,320)	(1,210,320)	(1,210,320)
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal - Medicaid	2,100,000	2,100,000	2,100,000	2,100,000
Other Local	11,033,773	11,400,866	11,000,866	11,000,866
Appropriated Fund Balance	8,000,000	4,000,000	4,000,000	5,000,000
Grant and Special Aid Fund	116,027,260	116,837,069	116,837,070	116,837,071
Food Services	24,700,000	25,130,100	25,568,762	26,016,300
Total Revenue	\$931,299,075	\$951,806,466	\$972,443,503	\$996,842,052
Expenditures:				
Compensation	367,000,277	379,521,282	393,103,105	406,115,672
Employee Benefits	165,845,545	173,146,369	180,957,571	186,460,630
Total Compensation and Benefits	\$532,845,822	\$552,667,651	\$574,060,676	\$592,576,302
Fixed Obligations with Variability	179,970,723	198,026,309	210,966,051	220,867,130
Debt Service	85,069,233	97,348,778	104,486,994	114,390,617
Cash Capital Outlays	13,286,521	13,373,176	13,384,308	13,395,664
Facilities and Related	41,407,033	42,434,404	43,490,292	44,575,585
Technology	3,305,212	3,048,923	3,109,901	3,172,099
Other Variable Expenses	74,264,532	76,364,480	78,458,442	80,619,785
Total Non Compensation	\$397,303,254	\$430,596,070	\$453,895,988	\$477,020,880
Budget Contingency	1,150,000	3,000,000	3,000,000	3,000,000
Total Expenditures	\$931,299,075	\$986,263,720	\$1,030,956,663	\$1,072,597,182
Total Surplus/(Deficit)	(\$0)	(\$34,457,254)	(\$58,513,160)	(\$75,755,129)

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Admin.	- Administration
Council/Clerk	- City Council and Clerk
DES	- Department of Environmental Services
ECD	- Emergency Communications Department
DRYS	- Department of Recreation & Youth Services
IT	- Information Technology
NBD	- Neighborhood & Business Development

Accounting (Finance), 5-10	Commissioner's Office (DES), 7-9 (DRYS), 12-6 (NBD), 6-5
Administration (Police), 9-30	Communications (Admin.), 3-23
Architecture & Engineering (DES), 7-15	Community (Library), 11-9
Assessment (Finance), 5-19	Community Affairs (Police), 9-36
Bureau of Youth Services (DRYS), 12-18	Debt Service (Capital Expense) 15-16
Budget Amendments, 2018-19 1-41	Director's Office (Finance), 5-6
Buildings and Parks (DES), 7-35	Employment Benefits-Current (Undistributed), 13-3
Buildings and Zoning (NBD), 6-22	Employment Benefits-Non-Current (Undistributed), 13-8
Business and Housing Development (NBD), 6-10	Equipment Services (DES), 7-42
Cash Capital (Capital Expense), 15-5	Fund Summary 1-46
Central (Library), 11-5	General Risk Management (Undistributed), 13-11
Chargebacks Duplicating, 5-31 Motor Equipment, 7-44 Postage, 5-16 Printer, 4-7 Telephone, 4-6 Workers Compensation, 13-5	Glossary ix
Chief's Office (Fire), 10-6 (Police), 9-9	Human Resource Management (Admin) 3-17
	Law Department (Admin.), 3-28
	Local Government Exemption Impact Report 1-32

Management & Budget (Admin.), 3-13	Revenue Changes - Summary 1-2
Mayor's Office (Admin.), 3-4	Salary Schedules 16-9
Multi-Year Projection 1-48	Sales Tax 1-6
Neighborhood Preservation (NBD), 6-16	School Tax Relief Program (STAR) 1-27
Office of Management and Budget (OMB) (Admin), 3-11	State Aid 1-10
Operations (Police), 9-14	Support (Fire), 10-16
Operations (Fire), 10-10	Traffic Violations Agency (Finance), 5-34
Operations-Bureau of (DES), 7-21	Treasury (Finance), 5-14
Operations-Director's Office (DES), 7-25	Water – Bureau of (DES), 7-47
Operations – Solid Waste Collections (DES), 7-28	Water – Director's Office (DES), 7-50
Operations-Special Services (DES), 7-31	Water – Engineering (DES), 7-53
Operations – Special Operations (Police), 9-24	Water – Upland Operations Division (DES), 7-56
Operations – Patrol (Police), 9-18	Water – Water Distribution (DES), 7-59
Other (Undistributed), 13-13	Water – Water Fixed Charges (DES), 7-62
Parking & Municipal Violations (Finance), 5-23	
Planning, Office of (NBD) 6-5	
Police Personnel Summary 9-7	
Position Summary 16-4	
Property Tax 1-4	
Property Tax (computation) 1-24	
Purchasing (Finance), 5-28	
Reader's Guide vii	
Recreation (DRYS), 12-11	