



2010–2011  
City of Rochester, NY  
**BUDGET**





## **City of Rochester Vision**

*Rochester 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.*

## **City of Rochester 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.*

### **“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!”*



**Robert J. Duffy, Mayor**  
**City of Rochester, NY**



**CITY OFFICIALS**

**City Council**

Lovely A. Warren (Northeast District)  
President

Elaine M. Spaul (East District)  
Vice President

Carolee A. Conklin (At-Large)  
Matt Haag (At-Large)  
Adam C. McFadden (South District)  
Dana K. Miller (At-Large)  
Jacklyn Ortiz (At-Large)  
Carla M. Palumbo (Northwest District)  
Loretta C. Scott (At-Large)

**Mayor**

Robert J. Duffy

**Deputy Mayor**

Patricia Malgieri

**Office of Management & Budget**

William J. Ansbrow  
Budget Director

**Budget Staff**

Sarah E. Boyce  
Alan Bredekamp  
Sharla D. Davenport  
Maria L. Fisher  
James Gillis  
Mary H. Kirkendale  
Jean Missler  
Kabutey Ocansey  
Sarah E. Ruekberg  
Angelica C. Stringer  
Josephus Tisdale  
Suzanne P. Warren

## BUDGET AT A GLANCE

	Amended Budget <u>2009-10</u>	Approved Budget <u>2010-11</u>	Dollar Change
BUDGET	\$480,337,600	\$465,373,300	-\$14,964,300
PROPERTY TAX LEVY (Before STAR)	\$162,872,900	\$163,871,900	\$999,000
<b>TYPICAL HOMESTEAD BURDEN*</b>			
Property Tax	\$1,317.80	\$1,310.40	-\$7.40
Service Charges	<u>\$829.92</u>	<u>\$874.96</u>	<u>\$45.04</u>
Subtotal	\$2,147.72	\$2,185.36	\$37.64
<b>TYPICAL NON-HOMESTEAD BURDEN**</b>			
Property Tax	\$10,929.57	\$11,068.48	\$138.91
Local Works Charge	<u>\$678.00</u>	<u>\$747.00</u>	<u>\$69.00</u>
Total	\$11,607.57	\$11,815.48	\$207.91
<b>PROPERTY TAX RATES (PER \$1,000)</b>			
Homestead	\$19.61	\$19.50	-\$0.11
Non-Homestead	\$41.70	\$42.23	\$0.53
<b>TYPICAL HOMESTEAD SERVICE CHARGES</b>			
Water	\$306.12	\$316.76	\$10.64
Refuse	\$343.00	\$359.00	\$16.00
Local Works	<u>\$180.80</u>	<u>\$199.20</u>	<u>\$18.40</u>
	\$829.92	\$874.96	\$45.04

\*Based on a typical house assessed at \$67,200 with 40' front footage and using 80,000 gallons of water annually.

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

---



---

TABLE OF CONTENTS

<u>Tab</u>	<u>Page</u>
<u>TOP STRATEGIC INITIATIVES FOR 2010-11</u> .....	vii
<u>READER'S GUIDE</u> .....	viii
<u>GLOSSARY</u> .....	x
<u>ORGANIZATION CHART</u> .....	xiii
<u>MAYOR'S MESSAGE</u>	
<u>CITY COUNCIL REPORT</u>	
1 <u>SUMMARY</u> .....	
Highlights .....	1-1
Summary of Revenue Changes .....	1-3
Revenue Descriptions & Changes .....	1-4
Revenue Estimates .....	1-17
Property Tax Computation & Analysis .....	1-22
Local Government Exemption Impact Report RP-495 .....	1-31
Application of Revenue .....	1-33
Summary of Expenditure Changes .....	1-37
Summary by Major Object of Expense .....	1-39
Summary of 2009-10 Budget Amendments .....	1-41
Application of Related Expenditures & Revenues .....	1-48
Fund Summary .....	1-49
<u>Multi-Year Projection</u> .....	1-51
2 <u>CITY COUNCIL &amp; CLERK</u> .....	2-1
3 <u>ADMINISTRATION</u>	
Department Summary .....	3-1
Mayor's Office .....	3-4
Office of Management & Budget .....	3-9
Bureau of Human Resource Management .....	3-15
Bureau of Communications .....	3-21
Law Department .....	3-27
4 <u>INFORMATION TECHNOLOGY</u> .....	4-1

<u>Tab</u>		<u>Page</u>
5	<b><u>DEPARTMENT OF FINANCE</u></b>	
	Department Summary .....	5-1
	Director's Office.....	5-5
	Bureau of Accounting.....	5-8
	Bureau of Treasury .....	5-12
	Bureau of Assessment.....	5-17
	Bureau of Parking & Municipal Violations .....	5-21
	Bureau of Purchasing.....	5-26
6	<b><u>DEPARTMENT OF NEIGHBORHOOD &amp; BUSINESS DEVELOPMENT</u></b>	
	Department Summary .....	6-1
	Office of the Commissioner.....	6-5
	Business & Housing Development.....	6-9
	Planning & Zoning.....	6-16
	Neighborhood Preservation .....	6-21
	Inspection & Compliance .....	6-25
7	<b><u>DEPARTMENT OF ENVIRONMENTAL SERVICES</u></b>	
	Department Summary .....	7-1
	Office of the Commissioner.....	7-7
	Bureau of Architecture & Engineering.....	7-12
	Bureau of Operations & Parks	
	Summary.....	7-17
	Director's Office.....	7-21
	Solid Waste Collections .....	7-24
	Special Services .....	7-27
	Building Services .....	7-31
	Equipment Services .....	7-34
	Parks, Forestry & Open Spaces.....	7-38
	Bureau of Water	
	Summary.....	7-41
	Director's Office.....	7-45
	Water Engineering .....	7-48
	Upland Operations .....	7-51
	Water Distribution .....	7-54
	Fixed Charges.....	7-57

# 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 .....	9-6
	Operations	
	Summary .....	9-11
	Patrol.....	9-14
	Investigations .....	9-20
	Administration .....	9-25
10	<u>FIRE DEPARTMENT</u>	
	Department Summary .....	10-1
	Office of the Chief .....	10-5
	Operations.....	10-9
	Support.....	10-16
11	<u>LIBRARY</u>	
	Department Summary .....	11-1
	Central Library.....	11-5
	Community Library .....	11-10
12	<u>DEPARTMENT OF RECREATION &amp; YOUTH SERVICES</u>	
	Department Summary .....	12-1
	Office of the Commissioner .....	12-5
	Bureau of Recreation .....	12-9
	Office of Employment Opportunities .....	12-17
	Bureau of Youth Services .....	12-23
13	<u>UNDISTRIBUTED EXPENSE</u>	
	Summary .....	13-1
	Employee Benefits – Current .....	13-3
	Employee Benefits – Non-Current .....	13-8
	General Risk Management .....	13-10
	Other .....	13-12
14	<u>CONTINGENCY</u> .....	14-1
15	<u>CAPITAL EXPENSE SUMMARY</u>	
	Summary .....	15-1
	Cash Capital.....	15-5
	Debt Service.....	15-14
	CIP Document Notes .....	15-18
	[Capital Improvement Program .....	Insert]



# INTRODUCTION

Table of Contents  
Reader's guide  
Glossary  
Management Chart

---

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

## City of Rochester 2010 Strategic Plan Top Strategic Initiatives for 2010-11

**VISION:** Rochester will be the best mid-sized city in the U.S. in which to live, raise a family, visit and grow a business.

**MISSION:** We provide unparalleled customer service and sound business practices in delivering every aspect of City services. We also work to alleviate concentration of poverty in the City by reinforcing education, employment and home ownership.

**KEY RESULT AREAS: What outcomes must we focus on relentlessly, in order to realize our vision?**

**Public Safety** — We will protect and preserve public safety through crime and fire prevention, investigation of reported offenses, apprehension of offenders, and rapid response to fires, medical emergencies, rescues and other public safety incidents. In the process, we will continually improve the individual/collective performance of our public safety departments. Key internal initiatives include:

- Part I Crime Reduction
- Arson Reduction
- Red Light Camera Implementation
- Surveillance Camera Expansion
- CAD/RMS Upgrade
- City-Owned and Privately-Owned Vacant Structure Management
- RPD/RFD/911 Diversity Improvements

**Neighborhood and Business Development** — We will provide high quality housing, an environment that encourages successful businesses of all sizes, and safe and attractive neighborhoods to retain our current customers and attract new ones. We will use a team-oriented approach with our residents, investors and community partners to solve problems, address quality of life concerns, support our businesses and enhance our neighborhoods. Key internal initiatives include:

- Focused Investment Strategy Implementation
- Midtown Redevelopment
- Transit Center and Main/Clinton Block Resolution
- Sibley Building Revitalization
- Port Redevelopment - Next Phase Implementation
- Census Count Maximization
- Eastman Business Park Planning
- Culver Road Armory Redevelopment
- West Main Street Residential Developments (e.g., Main and Plymouth Lot, Josh Lofton )
- Brownfield Reclamation (e.g., Emerson St Landfill, River Parcels)
- Bull's Head Planning

# CITY OF ROCHESTER TOP STRATEGIC INITIATIVES

---

**Education** — We will collaborate with the Rochester City School District and other partners to provide quality lifelong education/literacy/work-readiness training for all our residents, such that they can be productive citizens. We will advocate for and insist on results that are commensurate with our investments in education.

- School Governance Change
- Joint School Construction Board Next Phase Implementation
- Department of Recreation and Youth Services/Libraries/Schools Operational and Capital Collaborations

**Customer Service and Organizational Effectiveness** — We will exceed customer expectations related to the cost-efficiency and quality of City services and products provided by employees and contractors who are committed, empowered, and enthusiastic to serve.

- Process and System Integration Next Phase Implementation (Finance, Budget, HR, NBD, DES)
- 2011-12 CIP and Operating Budget Adoption
- Parking Consolidation Completion
- Stimulus Project Completions and Reporting
- Water and Reservoir System Policy Adoptions
- Website Next Phase Enhancements
- Workforce Development Enhancements
- External Customer Satisfaction and Service

**Budget Process**

This budget is for the City's 2010-11 fiscal year, which begins on July 1, 2010 and closes on June 30, 2011. 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 Bureau of Budget and Efficiency, modified as necessary, and approved by the Mayor.

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

**Scope of the Budget**

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

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

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

Plan, Law Enforcement Block Grant (LEBG), and Enterprise Community Zone (ECZ) are not included. Appropriations from these programs are made during the year.

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

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

**Budget Format – Organization**

The budget is organized into five presentations:

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

The departmental sections are indicated by white tabs with the name of each department.

**Budget Format - Departmental Sections**

Each departmental section contains a Department Summary that includes Mission Statement, organization, fiscal 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. Rochester By the Number presentation: Mission Statement presents why this unit exists. The

organization of the unit. Vital Customers defines who are the primary recipients of this unit's work. Critical Processes presents the critical processes this unit uses to carry out its mission. Key Performance Indicators measure how well objectives are being met.

2. Expenditures and Employee Years, which contains current and historical expenditure and personnel data. The expenditure data are presented in two ways — by major object (or type) of expense and by activity.
3. Personnel, which includes a calculation of employee years and a detailed listing of all full time position titles and pay brackets. The employee year calculations on this page produce the totals listed on the Expenditure and Employee Year pages.

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

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

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

1. Salary and Wage Adjustment, which accounts for all routine changes in personnel compensation. This includes contract settlements, step and merit advancements, upgrades and downgrades of positions, and turnover that replaces higher compensated employees with lower compensated ones within the same pay brackets.
2. General Inflation, which accounts for increases in the cost of goods and services attributed to inflation.
3. Chargebacks, which accounts for the year to year change in charges for services provided to the activity by other units of City government. These services are duplicating, postage, motor equipment fuel and service, telephone service,

workers' compensation, water, refuse collection, and geographic information system.

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

### **Basis of Accounting**

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

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

**Glossary**

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

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

*Appropriation* An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Interfund Revenue** Income generated through a transaction between or among funds. Interfund revenues are offset by expenses or obligations recorded in other funds.

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

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

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

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

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

**Overtime Employee Years** See Employee Years.

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

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

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

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

## READER'S GUIDE

---

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

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

*Rochester by the Numbers (RBN)* RBN is a philosophy of utilizing data to drive key organization objectives. It includes a management review process of critical indicators of success to the deployment of the City’s strategic objectives. This is to support the *One City Vision Statement* and *Values and Guiding Principles*. As appropriate, the budget document presents departmental, bureau, and activity Mission Statement. Vital Customers, Critical Processes, and Key Performance Indicators information used by RBN.

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

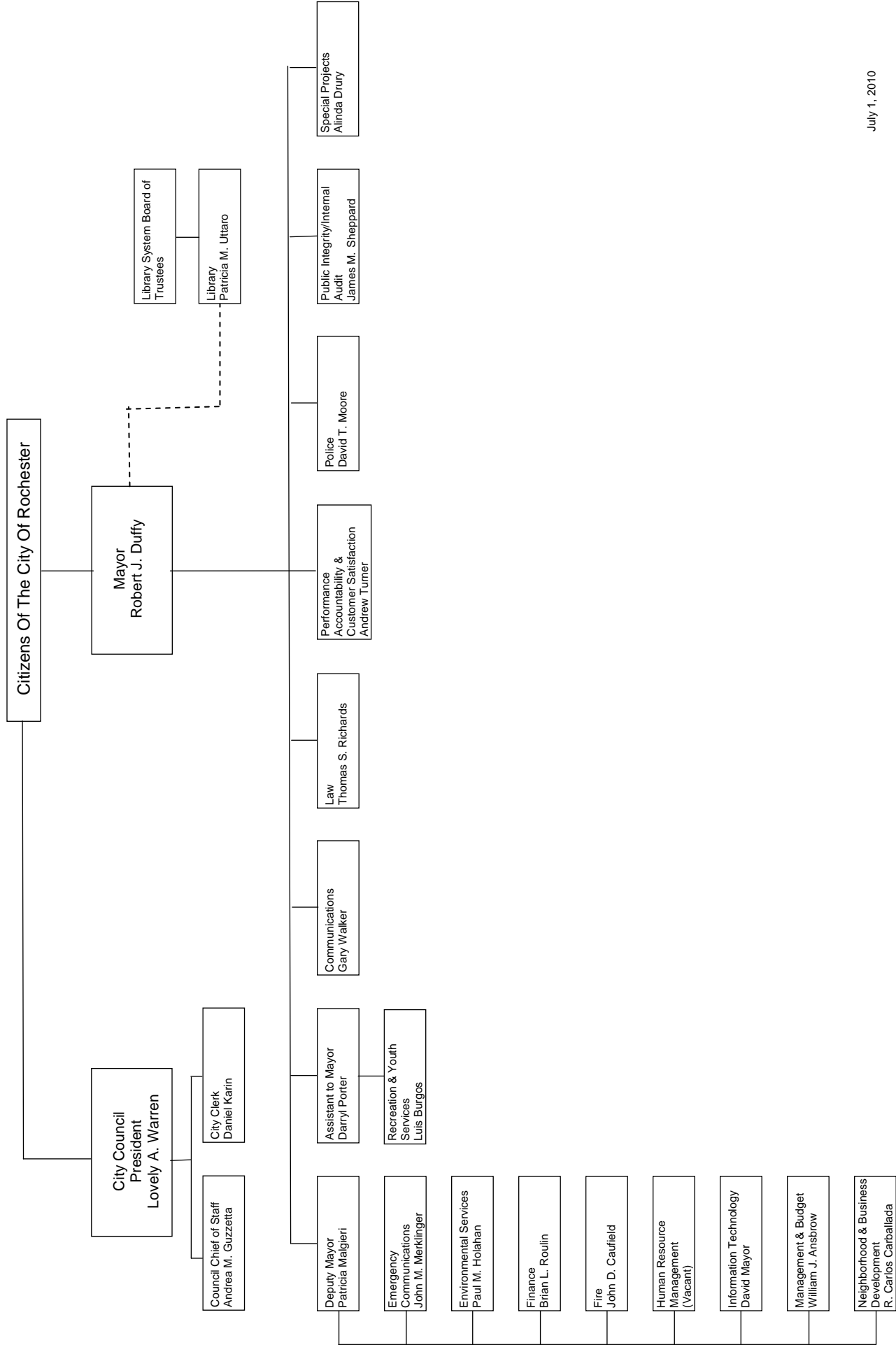
*Serial Bonds* A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

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

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

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







May 14, 2010

**TO THE COUNCIL:**

Ladies and Gentlemen:

**RE: Funding Our Priorities**

Today I transmit to City Council the 2010-11 budget for the City of Rochester prepared in accordance with City Charter requirements. This proposed budget continues to fund our priorities: Public Safety, Education, Neighborhood and Business Development, and Customer Service.

The 2010-11 budget estimate of \$465,373,300 is \$14,964,300 less than the 2009-10 amended City budget of \$480,337,600. This **3.1% decrease in spending** reflects the difficult but necessary choices we must make during these extraordinary times.

Internationally, the nation of Greece is on the verge of insolvency. Nationally, our largest domestic auto manufacturer went bankrupt and had to rely on our federal government to restructure. Here in New York State, our state government literally cannot pay its bills and is struggling to make very difficult choices to balance its budget. As you know, New York State reduced its aid to Rochester during the current fiscal year by 1%, delayed payments and the Governor's proposed budget further reduced our aid by another 1%. The local economy's struggles are reflected in five straight periods of decline in sales tax collections. The most recent quarter has finally shown a small 2% increase.

Clearly our most daunting challenge is the 43% increase in what we must pay into the New York State Retirement System to fund our current employees' future pensions. Our retirement bill increases \$8.5 million from \$19.6 million to \$28.1 million and could explode to over \$80 million by 2014-15 based on rate projections provided by the New York State Retirement System. This looming retirement explosion threatens every city, town and village in New York State. One of our neighborhood leaders gasped, "we cannot afford that" at a recent financial presentation given to neighborhood and sector leaders by my Budget Director. Clearly we cannot pass on such costs to our taxpayers whose own life savings have been severely negatively impacted by the struggling stock market and employment challenges. The new retirement tier, known as Tier 5, will slowly help moderate these costs, but only as we hire new employees. The cost of existing employees' pensions are not reduced by this change.

**Core City services are maintained in the proposed budget despite such dire financial constraints. All City recreation centers remain open with no change in hours. All branch libraries remain open and hours are extended. We are not closing a firehouse nor are we reducing the number of police officers on the streets.**



## Property Taxes and Burden

I have previously pledged that I would not balance the City budget by raising property taxes for city homeowners whose average household income is only \$29,000. My budget proposal results in a 0.6% **reduction in the homestead tax rate** that reduces the typical homeowner's tax burden by \$7.40.

Unfortunately, the non-homestead tax rate increases by 1.4%, primarily due to the state-mandated tax shift and the typical business tax burden increases by \$149.40. I simply could not afford to cover that state-mandated shift in the tax burden for businesses this year as I did last year. The state-mandated Maintenance of Effort (MOE) removes my ability to reduce the City School tax levy which accounts for 73% of the total tax levy. The City is left to fund such vital government services as police, fire, libraries, recreation centers, and city infrastructure with only the remaining 27% of the tax levy.

The proposed property tax rates for 2010-11 maintain our previous efforts to reduce property taxes. During my term we have leveraged new investments in the city that have led to increased City property values. This, along with our reduced spending has enabled me to reduce the homestead and non-homestead tax rate by 7.1% and 5.6% respectively since becoming Mayor in 2006.

	<u>2005-06 Tax Rate</u>	<u>Proposed 2010-11 Tax Rate</u>	<u>Percent Difference</u>
Homestead	\$20.99	\$19.50	-7.1%
Non-Homestead	\$44.79	\$42.27	-5.6%

My Senior Management Team (SMT) and I began the development of the 2010-11 Budget knowing it would be very challenging due to the continued economic crisis. The budget gap of \$43.9 million was the largest in recent history. Rochester is renowned for its sound fiscal practices. We were guided by these practices as we formulated this budget. We were also guided by our customers' voices in our decisions.

For instance, over two years ago we formed an interdepartmental team and partnered with the Rochester Downtown Development Corporation to develop a strategy to eliminate the annual property tax subsidy to the Parking Fund. This team developed a strategy to have the City assume the management of City-owned garages enabling an economy of scale, while still contracting out for certain garage services. I am pleased to announce that under the leadership of our Finance Director, Brian Roulin and our new Parking Manager, Susan Olley, we have eliminated the property tax subsidy for the Parking Fund.

In addition, with your vital support, we have sold the City watershed to the New York State Department of Environmental Conservation (DEC) for nearly \$13 million, ensuring it will always remain in its pristine state, while reducing the City taxpayers' cost to maintain it. My SMT knew we had to look hard at our senior staff costs. This budget eliminates the entire Office of the Chief of Staff and other senior positions including: Deputy City Budget Director, Deputy Commissioner of Recreation and Youth Services and the Deputy City Assessor. Alone these actions save \$630,000 annually.

Now allow me to summarize how the City will close its projected \$43.9 million gap.

## Closing the Gap and Funding New Initiatives

In summary, the \$43.9 million gap was closed by:

- \$12.0 million – Use of reserves (Highest Amount in Recent History)
- \$9.9 million – Departmental efficiencies including eliminating property tax subsidy for the Parking Fund
- \$3.5 million – Departmental reductions
- \$3.8 million – Reduction from planned cash capital investments
- \$6.0 million – Revenue and fee increases
- \$1.9 million – Lower wage settlements and assumptions
- \$1.1 million – Projected retirement bill credit due to containment of overtime and hiring freeze
- \$1.0 million – Additional anticipated revenue from the sale of property
- \$1.0 million – Growth in sales tax revenue
- \$1.0 million – Forgo contribution to insurance reserve
- \$0.6 million – Lower debt service due to lower interest rates
- \$2.1 million – Net of other changes

I acknowledge that the use of reserves is not a strategy we should pursue year after year. However, I believe the use of these reserves made available by our longstanding conservative financial management is appropriate at this unprecedented time. Use of the reserves also buys time to convince leaders in Albany to act on fiscal reforms that are required to assist cities. I will expand on this issue at a later date.

We eliminated 99 full-time positions due to efficiencies and departmental budget reductions while we have added 60 new positions to drive future efficiencies and enhance services, resulting in a net City full-time work force reduction of 39 positions. The largest single decrease is the elimination of 12 security positions on road patrol and the largest increase is 8 security positions to assume the role currently provided by contract in City parking garages. Four new technology positions are added that will drive future efficiencies and cost reductions.

Our hiring freeze limited the number of layoffs to 18 full-time and 5 part-time employees. These layoff figures are expected to go down as individuals bid for job openings and more retirements are finalized. During my four-and-one-half years as Mayor the total full-time workforce has declined by 6.1% (183) while the authorized number of sworn police officers has increased by 5% (36). We have stayed focused on our priorities.

I will now address in more detail the steps we took to close the gap and the actions we took to address our customers' input, all aligned with our priorities. Given the size of the gap we had to close, some of our reductions reflect choices I wish I did not have to make. But very tough choices were required. As you will see, this budget contains very few new initiatives.

### **PUBLIC SAFETY**

Enhancements:

- Installation of 20 red light cameras by the end of the fiscal year as the first phase of this project comes to completion. The first cameras will be operational by September 1. I anticipate this new public safety tool will reduce unsafe driving in our city and reduce the number of accidents. We will monitor results and report back to City Council.
- Installation of 20 new police surveillance cameras. A total of at least 160 cameras will be operational by the end of the fiscal year. I illustrated the value of these cameras in the 2010 State of the City Address. As the saying goes, "A picture (or in this case a video) is worth a thousand words."

## **PUBLIC SAFETY (cont.)**

- Expansion of public safety crime data analysis as it relates to citywide public safety strategies and initiatives, including Police, Fire and 911.
- A 50% increase in funding is provided for the Fire Department to install 2,300 smoke detectors and 2,000 carbon monoxide detectors.
- The fee for avoidable false alarms is increased to help offset the cost of the enhanced level of public safety service.
- 21 new police recruits are funded for the August 2010 class.

### Reductions/Deferrals:

- The planned spring 2011 police recruit class is suspended, saving \$193,800. We plan to file for a waiver from the COPS Hiring Recovery Program unless new resources are identified.
- Elimination of the 8 a.m. to 4 p.m. and the midnight to 8 a.m. Security road patrol, saving \$383,000.

### Efficiencies:

- A 60% reduction in police overtime saves \$1.7 million and reduces future pension costs.
- A 37% reduction in fire overtime saves \$328,500 and reduces future pension costs.
- The continued phased implementation of the preferred fire response method (quint/engine) saves \$542,400.

## **NEIGHBORHOOD AND BUSINESS DEVELOPMENT**

### Enhancements:

- The redevelopment of the Midtown site continues to be on track thanks to our partners in New York State and Washington D.C. Currently nearly 200 workers are on site completing the asbestos removal, and demolition should begin this summer. By 2012, this site will be home to the new world headquarters of PAETEC and the redevelopment of the Midtown Tower will be completed to bring more residents downtown.
- Funding for the redevelopment of the Port of Rochester continues. Construction of a parking lot north of the Port of Rochester Terminal Building will begin this fall as part of the development plan for a marina surrounded by housing that will increase our future tax base.
- After the first full year in operation, the four quadrant teams have each developed a quadrant-specific strategic plan to be implemented in 2010-11.
- During this fiscal year, we anticipate the sale of the parking lot at Main Street and Plymouth Avenue for new development.
- We anticipate completing the sale and redevelopment of the former Josh Lofton site this year. This development will complement the new Nothnagle relocation downtown and anchor the south end of the Cascade District.

## **EDUCATION**

### Public School Educational Excellence

I began my second term in January with a call for a change in the governance of the City school system. At the State of the City Address this month I again called for a change in school governance and articulated why I believe our children deserve better. We cannot let a system continue that has graduated less than 50% of our children for decades and does not adequately prepare our children for college or to enter the workplace. I continue to await legislation to be introduced in Albany that will enable change to occur.

Under the Maintenance of Effort law, city taxpayers give \$119.1 million to the school district each year. Our taxpayers invest almost \$50 million more in education each year than does Buffalo, which has more students. As I have previously stated, City Hall does not have control over whether school governance reform will be enacted. This is a decision made in Albany, after thorough community discussion. I continue to be proud that City Hall has been driving this conversation. While the majority of resources that will determine educational outcomes are in the Proposed City School District's Budget of \$694.5 million, I will continue to fund in the City Budget the development of our youth through such avenues as literacy efforts in our branch libraries, and to continue to ensure educational and physical activities exist in our City recreation centers.

#### Enhancements:

- A new mobile literacy program, including a new vehicle, is funded to provide expanded reading opportunities to our children. This initiative will enable books to be readily available at recreation centers and city daycare centers.
- Library hours are expanded from 36 hours to 70 hours per week at the Sully Branch Library located in the new Thomas P. Ryan Center enabling youth to enjoy physical activities in the evening at the Thomas P. Ryan Center and then go down the hallway and read in the Sully Branch.

#### Reductions:

- The curfew program was determined unconstitutional during 2009-10, thus eliminating an expense of \$202,000.

## **CUSTOMER SERVICE**

#### Enhancements:

- A new "Recreation on the Move" program is funded. This will be a new flexible resource enabling recreation activity in areas that do not have recreation centers.
- Support of the Omnium bike race increases \$50,000.
- Funding of \$40,000 is provided for the Rochester Flower City Challenge race.

#### Consolidation Budget Highlights:

- By the end of this fiscal year, 311 and 911 will be organizationally consolidated to drive future service enhancements and efficiencies with each remaining in their current physical space for this year.

## **CUSTOMER SERVICE (cont.)**

- Pending completion of a feasibility study, I expect the civil service function governing City positions to be handled by the Monroe County Civil Service Commission structure effective January 2011, thus eliminating the City Civil Service Commission and staff.
- Parking responsibilities are fully consolidated and the City assumes management of the High Falls, Mortimer Street, South Avenue, Sister Cities, Crossroads and Washington Street garages, eliminating the required annual subsidy for the Parking Fund.
- Recreation reorganizes into a quadrant service delivery model saving \$108,300 annually.
- The Department of Recreation and Youth Services administrative staff consolidates operations at 400 Dewey Avenue saving \$28,900 annually.
- Process and System Integration (PSI) – We are initiating a four-year transformation of our city processes and information technology (IT) infrastructure. Instead of simply replacing old technology with new technology, we are mapping all City processes to identify the most organizationally effective and efficient approach to each process, while simultaneously installing new technology. We do not have a choice but to replace our existing technology since in a few years we will no longer be able to recruit the antiquated skill set that supports the existing infrastructure.

### Efficiency Budget Highlights:

- Sale of the City Watershed in 2009-10 to the New York State Department of Environmental Conservation brings nearly \$13 million in revenue and saves \$500,000 in annual operating costs.
- Police cruisers will receive an oil change every 4,000 miles instead of 3,000 miles to enable brake replacement at the same time, at a \$199,800 savings and a reduction in down time for police cruisers.
- A reduction in civilian workforce injuries decreases workers compensation and saves \$266,800.
- An increased reliance on part-time and seasonal labor for provision of recreation services to reduce costs.
- Reduction in senior administrative positions.
- An expansion of shared clerical support among staff.

### Outsourcing Highlights:

- The customer service agents at City parking garages will be provided by a contractual agreement.

### Reductions:

- Absent the identification of private sponsorships, the laser light shows at High Falls will end September 1, saving \$197,000.
- Downtown bus shelters will no longer be heated due to budget constraints unless RTS agrees to pay for these costs, saving the City \$18,000. RTS has been asked to consider funding this utility cost as a service to their customers.

## CUSTOMER SERVICE (cont.)

- Residential streets will be swept every six weeks instead of every seven to ten days and arterial streets will be swept every third day rather than daily, saving \$283,100.
- All high-access city public areas and restrooms in City facilities will be cleaned daily while other areas will be cleaned every other day saving \$106,800.
- The opening of Durand Eastman Beach next summer is delayed one month until July 1 saving \$35,100 annually.
- The Corn Hill Landing Concert series is eliminated due to budget constraints saving \$63,000.
- Music Fest support decreases, saving \$50,000.
- Support for the Jazz Festival decreases, saving \$23,000.
- Support for the Taste of Rochester is eliminated due to budget constraints, \$10,000.
- Support for the RPO concert series is reduced, saving \$8,000.
- The 311 Call Center will be closed on New Years Day, Memorial Day, Labor Day, Thanksgiving Day and Christmas Day when the volume of service calls is lightest, saving \$64,300. A recording will tell callers to call 911 if they need police, fire or medical attention. The recording will also tell callers that the office is closed due to the holiday and give them an opportunity to leave a voice message so that their call may be returned the next business day.

### Capital Investment Deferrals and Budget Reduction Highlights:

- A complete one-year deferral of the replacement of marked police vehicles saves \$2.2 million.
- A deferral on the next phase of planned improvements to Manhattan Square Park.
- A deferral of future major renovations to our aging fire stations. The previously funded Hudson Avenue Firehouse renovation should be completed this summer.

## Self-Supporting Enterprise Funds

I am forced to seek fee increases for refuse, water and local works charges to maintain vital City services. These fee increases are necessary to fund the 43% increase in retirement costs. A \$10.64 increase in water charges for the average household is proposed. Members of my Senior Management Team continue to work with members of the Monroe County Water Authority on a possible merger and a water sale agreement. A \$16 increase is also proposed for refuse fees. We have previously redesigned our refuse routes to maximize efficiency to keep the refuse charge frozen for three years. One future possibility that will require further analysis and input from our customers is recycling every other week. Finally, an \$18.40 increase is proposed for the local work charge that funds roadway and sidewalk snowplowing, street repairs and sweeping and the replacement of hazardous sidewalks.

In total, these fees increase by \$45.04 or 5.4%. We worked hard to limit the impact of the 43% increase in retirement costs. These fee increases, combined with **my proposed \$7.40 decrease in the homeowner tax burden** results in a \$37.64 total increase in burden for the typical homeowner. This is less than 75 cents per week.



## State Reform is Required to Protect Taxpayers

As you know, our Fire Union brought a lawsuit against the City's use of revenue we receive from out-of-state insurance companies (Foreign Insurance Fund). For the past two decades, the City has used these funds to help pay for firefighter health care costs. My staff has attempted to negotiate resolution of this issue, yet our offers were rejected. I now have no choice but to actively seek state legislation to enable the City to use those funds to pay for firefighter benefits and firefighting equipment in a manner that does not add to our taxpayers' burden. When told of this at a recent meeting, our neighborhood and sector leaders shook their heads in disbelief that the Fire Union wants free health care and at the same time want to personally control how these Foreign Insurance Funds are used. We had major success working with our labor partners on our new health care agreement reached last summer. Unfortunately, that is not the case on this issue. I am budgeting \$700,000 in anticipation of this legislation passing. If it does not pass, I will have no choice but to find further cost reductions during the year. I will ensure the City Treasurer maintains these funds separately and does not transfer the funds into the budget until the new law is passed.

While we await the outcome of the 2010 Census, there is no doubt that Rochester's population has declined dramatically over the past 40 years. Yet, there remains a demand for high service levels. We are on a collision course with the projected increases in retirement costs and our taxpayers' inability to pay. New York State must reform the way cities are able to manage if we want to avoid major tax increases and a state-imposed Control Board. I do not want the loss of local control that would result from a Control Board, but I welcome the state granting City Council and the Mayor Control Board-like powers. We must have more local control over our spending.

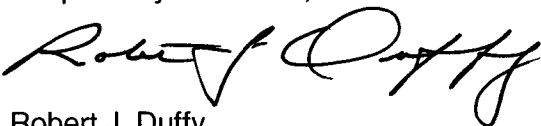
We need major state reforms to protect taxpayers. We must examine binding arbitration, the Triborough amendment and the Taylor Law to maintain fiscal stability and at the same time respect the contributions of our workforce.

The City of Buffalo has a Control Board that gives it unique powers to control spending. The City of Syracuse's proposed budget raises property taxes 5.4%, reduces the number of firefighters, includes police officer layoffs and assumes no employee will receive a wage increase. Cities cannot make wage assumptions without Control Board powers. Rochester and other cities in New York State need tools to manage.

Over the past four-and-one-half years, my Senior Management Team and I have looked hard for efficiencies that have saved over \$33.9 million. This year, we even save \$4,000 as City youth will plant and maintain the annual flowers outside the 911 Center instead of a professional service. We are near the limit of what we can do to not raise taxes and maintain vital city services. We simply cannot pass on the cost of city employee benefits to our citizens. If the State does not embrace these reforms, major service reductions will occur in the future possibly including: closing of fire houses, schools, recreation centers and libraries. My Senior Management Team and I continue to fight for the changes needed and we continue to look for new ways to deliver city services without raising property taxes.

I look forward to your careful review and commit to being responsive to questions that may arise during your review.

Respectfully submitted,



Robert J. Duffy  
Mayor

---

---

Increases

## Revenue:

- The transfer from Premium and Interest Fund necessary to balance the budget increases by \$8,000,000
- An increase of \$999,000 in the tax levy is proposed to balance the budget
- A water rate increase is proposed to balance the fund
- A refuse rate increase is proposed to balance the fund
- A local works rate increase is proposed to balance the fund

## Expense:

- Payments to the New York State Retirement System due to an increase in required contributions
- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Program enhancements

Decreases

## Revenue:

- The Governor's proposed New York State Budget results in a net decrease of \$921,400 for New York Aid and Incentives for Municipalities
- Sales tax revenue decreases by \$700,000

## Expense:

- Program eliminations or reductions in departmental sections
- Reduction in police and fire overtime
- Departmental efficiencies
- Cash capital due to the acceleration of Enterprise Fund planned capital investments in 2009-10 and use of proceeds from the sale of the watershed in 2009-10

## REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

---

General Fund 2010-11 revenue estimates are \$352,795,900 or 1.4% less than the 2009-10 Budget. The 1% reduction in state aid (\$921,400) proposed by the Governor is budgeted. The amount transferred from the Premium and Interest Fund required to balance the budget is \$8 million more than the amount used in 2009-10. A 1% growth in taxable sales is assumed for 2010-11 on a lower than anticipated base for 2009-10. The elimination of the Parking Fund property tax subsidy enables property tax for General Fund use. An increase in the tax levy of \$999,000 is proposed.

Special Fund 2010-11 revenue estimates are \$17,324,400 or 0.03% less than the 2009-10 Budget. Ongoing support from Monroe County for the Central Library remains constant at the 2010 level in addition to a one time appropriation of County fund balance \$207,000.

Enterprise Fund 2010-11 revenue estimates are \$95,253,000 or 9.4% less than the 2009-10 Budget. One time sale of watershed to New York State Department of Environmental Conservation in 2009-10. Rate increases are budgeted for the Water, Refuse and Local Works Funds.

REVENUE SUMMARY  
SUMMARY OF REVENUE CHANGES

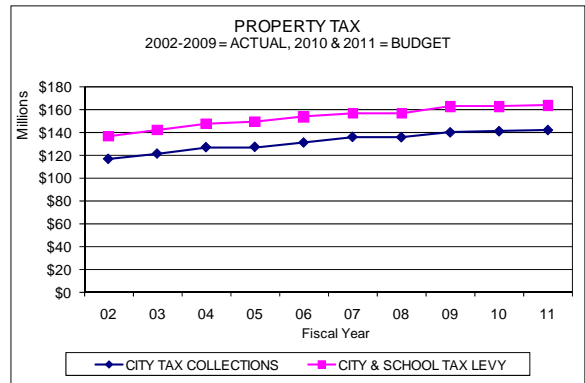
1-3

	Amended 2009-10	Approved 2010-11	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	129,796,500	134,093,200	4,296,700	3.3%
Delinquent & Supplemental Taxes	3,719,500	4,175,800	456,300	12.3%
In-Lieu-of-Tax Payments	9,472,300	9,600,000	127,700	1.3%
Interest & Penalties	2,561,000	2,075,000	-486,000	-19.0%
Sales Tax	124,100,000	123,400,000	-700,000	-0.6%
Utilities Gross Receipts Tax	7,700,000	7,500,000	-200,000	-2.6%
Mortgage Tax	<u>1,621,000</u>	<u>1,500,000</u>	<u>-121,000</u>	-7.5%
Taxes Total	278,970,300	282,344,000	3,373,700	1.2%
Departmental Income	7,912,300	7,124,300	-788,000	-10.0%
Use of Money & Property	353,900	842,300	488,400	138.0%
Fines & Forfeitures	4,068,100	2,721,300	-1,346,800	-33.1%
Licenses & Permits	2,949,500	2,459,900	-489,600	-16.6%
Sale of Property & Compensation for Loss	9,369,400	2,156,600	-7,212,800	-77.0%
Miscellaneous	6,419,500	6,891,000	471,500	7.3%
Intergovernmental – New York State	112,793,600	109,104,200	-3,689,400	-3.3%
Intergovernmental – Federal	7,530,600	7,775,600	245,000	3.3%
Intergovernmental – Other	17,615,100	17,966,400	351,300	2.0%
Interfund Revenue & Transfers	<u>-90,072,500</u>	<u>-86,589,700</u>	<u>3,482,800</u>	-3.9%
General Total	357,909,800	352,795,900	-5,113,900	-1.4%
Animal	1,441,500	1,519,200	77,700	5.4%
Library	15,888,600	15,805,200	-83,400	-0.5%
Water	41,351,100	35,553,600	-5,797,500	-14.0%
War Memorial	2,802,200	2,914,400	112,200	4.0%
Parking	7,343,500	10,518,200	3,174,700	43.2%
Cemetery	6,947,400	1,982,400	-4,965,000	-71.5%
Public Market	964,100	1,689,200	725,100	75.2%
Refuse	28,310,300	25,229,800	-3,080,500	-10.9%
Local Works	<u>17,379,100</u>	<u>17,365,400</u>	<u>-13,700</u>	-0.1%
Grand Total	480,337,600	465,373,300	-14,964,300	-3.1%

## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Property Tax

New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first \$6,200 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. 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 \$6,357,377 from the 2009-10 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 2009-10 budget:

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Expenses	480,337,600	465,373,300	-14,964,300
Non-Property Tax Revenue	<u>339,247,800</u>	<u>323,247,000</u>	<u>-16,000,800</u>
Property Tax Required (City & School)	141,089,800	142,126,300	1,036,500

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

3. The Collection Rate – It is anticipated that 93.5 percent of the tax levy will be collected during 2010-11. In addition, anticipated collections for the first sixty days following the current year are accrued as 2009-10 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.0 percent. A Tax Reserve of 5.0 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2010-11 and an amount for the settlement of assessment review proceedings. In accordance with Generally Accepted Accounting Principles, the tax reserve is not reflected in the budget.
4. STAR Program – In 1998-99 New York State enacted the School Tax Relief (STAR) Program, which provides two types of exemption for owner-occupied primary residences. The “Enhanced” program is for property owners 65 years of age or older, with incomes of less than \$74,700. Approximately 4,800 property owners will benefit from this program in 2010-11. All other owner-occupied property owners are eligible for the “Basic” STAR program. Approximately 26,700 property owners will take advantage of the “Basic” program in 2010-11. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

## Year-to-Year Comparison

### All Funds

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
141,089,800	142,126,300	1,036,500

### General Fund

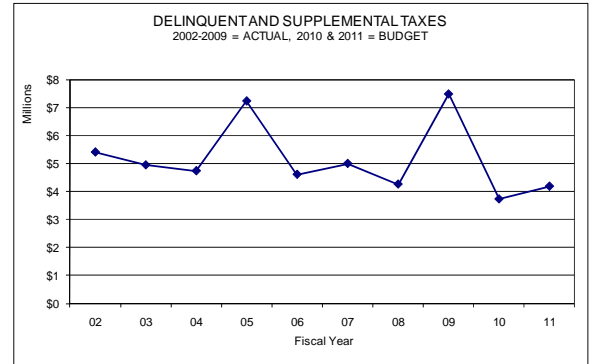
<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
129,796,500	134,093,200	4,296,700

## 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 will hold a bulk sale of delinquent tax liens to a third party; 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.



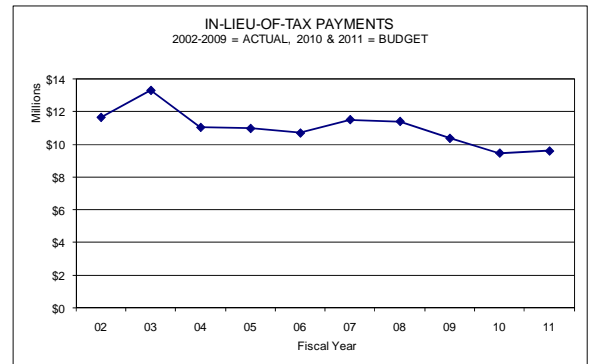
## Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
3,719,500	4,175,800	456,300

## 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.



## REVENUE SUMMARY DESCRIPTIONS & CHANGES

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

Currently sixty-eight COMIDA projects make payments in lieu of taxes. Fifty-five housing projects make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

### Major Change

Revenues are expected to increase slightly due to an increase in shelter rent payments offset by a net transfer of \$15.2 million in non-homestead value from COMIDA to the tax roll.

### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
9,472,300	9,600,000	127,700

### Interest & Penalties

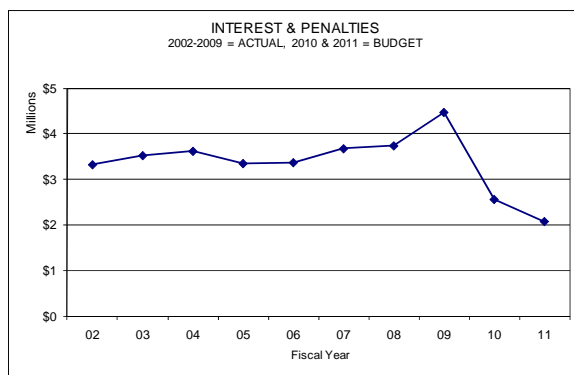
The City levies a finance charge of 1.5% per month on unpaid tax and fee balances. Penalty fees for unpaid taxes are added to subsequent tax bills and are collected in the same manner as property taxes.

### Major Change

Reduction in delinquent tax balance as a result of tax lien sales reduces revenue from interest and penalties.

### Year-to-Year Comparison

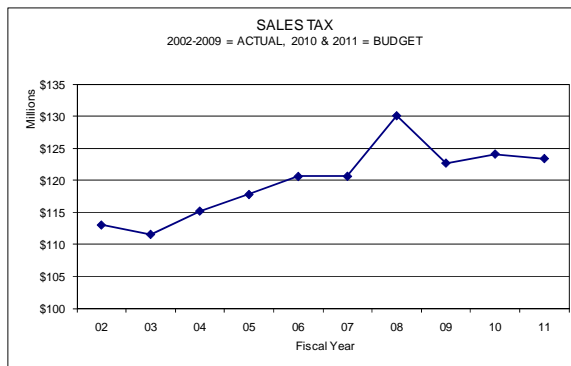
<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
2,561,000	2,075,000	-486,000



### Sales Tax

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

Sales tax proceeds are collected by the State and distributed to the County every month. Under the current sales tax distribution formula the City receives 35.63 percent of total County collections generated from the 3 percent local share. The City's initial share of the additional 1 percent, approximately 4.1%, began on December 1, 1993, and was suspended on November 30, 1994. During that period the City School District received approximately 3.7% of the additional percent directly from the County. The City resumed sharing the additional 1 percent on December 1, 1995. Beginning in December 1995 the City share of the additional 1 percent became 2.5%, and it increased annually for the next four years to 5%, 12%, 15.75% and 19.22%. The City share of the additional 1 percent decreased to 18.1% in January 2001 to reflect population changes identified in the 2000 Census.



# REVENUE SUMMARY DESCRIPTIONS & CHANGES

## Major Change

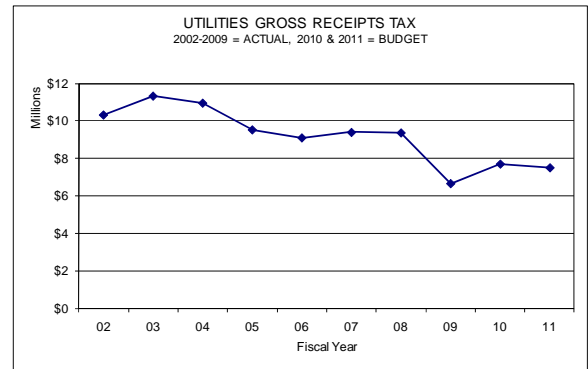
Taxable sales are anticipated to increase by 1% on a lower base than anticipated in 2009-10. No change anticipated for the 2010 census at this time.

## Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
124,100,000	123,400,000	-700,000

## 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

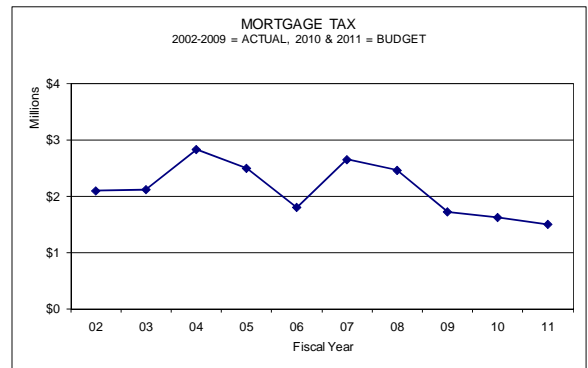
Revenue decreases due to increased energy conservation, slow economy, and claims by certain utility companies that charge is not applicable.

## Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
7,700,000	7,500,000	-200,000

## Mortgage Tax

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



## Major Change

Revenue is anticipated to decrease as home sales slow due to expiration of the Federal first time homebuyers credit.

## Year-to-Year Comparison

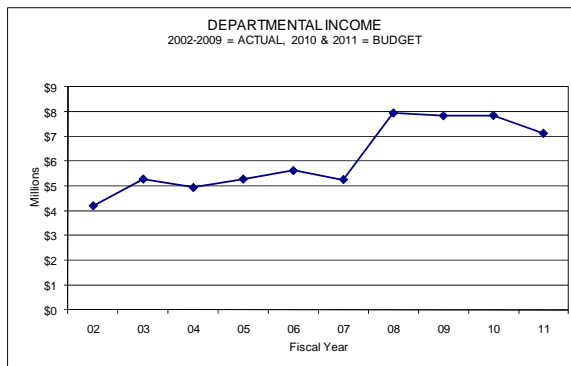
<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
1,621,000	1,500,000	-121,000



## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Departmental Income

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



### Major Change

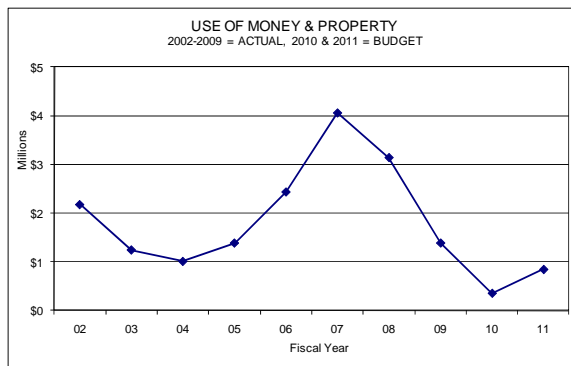
Fifty percent reduction in City School District funding for Hillside Work Scholarship \$600,000; reimbursement for police department special events overtime decreases \$170,000; one time funding for North Street Recreation Center improvements does not recur \$150,000; reimbursement from Rochester Economic Development Corporation for services increases \$110,000; reimbursements for demolition expense increase \$100,000; an increase in alarm permit fees is proposed \$100,000; civil service exam fees decrease \$90,000. Rochester Area Community Foundation funding for after school programs does not recur \$70,000. Towing fees decrease \$30,000. Net of other changes is an increase of \$12,000.

### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
7,912,300	7,124,300	-788,000

### 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

Interest earnings are expected to increase by \$372,200. Net increase in rental of real property of \$116,200 is due primarily to the port terminal.

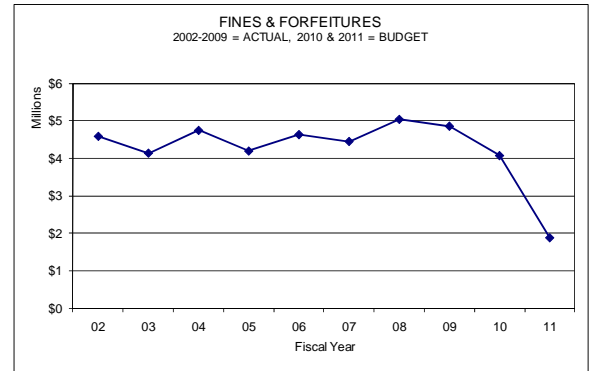
### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
353,900	842,300	488,400

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

## Fines & Forfeitures

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



### Major Change

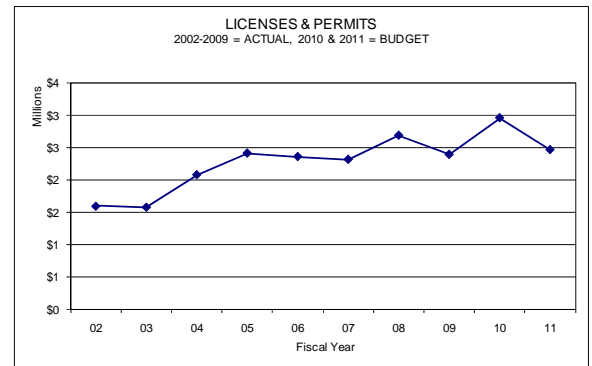
Revenue is anticipated to decrease as a larger share of total revenue from parking tickets is allocated to the Parking Fund \$1,890,100 to support staff costs transferred from the General Fund to the Parking Fund. Expected new revenue from the Red Light Camera photo enforcement program is \$850,000. Revenue from moving violations decreases \$312,500 due to reduced enforcement replaced by more pro-active policing. Net of other changes is an increase of \$5,800.

### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
4,068,100	2,721,300	-1,346,800

## Licenses & Permits

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



### Major Change

Professional licenses decrease \$219,400 due to the bi-annual schedule for renewal. Delay in implementation of case management fee reduces revenue \$135,500. Revenue from Certificate of Occupancy renewal fees decreases \$104,000. Business and occupational licenses decrease \$31,800. Net of other changes is an increase of \$1,100.

### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
2,949,500	2,459,900	-489,600

## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Sale Of Property & Compensation For Loss

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



### Major Change

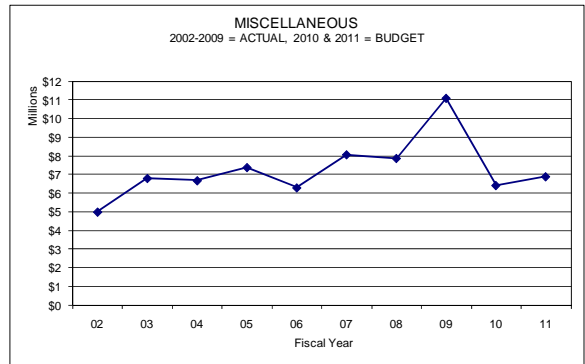
Net change to revenue from sale of real property is a reduction of \$7,148,600 due to the one time sale of the City Watershed to the New York State Department of Environmental Conservation offset by the anticipated sale of several City properties. Auto auction receipts decline due to the reduction in price of steel and reduced inventory \$100,000. Reimbursements for street lighting damages increase \$30,000. Net of other changes is an increase of \$5,800.

### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
9,369,400	2,156,600	-7,212,800

### 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

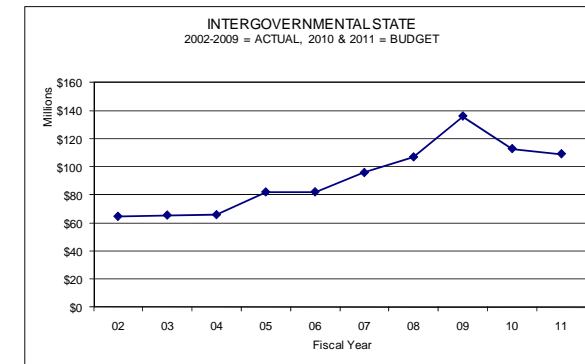
Revenue from cable franchise fees increases \$311,500. The appropriation of general fund surplus increases \$160,000.

### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
6,419,500	6,891,000	471,500

### Intergovernmental – New York State

Revenues received from New York State constitute this category. There are four types of aid: general purpose, categorical, and 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.

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

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

**Major Change**

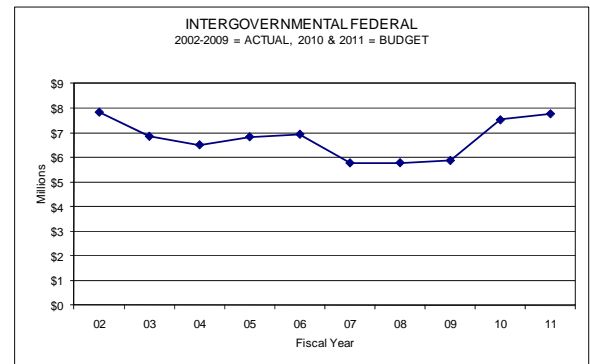
AIM aid decreases by 1% or \$921,400. Consolidated Highway Improvement revenue decreases \$312,800. STAR revenue decreases as a result of the reduced homestead tax rate \$88,200. Youth aid increases \$58,500. Assessment aid decreases by \$42,900. Revenue from miscellaneous state grants decreases \$2,598,300 which is largely attributable to the following grants not recurring: Demolitions \$1,000,000; North Street Recreation Center renovation \$600,000; Project IMPACT VI \$502,700; City Hall Brownstone \$350,000; Census project \$90,600; and Waterfront Rehabilitation \$55,000. Urban Area Security Initiative funds increase \$217,500. New grant funds provided for program to prevent AIDS/HIV and other diseases \$193,700. Pregnancy prevention program funds decrease \$73,600. Net of other changes is a decrease of \$4,900.

**Year-to-Year Comparison**

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
112,793,600	109,104,200	-3,689,400

**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**

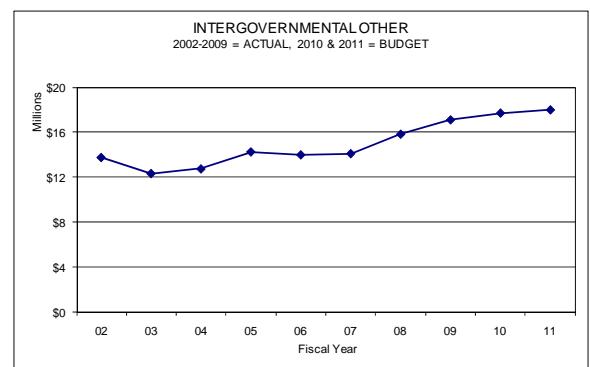
Revenue from COPS Hiring Recovery Program grant increases to correspond with full year of funding \$766,000. COPS Meth funding allocated over grant term reduces revenue \$450,000. Metropolitan Medical Response System grant funds decrease \$96,500. Justice Assistance Grant funds increase \$58,300. Lead Hazard Program decreases \$41,700. Transportation grants increase \$33,300. Revenue from CDBG Program decreases \$21,700. Net of other changes is a decrease of \$2,700.

**Year-to-Year Comparison**

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
7,530,600	7,775,600	245,000

**Intergovernmental – Other**

Revenues received from governmental agencies other than the Federal and New York State levels constitute this category. Reimbursements for debt service from the Pure Waters Agency for sewers and from Monroe County for highways 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.



## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Major Change

Expected County reimbursement for Emergency Communications increases \$1,208,600. The following decreases occur: County pass through for State Law Enforcement Terrorism Prevention Program \$405,000; County pass through for State Homeland Security Program \$166,000; and reimbursement for Pure Waters Sewer debt \$180,400. There is a decrease of \$112,000 for Traffic Shares as County funded capital projects decrease. The net of other changes is an increase of \$6,100.

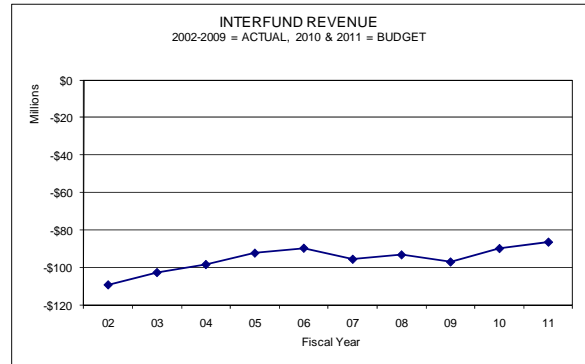
### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
17,615,100	17,966,400	351,300

### 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 (motor equipment, telephone, etc.) are included in the General Fund as well as the appropriate non-General Fund. The reimbursements offset the General Fund expense. Revenues in this group include transfers from the Library Fund and Enterprise Funds.



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

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

### Major Change

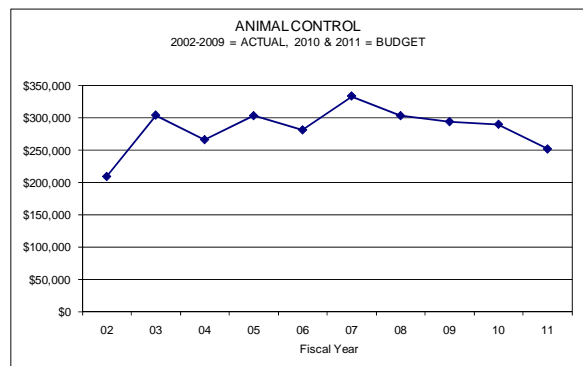
The transfer from Premium and Interest needed to balance the budget increases \$8,000,000. A one time transfer of \$3,378,400 to the Insurance Reserve Fund as a result of a legal decision does not recur. One time transfer of \$2,000,000 from the Tax Relief Fund does not recur. Water Fund return on investment to the General Fund increases by \$1,000,000. A transfer from the Foreign Insurance Fund is included pending approval of proposed state legislation \$700,000. The transfer from the Tax Repayment Fund decreases by \$585,300. Transfer from Special and Enterprise funds decreases \$109,400 primarily due to reduced motor vehicle chargebacks. Transfer from seized property funds decreases \$75,000. Transfer from Cultural Center Commission is eliminated \$67,600. Net of other changes is a decrease of \$1,500.

### Year-to-Year Comparison

<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
-90,072,500	-86,589,700	3,482,800

### Animal Control Fund

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



# REVENUE SUMMARY DESCRIPTIONS & CHANGES

### Major Change

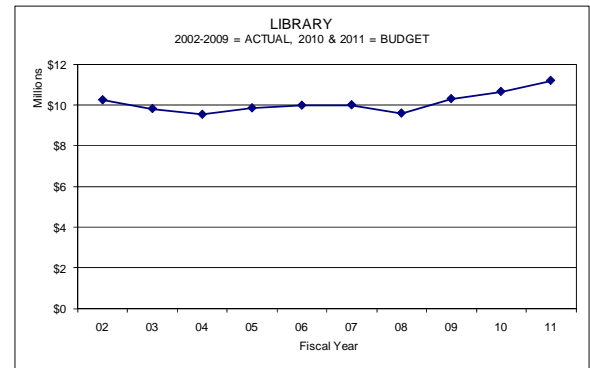
Revenue from animal control center fees decrease by \$20,700 primarily due to reduced spay/neuter surgeries. Revenue from animal fines decreases \$17,500. Interest earnings increase \$100. Property tax support increases \$115,800 to balance the budget.

### Year-to-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	288,900	250,800	-38,100
Property Tax	<u>1,152,600</u>	<u>1,268,400</u>	<u>115,800</u>
Total	1,441,500	1,519,200	77,700

### Library Fund

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



### Major Change

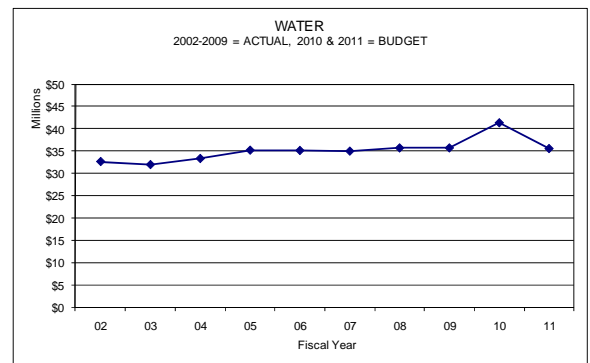
Reimbursement from Monroe County Library System for services increases \$217,900. One time appropriations of fund balance from the County \$207,000 and City \$200,000 are budgeted. Net reduction in State aid and grants decreases revenue \$147,100. Revenue from the Gates Foundation increases \$124,300. Transfer of premium and interest decreases \$58,400. Net of other changes is a decrease of \$2,400. Property tax support needed to balance the budget decreases by \$624,700 due to use of fund balance and decrease in debt service.

### Year-to-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	10,641,200	11,182,500	541,300
Property Tax	<u>5,247,400</u>	<u>4,622,700</u>	<u>-624,700</u>
Total	15,888,600	15,805,200	-83,400

### Water Fund

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



### Major Change

Revenue from sale of real property decreases \$6,848,600 due to the one time sale of the City Watershed to the New York State Department of Environmental

## REVENUE SUMMARY DESCRIPTIONS & CHANGES

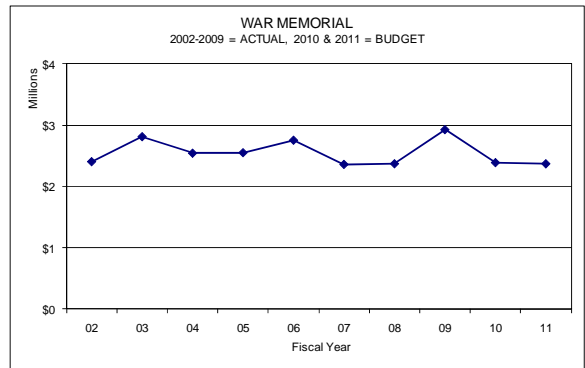
Conservation. Metered sales revenue increases with the proposed rate increase \$1,000,000. Revenue from sale of water to MCWA and other municipalities increases \$691,100 due to a higher exchange rate. No appropriation of fund balance is required, a decrease of \$576,600. Transfer from premium and interest decreases \$193,400. Reimbursement for services related to maintenance of upland properties increases \$84,300. Interest and penalties increase \$50,000. Net of other changes is a decrease of \$4,300.

### Year-to-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	41,351,100	35,553,600	-5,797,500

### War Memorial Fund

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



### Major Change

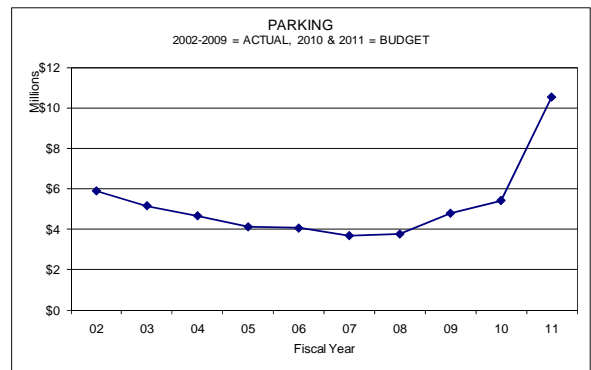
Transfer from premium and interest decreases \$36,200. Operating revenues from the Blue Cross Arena increase \$18,100. Interest earnings decrease \$700. Property tax support needed to balance the budget increases \$131,000 to support capital investment.

### Year-to-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	2,391,100	2,372,300	-18,800
Property Tax	<u>411,100</u>	<u>542,100</u>	<u>131,000</u>
Total	2,802,200	2,914,400	112,200

### Parking Fund

Revenues in this fund are generated from eight downtown parking garages, six City owned surface lots, and on street parking meters. All Parking management functions (except for East End and South Avenue garages) are consolidated into the Finance Department in 2010-11 eliminating the tax subsidy.



### Major Change

Revenue from parking garages and lots increase as management and operation of six parking garages transfer from private operators to the City \$2,948,300. A larger portion of parking ticket revenue is allocated to the Parking Fund \$2,690,100 as cost centers transfer to the General Fund. An appropriation of fund balance does not recur \$1,451,900. Revenue from on-street parking meters increases \$857,900 with better collection methods and a proposed rate increase. Transfer of premium and interest decreases \$65,700. Booting fee increases revenue \$65,000. Revenue from the bagging of parking meters increases \$50,000. Interest earnings increase \$13,000. Net of other changes is a decrease of \$6,400. Property tax support needed to balance the budget decreases \$1,925,600.

# REVENUE SUMMARY DESCRIPTIONS & CHANGES

## Year-to-Year Comparison

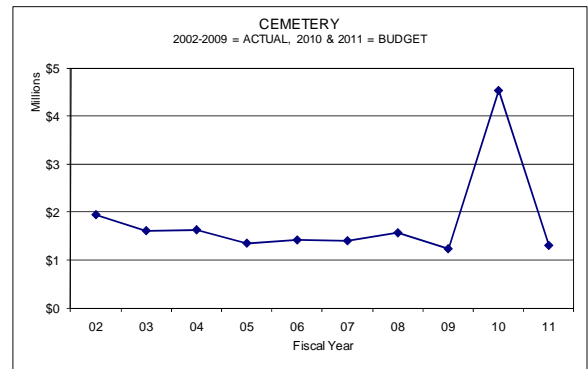
	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	5,417,900	10,518,200	5,100,300
Property Tax	<u>1,925,600</u>	<u>0</u>	<u>-1,925,600</u>
Total	7,343,500	10,518,200	3,174,700

## 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

An appropriation of fund balance does not recur \$3,366,000. Proposed fee increases generate additional revenue \$240,000. Federal capital grant for Mt. Hope Cemetery does not recur \$98,000. Interest earnings increase \$23,300. Transfer from premium and interest decreases \$20,600. Net of other changes decreases revenue \$7,800. Property tax support for the Cemetery fund decreases \$1,735,900.



## Year-to-Year Comparison

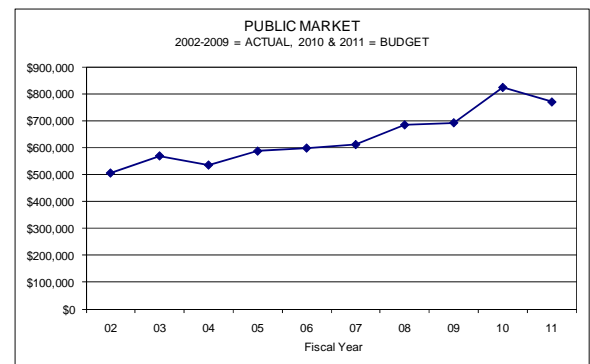
	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	4,531,600	1,302,500	-3,229,100
Property Tax	<u>2,415,800</u>	<u>679,900</u>	<u>-1,735,900</u>
Total	6,947,400	1,982,400	-4,965,000

## Public Market Fund

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

### Major Change

Transfer from premium and interest decreases \$38,700. One time state grant for \$25,000 for the construction of the tram stop does not recur. Revenue from market fees increases \$9,100. Interest earnings increase \$500. Property tax support needed to balance the budget increases \$779,200 to support capital investments.



## Year-to-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	823,300	769,200	-54,100
Property Tax	<u>140,800</u>	<u>920,000</u>	<u>779,200</u>
Total	964,100	1,689,200	725,100



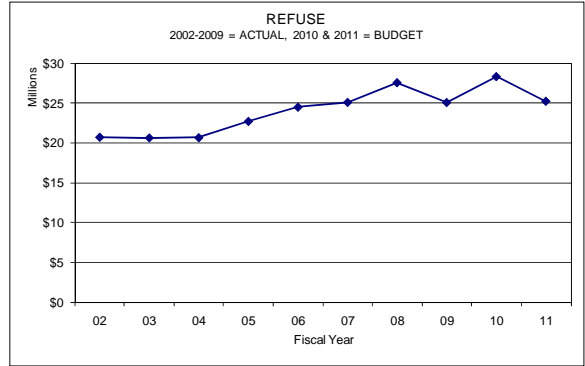
## REVENUE SUMMARY DESCRIPTIONS & CHANGES

### 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

An appropriation of fund balance to fund capital purchases does not recur \$3,289,200. Revenue from residential charges increases with the proposed rate increase \$381,500. Sale of scrap decreases \$199,500. Interest earnings increase \$26,200. Miscellaneous revenue increases \$500.



### Year-to-Year Comparison

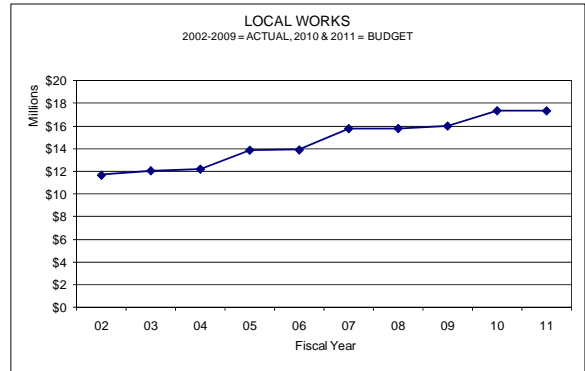
	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	28,310,300	25,229,800	-3,080,500

### 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

The appropriation of fund balance decreases \$1,797,500. Current collections increases by \$1,483,800 with the proposed rate increase. Delinquent collections increase \$245,800. Interest earnings increase \$53,200. Miscellaneous revenue increases by \$1,000.



### Year-to-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Operating Revenue	17,379,100	17,365,400	-13,700

REVENUE SUMMARY  
REVENUE ESTIMATES

1-17

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
General				
Taxes				
Property Tax (City & School)	131,030,871	131,255,200	129,796,500	134,093,200
Delinquent & Supplemental Taxes	7,477,299	4,807,700	3,719,500	4,175,800
In-Lieu-of-Tax Payments	10,375,585	10,074,000	9,472,300	9,600,000
Interest & Penalties	4,475,049	2,057,000	2,561,000	2,075,000
Sales Tax	122,693,381	122,200,000	124,100,000	123,400,000
Utilities Gross Receipts Tax	6,655,220	7,000,000	7,700,000	7,500,000
Mortgage Tax	1,721,845	1,378,000	1,621,000	1,500,000
Taxes Total	<u>284,429,250</u>	<u>278,771,900</u>	<u>278,970,300</u>	<u>282,344,000</u>
Departmental Income				
Police Fees	1,562,146	1,400,300	1,593,600	1,423,800
Fire Fees	710,653	612,100	613,400	724,500
Finance Fees	222,447	85,400	87,000	114,100
Repairs & Clean-up Fees	265,468	227,000	150,000	250,000
Recreation Fees	900,147	938,900	918,600	963,700
Zoning Fees	83,238	80,000	80,000	80,000
Charges for Service	2,467,083	2,911,200	2,992,500	2,370,800
Other Dept. Income	1,622,448	1,714,100	1,477,200	1,197,400
Departmental Income Total	<u>7,833,630</u>	<u>7,969,000</u>	<u>7,912,300</u>	<u>7,124,300</u>
Use of Money & Property				
Interest Earnings	1,214,300	390,000	203,300	575,500
Rental of Real Property	172,141	142,200	150,600	266,800
Use of Money & Property Total	<u>1,386,441</u>	<u>532,200</u>	<u>353,900</u>	<u>842,300</u>
Fines & Forfeitures				
City Court Fines	56,003	50,000	60,000	50,000
Moving Violations	708,664	825,000	1,062,500	750,000
Parking Violations	3,108,886	2,400,000	2,017,500	127,400
Municipal Code Fines	936,945	600,000	919,600	919,900
Miscellaneous	44,222	60,500	8,500	24,000
Red Light Cameras	0	0	0	850,000
Fines & Forfeitures Total	<u>4,854,720</u>	<u>3,935,500</u>	<u>4,068,100</u>	<u>2,721,300</u>
Licenses & Permits				
Business & Occupational Licenses	343,952	371,100	402,900	380,600
Bingo Licenses	12,235	13,000	21,500	13,400
Professional Licenses	35,550	245,600	237,900	30,600
Other Licenses	58,069	61,500	59,100	57,700
Building Permits	1,592,184	1,619,000	1,958,100	1,707,600
Street Opening Permits	345,106	260,000	270,000	270,000
Licenses & Permits Total	<u>2,387,096</u>	<u>2,570,200</u>	<u>2,949,500</u>	<u>2,459,900</u>
Sale of Property & Compensation for Loss				
Sale of Scrap	597,877	260,100	148,000	145,600
Sale of Real Property	954,768	7,848,600	8,648,600	1,500,000
Sale of Unclaimed Property	371,608	310,400	412,800	311,000
Other Compensation for Loss	248,122	232,000	160,000	200,000
Sale of Property & Compensation for Loss Total	<u>2,172,375</u>	<u>8,651,100</u>	<u>9,369,400</u>	<u>2,156,600</u>

**REVENUE SUMMARY  
REVENUE ESTIMATES**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Miscellaneous				
Refund - Prior Year's Expense	127,489	67,300	148,000	148,000
General Fund Surplus	4,193,000	4,183,000	4,183,000	4,343,000
Cable TV Franchise Revenue	2,482,733	1,688,500	1,688,500	2,000,000
Miscellaneous	4,293,885	900,000	400,000	400,000
Miscellaneous Total	11,097,107	6,838,800	6,419,500	6,891,000
Intergovernmental – New York State				
Aid & Incentives to Municipalities	115,415,689	91,011,900	91,292,800	90,371,400
STAR	14,223,429	13,738,700	13,640,200	13,552,000
Youth Aid	257,359	176,500	110,100	133,600
Consolidated Highway Improvements	2,647,900	3,127,800	3,127,800	2,815,000
Miscellaneous	3,437,678	3,498,000	4,622,700	2,232,200
Intergovernmental – New York State Total	135,982,055	111,552,900	112,793,600	109,104,200
Intergovernmental – Federal				
Community Development Block Grant	3,998,318	4,063,900	4,063,900	4,042,200
Crime Bill	0	565,000	1,869,000	2,165,000
Homeland Security	59,980	0	0	0
Transportation Grants	162,941	300,400	300,400	333,700
Federal Nutrition	454,466	394,300	476,000	485,600
Lead Programs	235,749	152,100	152,100	110,400
HUD-Emergency Shelter Grant	21,265	21,200	21,200	21,200
Metro. Medical Response	111,952	165,000	225,000	128,500
Substance Abuse Grant	102,086	100,000	100,000	100,000
Miscellaneous	725,874	539,200	323,000	389,000
Intergovernmental – Federal Total	5,872,631	6,301,100	7,530,600	7,775,600
Intergovernmental – Other				
Off Track Betting	384,558	230,000	250,000	230,000
Pure Waters Agency Sewer Debt	461,998	420,400	420,400	240,000
Emergency Communications	13,112,651	13,494,700	13,591,400	14,800,000
Police Services-Firearms Instruction	55,675	55,700	55,700	55,700
Election Inspectors	213,198	220,000	283,900	277,300
Downtown Public Safety	300,000	300,000	300,000	300,000
Traffic Shares	633,304	48,000	541,000	429,000
STOP-DWI	88,505	91,300	91,300	107,500
Hotel/Motel Tax (Convention Center)	993,750	795,000	795,000	795,000
Miscellaneous	840,676	1,306,000	1,286,400	731,900
Intergovernmental – Other Total	17,084,315	16,961,100	17,615,100	17,966,400

**REVENUE SUMMARY  
REVENUE ESTIMATES**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>Interfund Revenue &amp; Transfers</b>				
City School District	-119,100,000	-119,100,000	-119,100,000	-119,100,000
Water Fund	4,593,100	4,593,100	4,593,100	5,593,100
Special & Enterprise Funds	10,381,107	10,887,800	11,525,400	11,416,000
Street Lighting Districts	40,751	38,700	35,000	29,800
Premium & Interest Fund	2,798,000	4,000,000	4,000,000	12,000,000
Foreign Insurance Fund	615,000	0	0	700,000
Cultural District	66,213	67,600	67,600	0
Downtown Enhancement District	620,566	553,200	553,200	557,500
Downtown Special Services District	525,911	513,400	513,400	523,000
Seized Property Fund	270,880	175,000	175,000	100,000
Care & Embellishment Fund	34,716	36,500	36,500	38,300
Tax Repayment Fund	1,762,300	1,787,900	1,787,900	1,202,600
Tax Relief Fund	0	2,000,000	2,000,000	0
Property Management Fund	19,018	12,000	12,000	0
Capital Funds	150,000	350,000	350,000	350,000
Insurance Reserve Fund	0	3,378,400	3,378,400	0
Interfund Revenue & Transfers Total	-97,222,438	-90,706,400	-90,072,500	-86,589,700
General Total	375,877,182	353,377,400	357,909,800	352,795,900
<b>Animal</b>				
Animal Control Center Fees	206,645	171,200	198,400	178,600
Dog Licenses	35,857	33,500	33,500	32,600
Animal Fines	50,872	37,900	57,000	39,500
Interest Earnings	-399	-300	0	100
Property Tax	1,064,100	1,177,800	1,152,600	1,268,400
Animal Total	1,357,075	1,420,100	1,441,500	1,519,200
<b>Library</b>				
Library Charges	2,286,434	2,730,200	2,533,400	2,748,900
County Reimbursement	6,620,000	6,620,000	6,620,000	6,827,000
State Aid	983,955	1,379,900	1,411,700	1,264,600
Miscellaneous	98,231	17,700	17,700	142,000
Interest Earnings	-68,044	-52,500	0	0
Trans. Premium & Interest	17,000	58,400	58,400	0
Appropriation of Fund Balance	350,000	0	0	200,000
Property Tax	4,620,200	4,977,600	5,247,400	4,622,700
Library Total	14,907,776	15,731,300	15,888,600	15,805,200

**REVENUE SUMMARY  
REVENUE ESTIMATES**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>Water</b>				
Metered Water Sales	28,523,282	28,500,000	28,500,000	29,500,000
Upland Sales/MCWA	2,025,275	3,000,000	2,331,000	3,000,000
Other Municipalities	394,869	440,100	442,000	464,100
Delinquent Collections	1,331,940	925,000	750,000	750,000
Service Charges	181,790	275,000	300,000	265,000
Interest & Penalties	1,470,272	1,200,000	1,200,000	1,250,000
State Aid	1,133,080	0	0	0
Miscellaneous	347,036	212,100	196,400	275,700
Interest Earnings	101,798	64,000	13,100	48,800
Sale of Property & Compensation for Loss	0	6,848,600	6,848,600	0
Trans. Premium & Interest	0	193,400	193,400	0
MCWA Reimbursements	190,923	0	0	0
Appropriation of Fund Balance	400	576,600	576,600	0
Water Total	<u>35,700,665</u>	<u>42,234,800</u>	<u>41,351,100</u>	<u>35,553,600</u>
<b>War Memorial</b>				
Hotel/Motel Tax	1,131,250	905,000	905,000	905,000
War Memorial Revenue	1,801,673	1,459,600	1,449,200	1,467,300
Interest Earnings	-273	-200	700	0
Trans. Premium & Interest	0	36,200	36,200	0
Property Tax	0	389,700	411,100	542,100
War Memorial Total	<u>2,932,650</u>	<u>2,790,300</u>	<u>2,802,200</u>	<u>2,914,400</u>
<b>Parking</b>				
Parking Ramps	1,908,800	2,005,000	1,557,800	4,399,600
Parking Lots	444,504	379,700	409,300	422,900
Meters	588,811	572,600	570,100	1,491,000
East End Garage	0	0	24,000	59,700
Miscellaneous	1,544,769	71,900	86,500	137,300
Parking Fines	122,600	1,252,600	1,252,600	4,007,700
Trans. Premium & Interest	178,000	65,700	65,700	0
Appropriation of Fund Balance	0	1,451,900	1,451,900	0
Property Tax	1,813,700	1,650,900	1,925,600	0
Parking Total	<u>6,601,184</u>	<u>7,450,300</u>	<u>7,343,500</u>	<u>10,518,200</u>

REVENUE SUMMARY  
REVENUE ESTIMATES

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>Cemetery</b>				
Sale of Lawn Crypts	5,305	2,500	7,800	0
Sale of Cemetery Lots	239,181	260,100	250,800	308,000
Service Charges	648,144	657,700	655,000	784,500
Miscellaneous	0	98,000	98,000	0
Mausoleum Sales	44,052	55,000	45,600	98,900
Sale of Foundations, Markers & Urns	82,998	62,100	69,600	69,600
Interest Earnings	213,251	34,600	18,200	41,500
Trans. Premium & Interest	0	20,600	20,600	0
Appropriation of Fund Balance	0	3,366,000	3,366,000	0
Property Tax	<u>1,166,100</u>	<u>2,292,700</u>	<u>2,415,800</u>	<u>679,900</u>
Cemetery Total	2,399,031	6,849,300	6,947,400	1,982,400
<b>Public Market</b>				
Market Fees	649,662	676,600	723,300	732,400
Embellishment Fees	35,072	34,500	36,200	36,200
State Aid	0	25,000	25,000	0
Interest Earnings	15	400	100	600
Trans. Premium & Interest	7,000	38,700	38,700	0
Property Tax	<u>397,800</u>	<u>306,500</u>	<u>140,800</u>	<u>920,000</u>
Public Market Total	1,089,549	1,081,700	964,100	1,689,200
<b>Refuse</b>				
Current Collections	19,206,161	19,236,000	19,753,000	20,134,500
Commercial Charges	3,538,182	3,600,000	3,600,000	3,600,000
Delinquent Collections	2,007,364	1,430,000	1,300,000	1,300,000
Miscellaneous	61,502	27,000	26,500	27,000
Interest Earnings	140,274	35,000	26,600	52,800
Sale of Scrap	17,077	60,000	315,000	115,500
Appropriation of Fund Balance	<u>91,800</u>	<u>3,289,200</u>	<u>3,289,200</u>	<u>0</u>
Refuse Total	25,062,360	27,677,200	28,310,300	25,229,800
<b>Local Works</b>				
Current Collections	14,430,636	14,435,000	14,582,700	16,066,500
Delinquent Collections	1,048,666	1,050,000	626,300	872,100
Miscellaneous	86,037	40,000	40,000	40,000
Interest Earnings	94,946	40,000	17,300	70,500
State Reimbursement-Snow & Ice Control	55,815	54,000	53,000	54,000
Appropriation of Fund Balance	<u>311,200</u>	<u>2,059,800</u>	<u>2,059,800</u>	<u>262,300</u>
Local Works Total	16,027,300	17,678,800	17,379,100	17,365,400
<b>Total All Funds</b>	481,954,772	476,291,200	480,337,600	465,373,300

## REVENUE SUMMARY PROPERTY TAX COMPUTATION & ANALYSIS

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

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

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

The 2010-11 STAR revenue of \$13,552,000 is subtracted from tax levy prior to billing after the tax rate has been determined. Only eligible taxpayers receive the STAR benefit.

### Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) is \$67,200 in 2010-11. The assessed value for a typical commercial property (Non-Homestead) is \$262,100 in 2010-11.

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>	<u>Percent Change</u>
<b>TAX RATE (per \$1,000)</b>				
<b>Homestead Class</b>				
- City	5.33	5.39	0.06	1.13%
- School	<u>14.28</u>	<u>14.11</u>	<u>-0.17</u>	-1.19%
Total	19.61	19.50	-0.11	-0.56%
<b>Non-Homestead Class</b>				
- City	11.21	11.54	0.33	2.94%
- School	<u>30.49</u>	<u>30.69</u>	<u>0.20</u>	0.66%
Total	41.70	42.23	0.53	1.27%
<b>TAX BURDEN</b>				
<b>Single Family Residence</b>				
- City	\$358.18	\$362.21	\$4.03	1.13%
- School	<u>\$959.62</u>	<u>\$948.19</u>	<u>-\$11.43</u>	-1.19%
Total	\$1,317.80	\$1,310.40	-\$7.40	-0.56%
<b>Commercial Property</b>				
- City	\$2,938.14	\$3,024.63	\$86.49	2.94%
- School	<u>\$7,991.43</u>	<u>\$8,043.85</u>	<u>\$52.42</u>	0.66%
Total	\$10,929.57	\$11,068.48	\$138.91	1.27%

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

**Computation Of City 2010-11 Property Tax Levy**

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
<b>EXPENSE</b>				
Operating	403,198,600			403,198,600
Cash Capital		30,008,000		30,008,000
Debt Service			32,166,700	32,166,700
Tax Reserve	<u>530,880</u>	<u>934,289</u>	<u>773,426</u>	<u>2,238,595</u>
Total	403,729,480	30,942,289	32,940,126	467,611,895
 <b>REVENUE</b>				
Operating	393,111,895			393,111,895
Cash Capital		12,256,500		12,256,500
Debt Service			<u>17,471,600</u>	<u>17,471,600</u>
Total	393,111,895	12,256,500	17,471,600	422,839,995
 <b>TOTAL TAX LEVY</b>				
	10,617,585	18,685,789	15,468,526	44,771,900
 Homestead (41.58845%)**				
				18,619,939
Non-Homestead (58.41155%)**				
				26,151,961
 <b>ASSESSED VALUE</b>				
				5,723,156,652
Homestead				3,456,800,108
Non-Homestead				2,266,356,544
 <b>TAX RATE</b>				
Homestead	1.28	2.25	1.86	5.39
Non-Homestead	2.74	4.81	3.99	11.54

\*\*In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2010-11 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2009-10 Homestead and Non-Homestead apportionment was 42.10904% and 57.89096%



**REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS**

---

**Computation Of School 2010-11 Property Tax Levy**

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

	<u>Current Operations</u>	<u>Cash Capital</u>	<u>Debt Service</u>	<u>Total</u>
<b>EXPENSE</b>				
Operating	75,224,569			75,224,569
Cash Capital		13,450,396		13,450,396
Debt Service			27,305,697	27,305,697
Tax Reserve	<u>3,959,187</u>	<u>707,916</u>	<u>1,287,897</u>	<u>5,955,000</u>
Total	79,183,756	14,158,312	28,593,594	121,935,662
<b>REVENUE</b>				
Operating	0	0	0	0
Cash Capital				0
Debt Service*	<u>0</u>	<u>0</u>	<u>2,835,662</u>	<u>2,835,662</u>
Total	0	0	2,835,662	2,835,662
<b>TOTAL TAX LEVY</b>	79,183,756	14,158,312	25,757,932	119,100,000
Homestead (41.58845%)**				49,531,844
Non-Homestead (58.41155%)**				69,568,156
<b>ASSESSED VALUE</b>				5,777,374,411
Homestead				3,510,551,568
Non-Homestead				2,266,822,843
<b>TAX RATE</b>				
Homestead	9.38	1.68	3.05	14.11
Non-Homestead	20.40	3.65	6.64	30.69

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

\*\*In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2010-11 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2009-10 Homestead and Non-Homestead apportionment was 42.10904% and 57.89096% respectively.

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

---

**Computation Of Property Tax Revenue For The General Fund**

City Property Tax Levy	44,771,900
School Property Tax Levy	119,100,000
Total Property Tax Levy	163,871,900

Less: Allowance for Uncollectables (Tax Reserve) 8,193,595

Less: STAR Revenue 13,552,000

Combined City and School Property Tax Revenue 142,126,300

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

Animal Control Fund	1,268,400
Library Fund	4,622,700
War Memorial Fund	542,100
Parking Fund	0
Cemetery Fund	679,900
Public Market Fund	920,000

Net General Fund Property Tax Revenue 134,093,200

**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 less than \$74,700. The second, called Basic STAR, is for all other home owners regardless of age or income.

Eligible property owners for the 2010-11 program receive up to a \$40,270 and \$20,100 assessment exemption for the Enhanced program and Basic program, respectively. Both values are adjusted by the equalization rate. For large cities with fiscally dependent school districts, the enacting legislation assumed 67% of the combined tax rate to be for school purposes.

For 2009-10 the maximum assessed value exemption for an eligible property owner under the Enhanced program was \$40,270. For 2009-10 the maximum assessed value exemption for an eligible property owner under the Basic program was \$20,100.

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. For 2010-11 the exemption under the Enhanced program is \$40,270, and under the Basic program \$20,100. These exemptions are applied against the combined City and School tax rate. Approximately 4,800 property owners will benefit from the Enhanced STAR program and 26,700 property owners for the Basic STAR program in 2010-11.

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 rates are determined. Second, eligible property owners receive a credit based upon the exemption. 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 2010-11 STAR revenue to be reimbursed from the state is as follows:

	<u>Assessed Value Exemption</u>	<u>Tax Rates</u>	<u>STAR Revenue</u>
City:			
Homestead	673,974,895	5.39	3,632,725
Non-Homestead	<u>6,431,826</u>	11.54	<u>74,223</u>
	680,406,721		3,706,948
School:			
Homestead	683,514,449	14.11	9,644,389
Non-Homestead	<u>6,529,021</u>	30.69	<u>200,376</u>
	690,043,470		9,844,765
Total	N/A	N/A	13,551,713

REVENUE SUMMARY  
PROPERTY TAX COMPUTATION & ANALYSIS

---

**Assessed Value – Changes**

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

2010-11 Assessed Value	5,723,156,652
2009-10 Assessed Value	5,716,799,275
Change	6,357,377
Percent Change	0.11%

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

Non-Homestead Assessment:

Eastman Kodak (from COMIDA)	7,766,100
Riedman Corp. (from COMIDA)	6,650,000
Center City, LLC (from COMIDA)	6,201,100
81 Lake Ave Realty (from COMIDA)	2,429,800
Declining BIE Schedules	1,505,000
Lawyers Co-op (from COMIDA)	1,364,500
Railroad	1,323,000
Declining EDZ Schedules	1,280,000
Melles Griot (from COMIDA)	1,085,000
C & P Equities (from COMIDA)	923,000
Westfall Townhomes	895,000
Maguire Family Properties	860,000
Glazer Office Management	750,000
Rochester Gas & Electric (Special Franchise)	-10,331,821
ESL Federal Credit Union (to COMIDA)	-10,000,000
Frontier Telephone Corp. (Special Franchise)	-6,066,343
Western NY Housing Development Fund Co.	-2,838,600
Upstate Niagara (to COMIDA)	-1,180,000

Non-Homestead Net other changes	2,555,465
Subtotal	5,171,201

Homestead Assessment :	
Decrease in Veterans Exemption	1,669,432
Homestead Net of other changes	<u>-483,256</u>
Subtotal	1,186,176

Total Assessment Change	6,357,377
-------------------------	-----------

**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>
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2009-10	5,716,799,275	55,887,191	5,772,686,466	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	558,144,061
2007-08	5,135,078,243	54,377,249	5,189,455,492	37,975,473
2006-07	5,094,593,315	56,886,704	5,151,480,019	33,815,713
2005-06	5,057,647,759	60,016,547	5,117,664,306	11,857,246
2004-05	5,042,827,983	62,979,077	5,105,807,060	370,473,195
2003-04	4,674,520,611	60,813,254	4,735,333,865	-46,784,522
2002-03	4,717,404,474	64,713,913	4,782,118,387	-7,369,451
2001-02	4,722,309,412	67,178,426	4,789,487,838	-12,918,711

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

**Tax Collection Experience**

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

**A. Current Taxes**

<u>Fiscal Year</u>	<u>Tax Billed July 1</u>	<u>Current Collections</u>	<u>Percent of Levy</u>	<u>Tax Balances June 30*</u>
2009-10	197,218,680	182,280,504	92.43	14,354,317
2008-09	196,088,229	181,217,589	92.42	13,496,524
2007-08	190,297,840	174,901,972	91.91	14,634,571
2006-07	189,822,199	174,245,337	91.79	14,248,723
2005-06	184,085,987	168,296,701	91.42	14,037,418
2004-05	178,379,701	163,292,548	91.54	13,349,242
2003-04	173,144,803	158,479,093	91.53	13,284,880
2002-03	166,991,400	152,269,774	91.18	13,387,076
2001-02	160,731,647	146,154,747	90.93	13,123,245
2000-01	163,894,342	149,748,896	91.37	12,687,906

**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>
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138
2008-09	28,448,291	12,409,403	43.62	7,393,287	20,889,811
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291
2006-07	24,102,157	10,328,437	42.85	11,633,085	25,881,807
2005-06	23,003,806	9,682,226	42.09	10,064,739	24,102,157
2004-05	22,968,443	10,310,008	44.89	9,654,564	23,003,806
2003-04	23,506,991	9,739,205	41.43	9,683,582	22,968,462
2002-03	22,905,693	9,949,243	43.44	10,119,915	23,506,991
2001-02	21,911,683	9,813,662	44.79	9,782,447	22,905,692
2000-01	21,405,580	8,008,675	37.41	9,223,775	21,911,681
1999-2000	21,275,743	9,578,201	45.02	9,158,105	21,406,744

\*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 has 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>
2010-11	5,777,374,411	93.68	6,167,137,501
2009-10	5,772,686,466	96.16	6,003,209,719
2008-09	5,747,599,553	98.96	5,808,002,782
2007-08	5,189,455,492	89.48	5,799,570,286
2006-07	5,151,480,019	91.20	5,648,552,652
Five Year Total			29,426,472,940
Five Year Average			5,885,294,588
Constitutional Percentage			2%
Constitutional Limit			117,705,892

**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. The amount of limit used is calculated by adding City and School operating levies and then subtracting Water Fund debt service. The tax margin is calculated by subtracting the amount used from the limit.

Constitutional Operating Tax Limit 2001-02 to 2010-11

<u>Fiscal Year</u>	<u>Limit</u>	<u>Amount Used</u>	<u>Tax Margin</u>
2010-11	117,705,892	83,918,841	33,787,051
2009-10	116,174,350	84,494,562	31,679,788
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043
2006-07	102,594,091	78,369,414	24,224,677
2005-06	100,062,845	87,548,500	12,514,345
2004-05	95,786,706	81,033,103	14,753,603
2003-04	93,374,182	81,679,387	11,694,795
2002-03	95,244,442	84,533,287	10,711,155
2001-02	97,037,612	58,253,768	38,783,844

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



**NYS BOARD OF REAL PROPERTY SERVICES  
LOCAL GOVERNMENT EXEMPTION IMPACT REPORT**  
(for local use only -- not to be filed with NYS Board of Real Property Services)

RP-495 (9/08)

**Date:** May 14, 2010

**Taxing Jurisdiction:** City of Rochester

**Fiscal Year Beginning:** 2009

**Total equalized value in taxing jurisdiction: \$** **8,107,491,227**

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Total Equalized Value (Column E)	Percentage of Value Exempted (Column F)
13100	COUNTY OWNED (GENERALLY)	RPTL 406(1)	41	168,541,050	2.08%
13350	CITY OWNED (GENERALLY)	RPTL 406(1)	3,631	484,862,900	5.98%
18020	MUNICIPAL IND DEV AGENCY	RPTL 412-a	113	268,853,100	3.32%
25110	NONPROFIT ORGNZTN-RELIGIOUS	RPTL 420-a	583	143,622,175	1.77%
25120	NONPROFIT ORGNZTN-EDUCATIONAL	RPTL 420-a	120	301,760,150	3.72%
25130	NONPROFIT ORGNZTN-CHARITABLE	RPTL 420-a	183	94,658,950	1.17%
25210	NONPROFIT ORGNZTN-HOSPITAL	RPTL 420-a	10	204,083,325	2.52%
41836	ENHANCED STAR	RPTL 425	4,804	146,108,163	1.80%
41856	BASIC STAR	RPTL 425	26,700	534,780,373	6.60%
ALL OTHER	ALL OTHER	VARIOUS	7,407	724,763,567	8.94%
<b>Totals</b>			43,592	\$3,072,033,753.00	37.89%

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

Amount, if any, attributed to payments in lieu of taxes: \$6,822,405.39  
(details contained on RP-495-PILOT)



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



RP-495 PILOT (9/08)

### LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

**Date:** May 14, 2010

**Taxing Jurisdiction:** City of Rochester

**Fiscal Year Beginning:** 2009

**Total equalized value in taxing jurisdiction: \$** **8,107,491,227**

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Payments in Lieu of Taxes (PILOTs) (Column E)
18020	MUNICIPAL INDUST DEVEL AGENCY	RPTL 412-a	113	\$6,822,405.39
<b>Totals</b>			113	\$6,822,405.39

REVENUE SUMMARY  
APPLICATION OF REVENUE

---

Beginning on the next page is an informational display of revenues for each major department or unit and the major category of revenue by fund. This display distributes revenues to the department to which they are most closely related. In this fashion, a sense of the overall revenue level for a given function can be approximated. The amount of revenue allocated to a department may be greater than that department's budget to reflect ownership. See *Application of Related Expenditures & Revenues* p.1-48 for the application of all related expenses to revenue.

# REVENUE SUMMARY APPLICATION OF REVENUE BY UNIT

Applied Revenue	City Council & Clerk	Administration	Law	Finance	Neigh. & Bus. Dev.	Environmental Services	Emergency Communications	Police	Fire	Rec. & Human Services	Library	Undistributed	Debt	Total Applied
<b>General</b>														
Other Taxes	19,200	266,700	35,000	156,500	347,500	5,219,200	200	2,523,800	1,195,000	1,344,500		325,000		5,219,200
Departmental Income				589,900	93,000	785,900				159,400				6,999,300
Use of Money & Property				229,900	690,000			1,777,400	20,000					842,300
Fines & Forfeitures	53,700			376,000	1,752,700	270,000		7,500						2,717,300
Licenses & Permits				145,600	1,803,000	80,000		8,000	0					2,459,900
Sale of Property & Comp.		300,000	200,000	192,000	0	2,884,000		896,400	28,800	1,179,600		245,000		745,000
Miscellaneous				326,700	3,446,800	389,700		2,478,200	128,500	605,400				5,180,800
Intergovernmental State	277,300	124,700	275,600	723,000	669,000	14,800,000		472,100	795,000					17,736,600
Intergovernmental Federal	453,800	1,531,600	624,000	18,200	7,856,800	100,000		100,000	700,000	38,300				14,917,200
Interfund Revenue				2,103,400										
<b>General Total</b>	<b>804,000</b>	<b>2,223,000</b>	<b>1,254,600</b>	<b>4,120,000</b>	<b>8,874,200</b>	<b>18,154,600</b>	<b>14,800,200</b>	<b>8,263,400</b>	<b>2,072,300</b>	<b>4,122,200</b>		<b>858,500</b>	<b>1,202,600</b>	<b>66,749,600</b>
<b>Animal</b>														
Departmental Income						211,200								211,200
Use of Money & Property						100								100
Fines & Forfeitures						39,500								39,500
<b>Animal Total</b>						<b>250,800</b>								<b>250,800</b>
<b>Library</b>														
Departmental Income										2,748,900				2,748,900
Miscellaneous										142,000				142,000
Intergovernmental State										1,264,600				1,264,600
Intergovernmental Other										6,827,000				6,827,000
Appropriation of Fund Balance										200,000				200,000
<b>Library Total</b>										<b>11,182,500</b>				<b>11,182,500</b>
<b>Local Works</b>														
Departmental Income		94,200		16,844,400										16,938,600
Use of Money & Property				70,500										70,500
Miscellaneous				40,000										40,000
Intergovernmental State				54,000										54,000
Intergovernmental Other				262,300										262,300
Appropriation of Fund Balance														
<b>Local Works Total</b>		<b>94,200</b>		<b>17,271,200</b>										<b>17,365,400</b>
<b>Water</b>														
Departmental Income		101,500		35,356,700										35,458,200
Use of Money & Property				48,800										48,800
Miscellaneous				46,600										46,600
<b>Water Total</b>		<b>101,500</b>		<b>35,452,100</b>										<b>35,553,600</b>
<b>War Memorial</b>														
Departmental Income				1,467,300										1,467,300
Intergovernmental Other				905,000										905,000
<b>War Memorial Total</b>				<b>2,372,300</b>										<b>2,372,300</b>
<b>Parking</b>														
Departmental Income				6,373,200										6,373,200
Fines & Forfeitures				4,007,700										4,007,700
Miscellaneous				137,300										137,300
<b>Parking Total</b>				<b>10,518,200</b>										<b>10,518,200</b>
<b>Cemetery</b>														
Departmental Income				995,500										995,500
Use of Money & Property				41,500										41,500
<b>Cemetery Total</b>				<b>1,037,000</b>										<b>1,037,000</b>
<b>Public Market</b>														
Departmental Income				768,600										768,600
Use of Money & Property				600										600
<b>Public Market Total</b>				<b>769,200</b>										<b>769,200</b>
<b>Refuse</b>														
Departmental Income		183,700		24,966,300										25,150,000
Use of Money & Property				52,800										52,800
Miscellaneous				27,000										27,000
<b>Refuse Total</b>		<b>183,700</b>		<b>25,046,100</b>										<b>25,229,800</b>
<b>Total Applied</b>	<b>804,000</b>	<b>2,602,400</b>	<b>1,254,600</b>	<b>14,638,200</b>	<b>11,246,500</b>	<b>96,961,000</b>	<b>14,800,200</b>	<b>8,514,200</b>	<b>2,072,300</b>	<b>4,891,400</b>	<b>11,182,500</b>	<b>858,500</b>	<b>1,202,600</b>	<b>171,028,400</b>

**EXPENDITURE SUMMARY  
SUMMARY OF EXPENDITURE CHANGES**

**Expense Changes – Highlights**

The Mayor’s Proposed Budget of \$465,337,600 decreases expenditures by \$14,964,300 or 3.1% less than the 2009-10 Budget. Highlights of the changes that produce this variance are noted in the following display. Details of these and other expense changes are found in Tabs #4 through #17 of this document.

**MAJOR PROPOSED INCREASES**

- Payments to the New York State Retirement System due to higher required contributions
- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Program enhancements

**MAJOR PROPOSED DECREASES**

- Cash capital spending due to one time use of proceeds for sale of watershed to New York State Department of Environmental Conservation and due to budget constraints
- Police and Fire overtime due to budget constraints and efficiencies
- Departmental efficiencies
- Department reductions

**APPROVED BUDGET**

City Council passed two ordinances amending the Mayor’s Proposed Budget, none of which were objected to by the Mayor. These amendments moved appropriations for:

- Thomas P. Ryan, Jr. Community Center operation from the Mayor's Office, Council/Clerk, Administration – Office of Management and Budget, and Undistributed Expense to Recreation & Youth Services
- Youth Development, Citizen Support, Cultural Development, and Community Beautification projects from Contingency to Administration – Communications, Neighborhood & Business Development, and Recreation & Youth Services

These amendments did not change the total from the Mayor’s Proposed Budget. The changes made by City Council are detailed in the *City Council Report* section and in the impacted departments starting with Section #2.

**Change Detail**

Salary & Wage						
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
5,045,700	1,260,200	581,200	231,900	193,000	-22,276,300	-14,964,300

**EXPENNDITURE SUMMARY**  
**SUMMARY OF EXPENDITURE CHANGES**

**Year-to-Year Comparison**

	Budget <u>2009-10</u>	Budget <u>2010-11</u>	<u>Variance</u>	<u>Percent</u>
City Council and Clerk	1,858,000	1,817,800	-40,200	-2.2
Administration:				
Mayor's Office	2,206,300	2,286,700	80,400	3.6
Management & Budget	2,306,200	2,288,700	-17,500	-0.8
Human Resource Management	2,554,400	2,400,700	-153,700	-6.0
Communications	2,956,400	2,637,300	-319,100	-10.8
Law	1,887,600	1,879,200	-8,400	-0.4
Information Technology	4,315,800	4,675,900	360,100	8.3
Finance	6,951,300	9,204,500	2,253,200	32.4
Neighborhood & Business Development	13,921,100	13,814,500	-106,600	-0.8
Environmental Services	79,786,000	85,821,500	6,035,500	7.6
Emergency Communications	10,721,800	11,210,700	488,900	4.6
Police	77,689,300	78,504,700	815,400	1.0
Fire	41,927,700	41,910,500	-17,200	0
Library	11,170,200	11,416,700	246,500	2.2
Recreation & Youth Services	13,933,300	11,979,700	-1,953,600	-14.0
Undistributed Expense	104,153,500	107,685,000	3,531,500	3.4
Contingency	7,804,100	13,664,500	5,860,400	75.1
Cash Capital	60,465,400	30,008,000	-30,457,400	-50.4
Debt Service	<u>33,729,200</u>	<u>32,166,700</u>	<u>-1,562,500</u>	-4.6
<b>TOTAL</b>	<b>480,337,600</b>	<b>465,373,300</b>	<b>-14,964,300</b>	<b>-3.1</b>

EXPENDITURE SUMMARY  
SUMMARY BY DEPARTMENT

1-37

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
City Council and Clerk	1,759,707	1,783,400	1,858,000	1,817,800
Administration				
Mayor's Office	2,289,745	2,206,100	2,206,300	2,286,700
Neighborhood Service Centers	4,038,632	0	0	0
Management & Budget	2,011,275	2,140,200	2,306,200	2,288,700
Human Resource Management	2,444,498	2,493,900	2,554,400	2,400,700
Communications	1,885,256	2,892,000	2,956,400	2,637,300
Law Department	<u>1,923,881</u>	<u>1,875,200</u>	<u>1,887,600</u>	<u>1,879,200</u>
	14,593,287	11,607,400	11,910,900	11,492,600
Information Technology	4,111,518	4,216,300	4,315,800	4,675,900
Finance				
Director's Office	493,781	412,100	426,400	380,500
Accounting	931,315	950,900	947,600	990,100
Treasury	1,775,546	1,761,400	1,749,300	1,795,900
Assessment	983,457	907,500	904,400	931,500
Parking & Municipal Violations	832,333	2,602,600	2,644,300	4,870,600
Purchasing	912,195	935,900	957,900	968,400
Less: Intrafund Credit	<u>657,427</u>	<u>678,600</u>	<u>678,600</u>	<u>732,500</u>
	5,271,200	6,891,800	6,951,300	9,204,500
Neighborhood & Business Development				
Commissioner	0	935,200	1,167,700	858,300
Business & Housing Development	0	5,741,500	5,861,800	6,109,000
Planning & Zoning	0	1,839,600	1,871,300	1,857,500
Neighborhood Preservation	0	1,394,600	1,447,900	1,439,300
Inspection & Compliance	<u>0</u>	<u>3,419,500</u>	<u>3,572,400</u>	<u>3,550,400</u>
Total	0	13,330,400	13,921,100	13,814,500
Community Development				
Office of the Commissioner	479,810	0	0	0
Buildings & Zoning	2,571,885	0	0	0
Housing & Project Development	2,196,050	0	0	0
Planning	<u>671,777</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,919,522	0	0	0
Economic Development	2,350,864	0	0	0

EXPENDITURE SUMMARY  
SUMMARY BY DEPARTMENT

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>Environmental Services</b>				
Office of the Commissioner	1,016,663	1,126,900	1,087,500	2,363,900
Architecture & Engineering	7,874,850	8,143,200	7,352,600	7,726,200
Operations & Parks	49,338,376	50,853,900	54,773,900	56,173,800
Water	21,345,125	21,897,500	22,478,500	25,284,700
Less: Intrafund Credit	<u>5,105,000</u>	<u>5,344,300</u>	<u>5,906,500</u>	<u>5,727,100</u>
	74,470,014	76,677,200	79,786,000	85,821,500
<b>Emergency Communications</b>	10,311,134	10,684,800	10,721,800	11,210,700
<b>Police</b>	79,330,674	77,340,600	77,689,300	78,504,700
<b>Fire</b>	42,718,114	41,785,800	41,927,700	41,910,500
<b>Library</b>				
Central Library	7,717,353	7,903,000	7,961,000	7,903,100
Community Library	<u>2,988,484</u>	<u>3,134,300</u>	<u>3,209,200</u>	<u>3,513,600</u>
	10,705,837	11,037,300	11,170,200	11,416,700
<b>Recreation &amp; Youth Services</b>				
Office of the Commissioner	2,210,669	1,161,700	1,903,600	521,200
Recreation	8,530,243	8,518,100	8,482,800	7,554,200
Special Services	2,612,677	0	0	0
Employment Opportunities	0	0	0	1,602,800
Youth Services	<u>3,327,998</u>	<u>3,355,200</u>	<u>3,546,900</u>	<u>2,301,500</u>
	16,681,587	13,035,000	13,933,300	11,979,700
<b>Undistributed</b>	98,518,778	98,174,200	104,266,000	107,792,500
Less: Intrafund Credit	<u>139,600</u>	<u>148,500</u>	<u>112,500</u>	<u>107,500</u>
	98,379,178	98,025,700	104,153,500	107,685,000
<b>Contingency</b>	0	7,804,100	7,804,100	13,664,500
<b>Capital</b>				
Cash Capital	59,973,200	60,465,400	60,465,400	30,008,000
Debt Service	<u>37,500,857</u>	<u>33,729,200</u>	<u>33,729,200</u>	<u>32,166,700</u>
	97,474,057	94,194,600	94,194,600	62,174,700
<b>TOTAL</b>	464,076,693	468,414,400	480,337,600	465,373,300

EXPENDITURE SUMMARY  
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>PERSONNEL EXPENSES</b>				
City Council and Clerk	1,471,436	1,525,800	1,587,400	1,588,600
Administration	9,954,650	6,865,800	7,133,700	7,161,000
Law	1,794,861	1,643,200	1,652,600	1,649,900
Information Technology	2,816,972	3,098,800	3,159,400	3,401,500
Finance	4,553,185	5,163,700	5,240,500	5,522,300
Neighborhood & Business Development	0	9,116,400	9,276,400	9,520,000
Community Development	5,349,972	0	0	0
Economic Development	1,434,247	0	0	0
Environmental Services	32,756,423	32,756,000	33,561,100	35,031,300
Emergency Communications	9,197,495	9,482,200	9,424,500	9,879,100
Police	68,323,259	66,928,400	66,539,100	67,193,300
Fire	39,838,433	38,634,900	38,449,100	38,402,900
Library	8,103,313	8,512,900	8,143,500	8,535,500
Recreation & Youth Services	6,808,118	6,802,600	6,878,500	6,237,300
Undistributed	<u>71,305,886</u>	<u>70,352,600</u>	<u>72,420,200</u>	<u>83,327,500</u>
	263,708,250	260,883,300	263,466,000	277,450,200
<b>MATERIALS AND SUPPLIES</b>				
City Council and Clerk	8,730	8,600	8,800	7,800
Administration	95,870	75,000	75,700	66,500
Law	30,905	35,600	36,600	39,000
Finance	125,884	117,400	122,700	230,900
Information Technology	42,554	84,000	101,100	37,500
Neighborhood & Business Development	0	140,900	139,700	113,600
Community Development	39,112	0	0	0
Economic Development	4,583	0	0	0
Environmental Services	8,837,233	9,494,400	11,170,700	11,211,600
Emergency Communications	192,395	169,000	172,000	189,300
Police	1,445,934	1,475,200	1,622,500	1,575,900
Fire	628,099	687,000	732,800	713,800
Library	909,320	933,100	947,500	887,200
Recreation & Youth Services	<u>443,764</u>	<u>429,500</u>	<u>449,700</u>	<u>356,900</u>
	12,804,383	13,649,700	15,579,800	15,430,000



EXPENDITURE SUMMARY  
SUMMARY BY MAJOR OBJECT

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>SERVICES</b>				
City Council and Clerk	279,541	249,000	261,800	221,400
Administration	2,624,186	2,791,400	2,813,900	2,385,900
Law	98,115	196,400	198,400	190,300
Information Technology	1,551,992	1,713,100	1,734,900	1,896,400
Finance	1,249,558	2,289,300	2,266,700	4,183,800
Neighborhood & Business Development	0	3,998,600	4,430,500	4,105,100
Community Development	530,438	0	0	0
Economic Development	912,034	0	0	0
Environmental Services	29,347,770	31,881,400	33,071,000	32,994,000
Emergency Communications	921,244	1,033,600	1,125,300	1,142,300
Police	9,561,481	8,937,000	9,527,700	9,735,500
Fire	2,251,582	2,463,900	2,745,800	2,793,800
Library	1,693,204	1,561,200	1,939,400	1,924,000
Recreation & Youth Services	9,359,847	5,717,800	6,438,000	5,239,800
Capital	<u>39,400</u>	<u>39,400</u>	<u>39,400</u>	<u>39,400</u>
	60,420,392	62,872,100	66,592,800	66,851,700
<b>OTHER</b>				
Administration	-5,300	0	0	0
Environmental Services	8,633,588	7,889,700	7,889,700	12,311,700
Neighborhood & Business Development	0	74,500	74,500	75,800
Library	0	30,100	139,800	70,000
Recreation & Youth Services	69,858	85,100	167,100	145,700
Undistributed	27,212,892	27,821,600	31,845,800	24,465,000
Contingency	0	7,804,100	7,804,100	13,664,500
Capital	<u>97,434,657</u>	<u>94,155,200</u>	<u>94,155,200</u>	<u>62,135,300</u>
	133,345,695	137,860,300	142,076,200	112,868,000
<b>LESS: INTRAFUND CREDITS</b>	6,202,027	6,851,000	7,377,200	7,226,600
<b>Total</b>	464,076,693	468,414,400	480,337,600	465,373,300

EXPENDITURE SUMMARY  
SUMMARY OF 2009-10 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. The summaries that follow present 2009-10 Budget amendments by department and by individual ordinance, which indicates the appropriation of additional revenue.

**EXPENDITURE SUMMARY**  
**SUMMARY OF 2009-10 BUDGET AMENDMENTS**

	Approved Budget	Amended Budget	Change	Ordinances
City Council & Clerk Administration:	1,816,900	1,858,000	41,100	2009-405, 2010-103
- Mayor's Office	2,201,600	2,206,300	4,700	2010-103
- Management & Budget	2,349,700	2,306,200	-43,500	2010-6, 2010-103
- Human Resource Management	2,536,700	2,554,400	17,700	2010-103
- Communications	2,901,400	2,956,400	55,000	2010-6, 2010-10, 2010-103
- Law	1,867,000	1,887,600	20,600	2010-6, 2010-7, 2010-103
Information Technology	4,308,700	4,315,800	7,100	2010-103
Finance	6,966,800	6,951,300	-15,500	2010-6, 2010-103
Neighborhood & Business Development	13,916,400	13,921,100	4,700	2009-272, 2010-6, 2010-10, 2010-103
Environmental Services	79,615,500	79,786,000	170,500	2010-6, 2010-103
Emergency Communications	10,520,500	10,721,800	201,300	2010-103
Police	76,065,800	77,689,300	1,623,500	2009-328, 2009-331, 2009-351, 2009-352, 2009-392, 2009-393, 2009-395, 2009-428, 2009-441, 2010-6, 2010-23, 2010-26, 2010-103, 2010-138
Fire	42,070,500	41,927,700	-142,800	2010-40, 2010-61, 2010-103
Library	11,153,500	11,170,200	16,700	2010-103
Recreation & Youth Services	12,317,000	13,933,300	1,616,300	2009-255, 2009-328, 2009-332, 2009-333, 2009-353, 2009-356, 2009-359, 2009-397, 2009-399, 2010-6, 2009-29, 2010-34, 2010-57, 2010-101, 2010-103
Undistributed	99,762,500	104,153,500	4,391,000	2009-328, 2009-331, 2009-393, 2009-441, 2010-6, 2010-40, 2010-103
Contingency	10,102,800	7,804,100	-2,298,700	2009-332, 2009-333, 2009-386, 2009-405, 2010-7, 2010-10, 2010-40, 2010-50, 2010-61, 2010-103, 2010-120, 2010-138
Cash Capital	39,151,000	60,465,400	21,314,400	2009-264, 2009-283, 2009-364, 2009-373, 2009-386, 2009-392, 2009-425, 2009-426, 2010-6, 2010-30, 2010-31, 2010-33, 2010-40, 2010-50, 2010-61, 2010-69, 2010-92, 2010-93, 2010-103, 2010-119, 2010-120, 2010-135
Debt Service	<u>32,529,200</u>	<u>33,729,200</u>	<u>1,200,000</u>	2009-364
<b>TOTAL EXPENSE</b>	<b>452,153,500</b>	<b>480,337,600</b>	<b>28,184,100</b>	

EXPENDITURE SUMMARY  
SUMMARY OF 2009-10 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
2009-255	Youth Voice, One Vision	35,000 *	Recreation & Youth Services
2009-264	Library Computer Grant	17,700 *	Capital
2009-272	Bureau of Planning & Zoning Intern Program	4,300 *	Neighborhood & Business Development
2009-283	City Hall Grant	350,000 *	Capital
2009-328	Project IMPACT VI	463,800 36,900 <u>2,000</u> 502,700 *	Police Department Recreation & Youth Services Undistributed
2009-331	COPS Grants	755,000 <u>379,000</u> 1,134,000 *	Police Department Undistributed
2009-332	Pre-K Transportation	30,000 <u>-30,000</u> 0	Recreation & Youth Services Contingency
2009-333	Quad A For Kids	50,000 <u>-50,000</u> 0	Recreation & Youth Services Contingency
2009-351	Appropriating Forfeiture Funds (GRANET)	75,000 *	Police Department
2009-352	Traffic Safety Grant	60,000 *	Police Department
2009-353	Rochester Re-Entry Program	60,000 *	Recreation & Youth Services
2009-356	Rochester After School Academy 4 Program	44,100 *	Recreation & Youth Services
2009-359	Health Foundation Grant	7,500 *	Recreation & Youth Services
2009-364	South Avenue Garage Insurance Settlement	1,200,000 <u>251,900</u> 1,451,900 *	Debt Service Capital
2009-373	Restore NY Communities Initiative Program	1,000,000 *	Capital
2009-386	University Avenue Improvement and ARTWalk2 Enhancement Projects	288,900 <u>-288,900</u> 0	Capital Contingency
2009-392	Bomb Squad Initiative Program Grant	100,000 <u>10,000</u> 110,000 *	Capital Police Department
2009-393	Domestic Abuse Response Team Grant	29,000	Police Department

EXPENDITURE SUMMARY  
SUMMARY OF 2009-10 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
		<u>3,000</u>	Undistributed
		32,000 *	
2009-395	Special Events Services For School District	30,000 *	Police Department
2009-397	Credit Education Bureau Grant	5,000 *	Recreation & Youth Services
2009-399	Hillside Work Scholarship Connection Program	600,000 *	Recreation & Youth Services
2009-405	Transition Expenses	30,000	City Council & Clerk
		<u>-30,000</u>	Contingency
		0	
2009-425	Mt. Hope Cemetery Grant	98,000 *	Capital
2009-426	PSA for Riverside Cemetery Chapel of Peace	3,350,000 *	Capital
2009-438	Tobacco Sales enforcement Program	27,000 *	Police Department
2009-441	STOP Violence Against Women Recovery Grant	32,500	Police Department
		<u>9,200</u>	Undistributed
		41,700 *	
2010-6	Decrease In State Aid And Reserve For 2% Fund Court Decision	2,815,700	Undistributed
		-17,200	Law
		-20,900	Capital
		-34,400	Recreation & Youth Services
		-68,500	Administration/Office of Management & Budget
		-83,800	Finance
		-89,000	Administration/Communications
		-100,000	Police Department
		-118,000	Neighborhood & Business Development
		<u>-327,700</u>	Environmental Services
		1,956,200 *	
2010-7	Legal Services	30,000	Law
		<u>-30,000</u>	Contingency
		0	
2010-10	Census 2010 Outreach Program	136,000	Administration/Communications
		38,000	Neighborhood & Business Development
		<u>-83,400</u>	Contingency
		90,600 *	
2010-23	Motor Vehicle Theft And Insurance Fraud Prevention Program	4,600 *	Police Department

EXPENDITURE SUMMARY  
SUMMARY OF 2009-10 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
2010-26	Selective Traffic Enforcement Program	26,700 *	Police Department
2010-29	After-School Program Grant	35,000 *	Recreation & Youth Services
2010-30	Rochester Public Market Grant	25,000 *	Capital
2010-31	Leaf Blowers Purchase	16,000 *	Capital
2010-33	North Street Recreation Center Grant	600,000 *	Capital
2010-34	Adolescent Pregnancy Prevention Services Program	131,800 *	Recreation & Youth Services
2010-40	2% Reserve Fund	1,000,000 -26,000 -215,000 <u>-259,000</u> 500,000 *	Undistributed Contingency Fire Capital
2010-50	Port Of Rochester Riverfront Improvements	125,000 <u>-125,000</u> 0	Capital Contingency
2010-57	Operation SNUG Grant	500,000 *	Recreation & Youth Services
2010-61	Homeland Security Grant	308,000 62,900 <u>-200,000</u> 170,900 *	Capital Fire Contingency
2010-69	Sale of Hemlock/Candice Watershed Lands	11,697,200 *	Capital
2010-92	Police Equipment	571,000 *	Capital
2010-93	North Street Recreation Center Improvements Grant	150,000 *	Capital
2010-101	Adolescent Pregnancy Prevention Services Program	7,500 *	Recreation & Youth Services
2010-103	Wage and Salary Increases and Refuse and Water Fund Purchases	11,100  4,700 25,000 17,700	City Council & Clerk  Administration Mayor's Office Management & Budget Human Resource Management

EXPENDITURE SUMMARY  
SUMMARY OF 2009-10 BUDGET AMENDMENTS

<u>Ordinance</u>	<u>Purpose</u>	<u>Amount</u>	<u>Department</u>
		8,000	Communications
		80,400	Neighborhood & Business Development
		498,200	Environmental Services
		68,300	Finance
		7,100	Information Technology
		7,800	Law
		16,700	Library
		107,900	Recreation & Youth Services
		201,300	Emergency Communications
		159,900	Police
		9,300	Fire
		181,800	Undistributed
		2,355,000	Capital
		<u>-1,284,900</u>	Contingency
		2,475,300 *	
2010-119	Improvements to Rundel Memorial Library Building	70,900 *	Capital
2010-120	Rochester Riverside Convention Center HVAC Replacement	100,000	Capital
		<u>-100,000</u>	Contingency
		0	
2010-135	Assistance to Firefighters Grant	119,200 *	Capital
2010-138	Marketing Red Light Camera Program	50,000	Police
		<u>-50,000</u>	Contingency
		0	

\*Appropriation of additional revenue.

EXPENDITURE SUMMARY  
APPLICATION OF RELATED  
EXPENDITURES & REVENUES

---

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

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



## EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current Expense Budget	Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
City Council and Clerk	1,817,800	864,700	0	0	2,682,500	804,000	1,878,500
Administration	9,613,400	3,889,300	70,000	0	13,572,700	2,602,400	10,970,300
Law	1,879,200	892,400	0	0	2,771,600	1,254,600	1,517,000
Information Technology	4,675,900	1,839,700	3,256,000	0	9,771,600	0	9,771,600
Finance	9,204,500	3,185,400	871,000	2,912,700	16,173,600	14,638,200	1,535,400
Neighborhood & Business Development	13,814,500	5,163,200	4,373,000	8,354,300	31,705,000	11,246,500	20,458,500
Environmental Services	85,821,500	20,816,000	13,705,000	16,660,800	137,003,300	96,961,000	40,042,300
Emergency Communication	11,210,700	5,343,200	40,000	0	16,593,900	14,800,200	1,793,700
Police	78,504,700	36,423,100	1,754,000	0	116,681,800	8,514,200	108,167,600
Fire	41,910,500	20,770,500	2,761,000	1,024,600	66,466,600	2,072,300	64,394,300
Library	11,416,700	3,302,700	1,125,000	147,600	15,992,000	11,182,500	4,809,500
Recreation & Youth Services	11,979,700	3,113,300	2,053,000	1,864,100	19,010,100	4,891,400	14,118,700
Undistributed*	2,041,200	0	0	0	2,041,200	858,500	1,182,700
Contingency	13,664,500	0	0	0	13,664,500	0	13,664,500
Cash Capital	N/A	0	0	0	0	0	0
Debt Service**	N/A	0	0	1,202,600	1,202,600	1,202,600	0
<b>Total</b>		<b>105,603,500</b>	<b>30,008,000</b>	<b>32,166,700</b>	<b>465,333,000</b>	<b>171,028,400</b>	<b>294,304,600</b>

\*Other General Fund expenses not distributed.

\*\*Includes only expenditures not distributed to departmental budgets.

N/A - Not applicable; all expenditures distributed

Net of all intratund 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 2010-11.

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

Refuse Fund includes refuse collection and disposal operations.

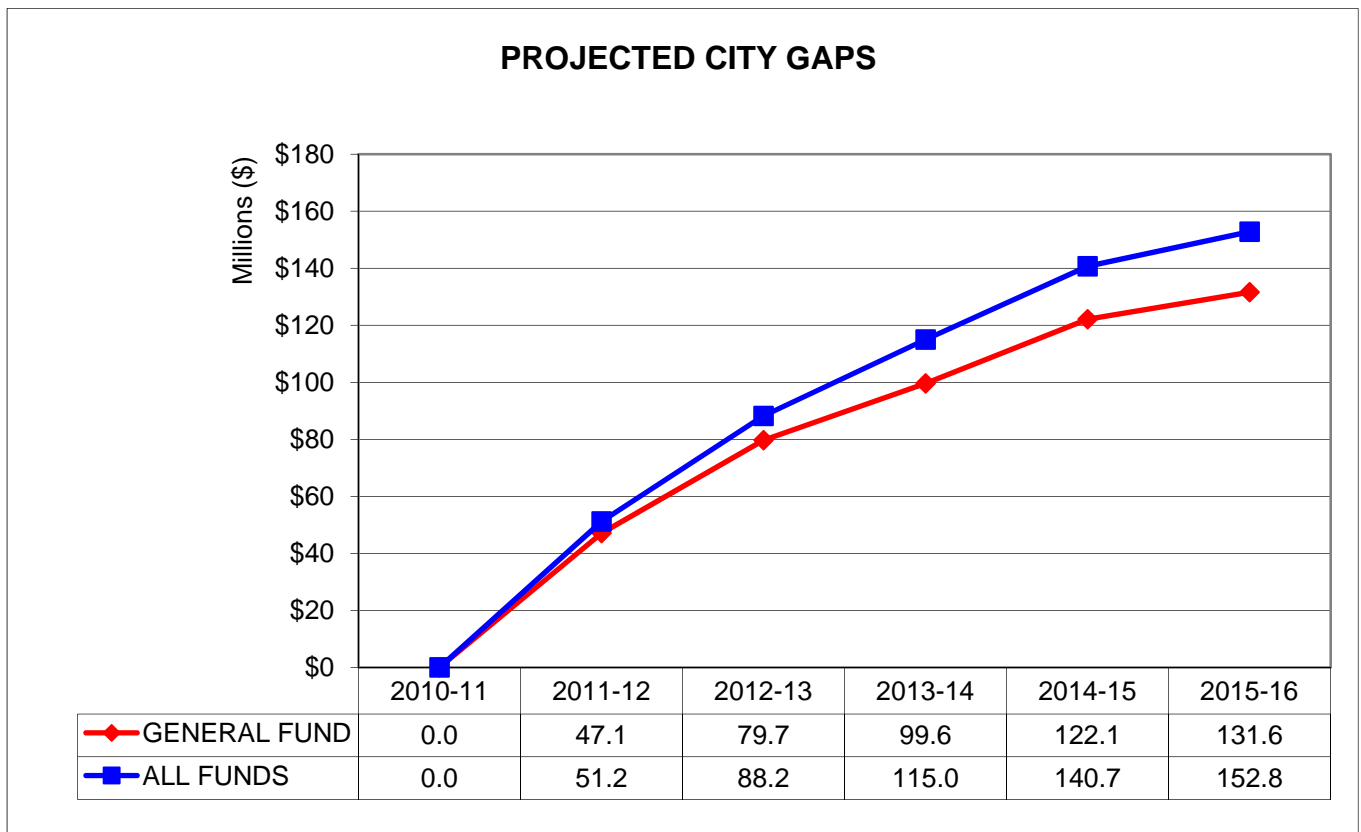
FUND SUMMARY

<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:	1,817,800										1,817,800
Mayor's Office	2,286,700										2,286,700
Management & Budget	1,909,300			94,200	101,500					183,700	2,288,700
Human Resource Management	2,400,700										2,400,700
Communications	2,637,300										2,637,300
Law	1,879,200										1,879,200
Information Technology	4,675,900						4,870,600				4,675,900
Finance	4,333,900										9,204,500
Neighborhood & Business Development	12,923,800			10,742,200	25,433,100	890,700		1,234,900		19,131,600	13,814,500
Environmental Services	29,279,700										85,821,500
Emergency Communications	11,210,700						442,100				11,210,700
Police	76,914,400	1,148,200									78,504,700
Fire	41,910,500										41,910,500
Library			11,416,700						619,500		11,416,700
Recreation & Youth Services.	11,360,200										11,979,700
Undistributed Expense	91,225,600	371,000	3,115,700	2,783,000	4,070,500	14,300	1,127,700	296,600	88,100	4,592,500	107,685,000
Contingency	13,364,500						300,000				13,664,500
Cash Capital	21,531,000		1,125,000	3,746,000	66,000	240,000	865,000	416,000	697,000	1,322,000	30,008,000
Debt Service	21,134,700		147,800		5,882,500	1,769,400	2,912,800	34,900	284,600		32,166,700
	352,795,900	1,519,200	15,805,200	17,365,400	35,553,600	2,914,400	10,518,200	1,982,400	1,689,200	25,229,800	465,373,300
<b>Revenue</b>											
Property Tax (City & School)	134,093,200	1,268,400	4,622,700		542,100			679,900	920,000		142,126,300
Other Taxes	148,250,800										148,250,800
Departmental Income	7,124,300	211,200	2,748,900	16,938,600	35,458,200	1,467,300	6,373,200	1,261,000	768,600	25,150,000	97,501,300
Use of Money & Property	842,300	100		70,500	48,800			41,500	600	52,800	1,056,600
Fines & Forfeitures	2,721,300	39,500					4,007,700				6,768,500
Licenses & Permits	2,459,900										2,459,900
Sale of Property & Comp.	2,156,600										2,156,600
Miscellaneous	6,891,000		142,000	40,000	46,600		137,300			27,000	7,283,900
Intergovernmental State	109,104,200		1,264,600	54,000							110,422,800
Intergovernmental Federal	7,775,600										7,775,600
Intergovernmental Other	17,966,400		6,827,000		905,000						25,698,400
Interfund Revenue	-86,589,700										-86,589,700
Appropriation of Fund Balance			200,000	262,300							462,300
Total	352,795,900	1,519,200	15,805,200	17,365,400	35,553,600	2,914,400	10,518,200	1,982,400	1,689,200	25,229,800	465,373,300

**Introduction**

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

The multi-year projection is not a prediction of future events. Instead, the projection illustrates the City's fiscal condition over the next five years based on existing trends and specified assumptions. As indicated in forecast below, a gap for all funds of approximately \$51.2 million is expected for 2011-12. This gap accumulates to \$152.8 million in 2015-16.



---

## Revenue

### Property Tax

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

### Sales Tax

A sales tax rate of 8.0% is assumed, with distributions according to current distribution formulas. The taxable sales growth rate assumed is 2.0 % per year for 2011-12 through 2015-16. No change due to the 2010 Census is assumed at this time given the uncertainty of the results, which will be available in 2011.

### City School District

The City revenue allocation to the City School District is assumed constant at \$119,100,000. Continuation of the City School District's annual funding of school resource officers at \$1.1 million is assumed.

### Intergovernmental

The following actions are assumed of the Federal Government:

- Continuation of the Community Development Block Grant.

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

- Aid and Incentives to Municipalities (AIM) total program funding is assumed to be constant for 2011-12 to 2015-16.
- Continuation at current levels of categorical and miscellaneous aid programs that were included in the New York State 2010-11 budget (i.e. Consolidated Highway Improvement Program funds).

The following actions are assumed of Monroe County:

- Continued funding of the emergency communications system.
- Continued funding of a portion of downtown police services.
- Continued funding of election inspectors.
- Continued funding at Central Library.

### Fees and Enterprise Revenues

The multi-year projection assumes no change in all major service charges (water, refuse collection, front foot assessment). No parking rate increase is assumed.

### Other Revenues

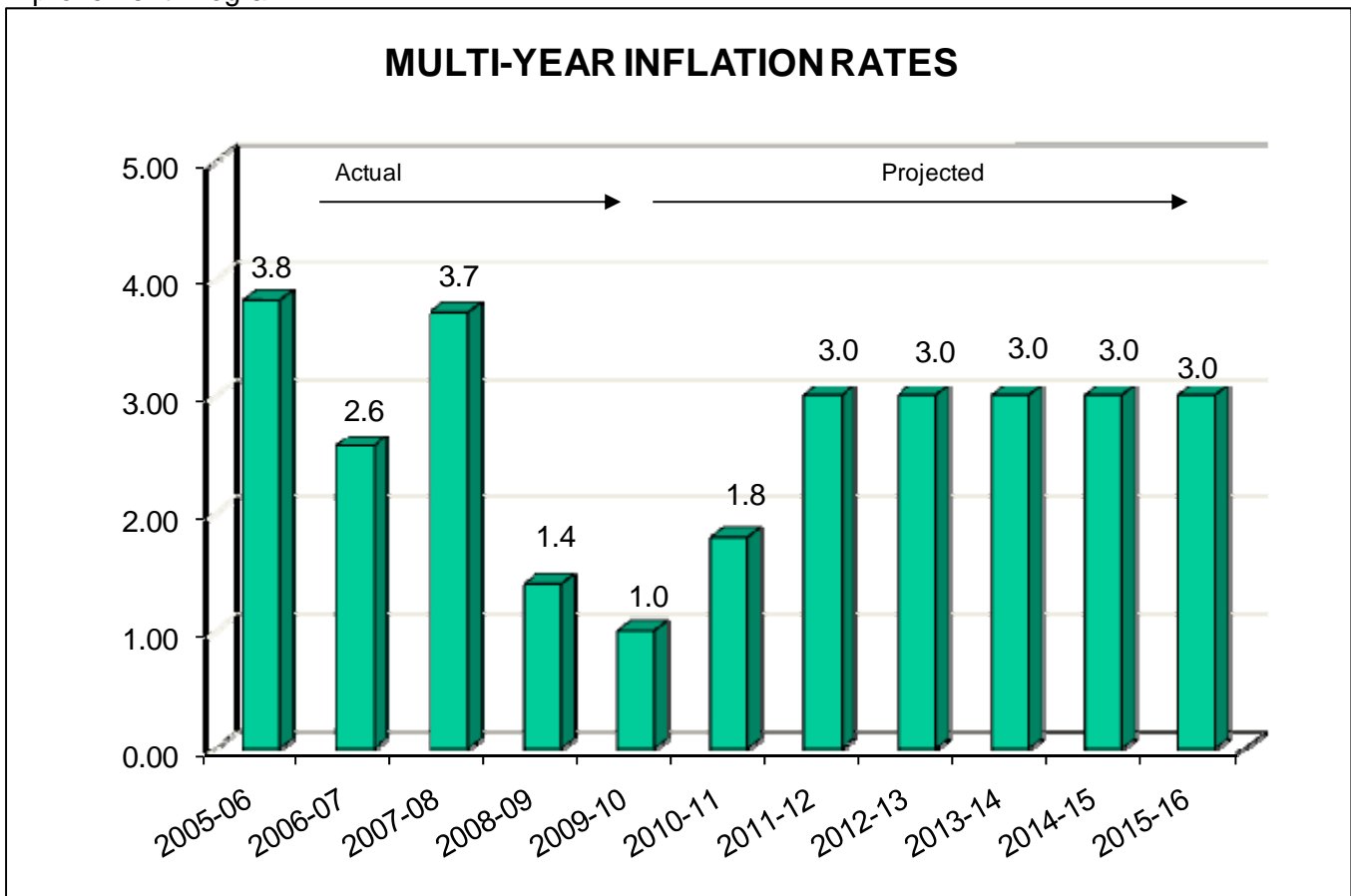
The multi-year projection assumes the appropriation of \$4.2 million General Fund surplus in 2011-12, and assumes zero thereafter.

**Expense**

Inflation is responsible for the most significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 3.0% in 2011-12 and each year thereafter. 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 2011-2015 Capital Improvement Program.



Retirement expense reflects projections based on the most recent information from the New York State Retirement System. Projections for active employee hospitalization and medical insurance assume 15% increase in 2011-12 and thereafter. After the contract expires in 2012-13 no successor agreements are assumed meaning the City and current employees would equally split any premium increase in health insurance. Projections for retiree hospitalization and medical insurance assume 15% in 2011-12 and each year thereafter. A contribution of \$1,000,000 to the insurance reserve is projected in 2011-12 and each year thereafter with an inflationary adjustment. The projected debt service reflects projects in the Capital Improvement Program.

Expense is projected at \$500,000 and revenues are projected at \$850,000 from the installation of a red light camera system.

---

## 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:

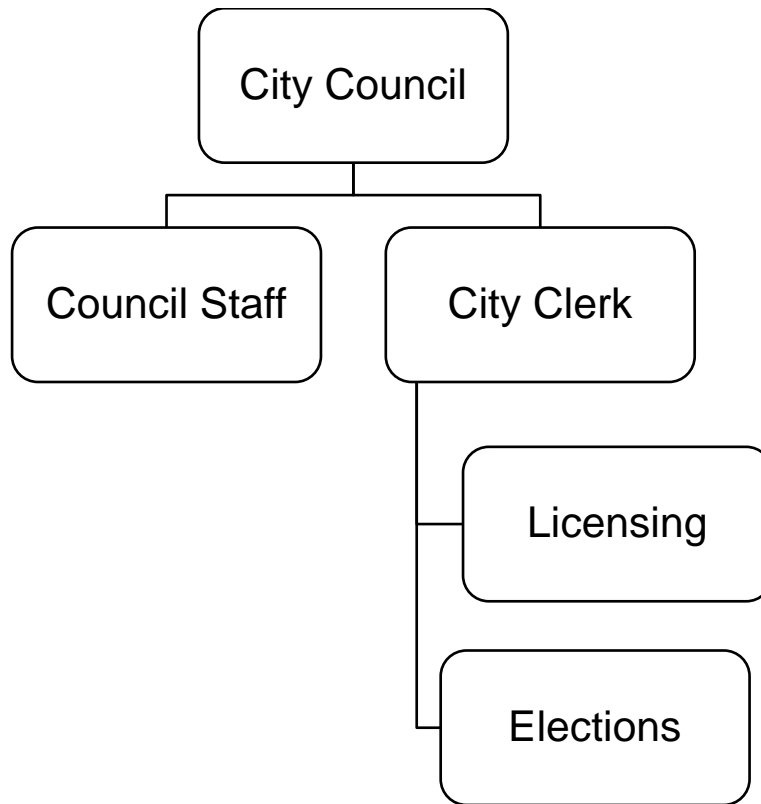
- Improve productivity – Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels.
- Reduce service – If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will 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.

---

**Purpose**

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

The Office of the City Clerk supports the City of Rochester's *One City 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.





**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Licenses processed:				
• Dog	4,310	4,408	4,431	4,324
• Marriage	1,350	1,406	1,343	1,355
• Duplicate Marriage	1,354	1,543	1,449	1,418
• Commissioner of Deeds	171	151	184	161
• Business	1,491	1,568	1,800	1,583
• Hack Plates	326	304	310	308
• Taxicab drivers	569	527	545	528
• Other taxicab	336	339	348	341
Domestic Partnerships	149	153	138	142
Alarm permits	7,885	8,379	8,874	8,339
Handicapped parking	3,953	3,962	3,772	3,904
Marriage ceremonies	486	481	470	480
Passports	261	273	300	269

**Year-To-Year Comparison**

<u>Activity</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
City Council	1,034,600	979,300	-55,300	-5.3%
Office of the City Clerk	364,500	369,700	5,200	1.4%
Licensing	175,000	181,000	6,000	3.4%
Elections	<u>283,900</u>	<u>287,800</u>	<u>3,900</u>	1.4%
Total	1,858,000	1,817,800	-40,200	-2.2%
Employee Years	26.7	26.7	0.0	0.0%

**Change Detail**

<u>Salary &amp; Wage</u> <u>Adjustment</u>	<u>General</u>		<u>Vacancy</u>			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
32,900	0	-4,100	0	3,800	-72,800	-40,200

**Major Change Highlights**

q As proposed by the Mayor:

One time transition expenses complete	-30,000
Reduction in expense due to staffing turnover	-21,700
Productivity due to reduction in office supplies and travel & training	-1,100

q As amended by City Council:

Funds are transferred to Recreation & Youth Services for staffing at the Ryan Center	-20,000
--	---------

---

**Organization**

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

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

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

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

**CITY COUNCIL & CLERK  
EXPENDITURE SUMMARY**

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	1,471,436	1,525,800	1,587,400	1,588,600
Materials & Supplies	8,730	8,600	8,800	7,800
Services	279,541	249,000	261,800	221,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,759,707	1,783,400	1,858,000	1,817,800
<b>Appropriation by Activity</b>				
City Council	1,014,014	1,028,000	1,034,600	979,300
Office of the City Clerk	345,612	369,800	364,500	369,700
Licensing	186,883	175,100	175,000	181,000
Elections	<u>213,198</u>	<u>210,500</u>	<u>283,900</u>	<u>287,800</u>
Total	1,759,707	1,783,400	1,858,000	1,817,800
<b>Employee Years by Activity</b>				
City Council	8.3	8.4	8.2	8.2
Office of the City Clerk	4.4	4.4	4.4	4.4
Licensing	4.1	4.0	4.1	4.1
Elections	<u>8.1</u>	<u>7.4</u>	<u>10.0</u>	<u>10.0</u>
Total	24.9	24.2	26.7	26.7

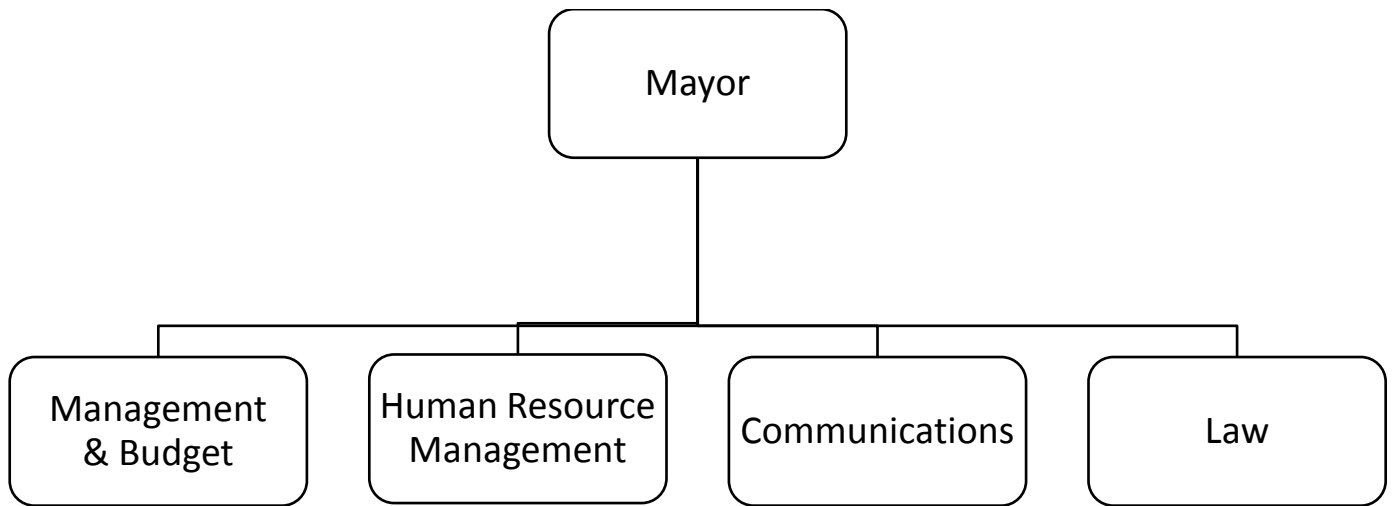
CITY COUNCIL & CLERK  
PERSONNEL SUMMARY

FULL TIME POSITIONS			City Council	Office of the City Clerk	Licensing	Elections	
Br.	Title	Budget 2009-10	Approved 2010-11				
36	Chief of Staff	1.0	1.0	1.0			
31	City Clerk	1.0	1.0		1.0		
28	Deputy City Clerk	1.0	1.0		1.0		
26	Associate Legislative Analyst	1.0	1.0	1.0			
24	Principal Legislative Communication Assistant	1.0	1.0	1.0			
20	Senior Legislative Assistant	2.0	2.0	0.3	0.5	1.2	
18	Secretary to Council	1.0	1.0	1.0			
16	Legislative Assistant	1.0	1.0		1.0		
11	Receptionist to City Council	1.0	1.0	0.5	0.5		
9	Senior Legislative Clerk	1.0	1.0			1.0	
7	Legislative Clerk	2.0	2.0			2.0	
FX	President-City Council	(1)	(1)	(1)			
FX	Vice President-City Council	(1)	(1)	(1)			
FX	Council Member	(7)	(7)	(7)			
( ) = not in totals							
EMPLOYEE YEARS							
	Full Time	13.0	13.0	4.8	4.0	4.2	0.0
	Overtime	0.0	0.0	0.0	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	15.2	15.2	3.6	0.5	0.0	11.1
	Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.2</u>	<u>0.1</u>	<u>0.1</u>	<u>1.1</u>
	Total	26.7	26.7	8.2	4.4	4.1	10.0

---

**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**

<u>Main Functions</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Mayor's Office	2,206,300	2,286,700	80,400	3.6%
Management & Budget	2,306,200	2,288,700	-17,500	-0.8%
Human Resource Management	2,554,400	2,400,700	-153,700	-6.0%
Communications	2,956,400	2,637,300	-319,100	-10.8%
Law Department	1,887,600	1,879,200	-8,400	-0.4%
<b>Total</b>	<b>11,910,900</b>	<b>11,492,600</b>	<b>-418,300</b>	<b>-3.5%</b>
 Employee Years	 138.9	 136.1	 -2.8	 -2.0%

**Change Detail**

<u>Salary &amp; 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>
276,800	13,600	18,900	0	6,600	-734,200	-418,300

**Major Change Highlights**

q As proposed by the Mayor:

Net impact of department personnel transactions	-265,000
A one-time budget reduction in 2009-10 does not recur	249,300
Funding for laser shows and holiday events at High Falls eliminated	-197,000
A vacant Chief of Staff and secretary position are eliminated as an efficiency measure	-162,500
Funds for the administration of a Firefighter Exam are not budgeted at this time pending review of recruitment plan	-151,900
Funding for supplemental cost of Public Service Aides is added to 311 Call Center to enable police resources to be redeployed	149,800
One time budget amendment for Census 2010 Outreach Program does not recur	-136,000
Police overtime for special events decreased as an efficiency measure	-40,000

q As amended by City Council:

Funds are transferred to Recreation & Youth Services from the Mayor's Office and Management & Budget for staff at the Ryan Center	-40,000
Funds were transferred from Contingency to Communications for Cultural Development initiatives: Downtown Community Forum, Arts and Cultural Council, Clarissa Street Reunion, and Neighborhood of the Arts	7,500

ADMINISTRATION  
EXPENDITURE SUMMARY

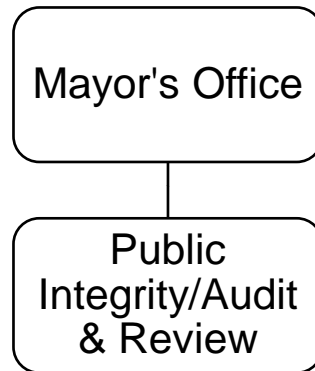
	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	11,749,511	8,509,000	8,786,300	8,810,900
Materials & Supplies	126,775	110,600	112,300	105,500
Services	2,722,301	2,987,800	3,012,300	2,576,200
Other	<u>-5,300</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	14,593,287	11,607,400	11,910,900	11,492,600
Appropriation by Activity				
Mayor's Office	2,289,745	2,206,100	2,206,300	2,286,700
Neighborhood Service Centers	4,038,632	0	0	0
Management & Budget	2,011,275	2,140,200	2,306,200	2,288,700
Human Resource Management	2,444,498	2,493,900	2,554,400	2,400,700
Communications	1,885,256	2,892,000	2,956,400	2,637,300
Law Department	<u>1,923,881</u>	<u>1,875,200</u>	<u>1,887,600</u>	<u>1,879,200</u>
Total	14,593,287	11,607,400	11,910,900	11,492,600
Employee Years by Activity				
Mayor's Office	22.5	23.5	22.0	23.5
Neighborhood Service Centers	63.9	0.0	0.0	0.0
Management & Budget	39.2	39.5	40.7	39.3
Human Resource Management	39.0	36.7	36.7	36.2
Communications	18.1	18.1	18.1	17.1
Law Department	<u>23.5</u>	<u>21.4</u>	<u>21.4</u>	<u>20.0</u>
Total	206.2	139.2	138.9	136.1

---

**Mission Statement**

Mayor's Office Administration:

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

**Organization****Vital Customers**

Mayor's Office Administration:

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

**Critical Processes**

Mayor's Office Administration:

- q Oversight of all City departments
- q Development of programs and policies
- q Preparation of operating and capital budgets
- q Continual improvement of performance of all City operations
- q Management of City's intergovernmental relations
- q Coordination of federal stimulus process roll-out
- q Representation of the City to all constituencies and monitoring of their satisfaction with our services

**Mission Statement**

Office of Public Integrity (OPI):

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

**Vital Customers**

Office of Public Integrity (OPI):

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



---

**Critical Processes**

Office of Public Integrity (OPI):

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

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

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Promote literacy through increased programming and extended hours at Branch Libraries	Education	First Quarter
Oversee the implementation of the Red Light Cameras	Public Safety	First Quarter
Complete review of relocating OPI to Rundel Library	Customer Service	First Quarter
Collaborate with RCSD on next phase of school/recreation center construction	Education	Second Quarter
Oversee the redevelopment of the Midtown site	Neighborhood & Business Development	Ongoing
Continue to identify and pursue cost saving collaborative ventures with Monroe County and the RCSD	Customer Service	Ongoing
Oversee a state lobbying effort that will close the "Fair Share" equity gap	Customer Service	Ongoing
Work with federal lobbyist to secure federal aid in 2010-11	Customer Service	Ongoing
Oversee aspects of the next phase of port development	Neighborhood & Business Development	Ongoing
Oversee the implementation of diversity initiative	Customer Service	Ongoing
Conduct departmental audits and investigate allegations of impropriety among employees and vendors	Customer Service	Ongoing

ADMINISTRATION  
MAYOR'S OFFICE

<b>Key Performance Indicators</b>	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
<b><u>INTERNAL OPERATIONS</u></b>				
Office of Public Integrity (OPI)				
Audits completed	20	20	20	20
Reviews and consultations completed	22	23	16	23
Payroll field checks completed	15	15	15	15
<b><u>FINANCIAL</u></b>	20	20	20	20
Investigations conducted by OPI involving financial loss				

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	2,206,300	2,286,700	80,400
Employee Years	22.0	23.5	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>
105,500	2,700	9,300	0	-1,700	-35,400	80,400

**Major Changes**

q As proposed by the Mayor:

A vacant Chief of Staff and secretary position are eliminated as an efficiency measure	-162,500
A Chief of Performance Accountability & Customer Satisfaction position transfers from the Office of Management & Budget	94,400
An Executive Staff Assistant II position is not funded due to budget constraints	-60,800
A Service Representative Bilingual position is added for 311 calls to the Mayor's Office during 2009-10	41,700
A Receptionist position is fully funded for increased customer service calls	33,600
Professional services increase for investigative support and 2010 Interfaith conference transfers from OMB	30,000
Funding for rent and utilities increase for the Office of Public Integrity	14,000
Funding decrease for mileage and food in Mayor's Office	-5,800

q As amended by City Council:

Funds are transferred to Recreation & Youth Services for staff at the Ryan Center	-20,000
---	---------

**Program Change**

2011 Faith-based conference to be managed by of Mayor's Office.

ADMINISTRATION  
MAYOR'S OFFICE  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,892,197	1,781,700	1,788,200	1,830,100
Materials & Supplies	14,016	13,800	13,800	13,800
Services	383,532	410,600	404,300	442,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,289,745	2,206,100	2,206,300	2,286,700
Appropriation by Activity				
Mayor's Office	1,752,876	1,645,400	1,666,800	1,666,700
Public Integrity/Audit & Review	<u>536,869</u>	<u>560,700</u>	<u>539,500</u>	<u>620,000</u>
Total	2,289,745	2,206,100	2,206,300	2,286,700
Employee Years by Activity				
Mayor's Office	16.0	16.0	15.0	16.0
Public Integrity/Audit & Review	<u>6.5</u>	<u>7.5</u>	<u>7.0</u>	<u>7.5</u>
Total	22.5	23.5	22.0	23.5

ADMINISTRATION  
MAYOR'S OFFICE  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office	Public Integrity/ Internal Audit
Br.	Title	Budget 2009-10	Approved 2010-11		
FX	Mayor	1	1	1	
FX	Deputy Mayor	1	1	1	
36	Assistant to Mayor	1	1	1	
36	Chief of Staff	1	0		
36	Director, Office of Public Integrity	0	1		1
35	Director of Special Projects	1	1	1	
33	Director, Office of Public Integrity	1	0		
32	Manager, Internal Audit	1	1		1
31	Chief/Performance Accountability & Customer Satisfaction	0	1	1	
29	Executive Staff Assistant IV	2	2	2	
28	Principal Field Auditor	1	1		1
26	Associate Field Auditor	1	1		1
26	Executive Staff Assistant III	2	2	2	
24	Sr. Administrative Analyst	1	1	1	
23	Executive Staff Assistant II	1	1	1	
23	Secretary to Mayor	1	1	1	
22	Secretary to Deputy Mayor	1	1	1	
20	Executive Assistant	1	1		1
19	Secretary to Chief of Staff	1	0		
18	Secretary to Assistant to Mayor	1	1	1	
18	Senior Field Auditor	1	1		1
12	Service Representative Bilingual	0	1	1	
11	Receptionist to the Mayor	1	1	1	
<b>EMPLOYEE YEARS</b>					
	Full Time	22.0	22.0	16.0	6.0
	Overtime	0.0	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	1.0	1.5	0.0	1.5
	Less: Vacancy Allowance	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	22.0	23.5	16.0	7.5

---

**Mission Statement**

Management & Budget:

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the collection, analysis and evaluation of data and by providing information and preparing recommendations and plans for the needs and uses of City resources for its major customers with the goal of ensuring that limited resources are aligned with the issues of greatest importance.

311 Call Center:

To support the City of Rochester's *One City 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.

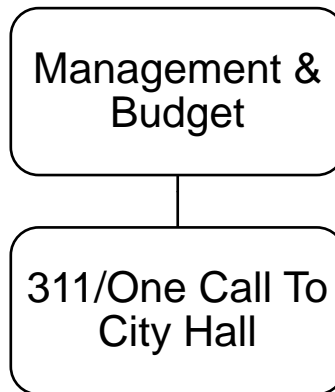
**Being Accountable**

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 insight to the City through data collection and management on ways to improve government services through accurate, timely and consistent analysis of service delivery performance.

**Organization**



**ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET**

**Vital Customers**

## Management &amp; Budget:

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

## 311 Call Center:

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

**Critical Processes**

## Management &amp; Budget:

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

## 311 Call Center:

- q Retrieves up to date information to respond to inquiries
- q Submits service requests to appropriate City departments
- q Manages cases until resolution
- q Reports on Call Center performance
- q Reports on City departments' performance and activity
- q Trains service representatives to ensure they render appropriate service

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Work with Department of Environmental Services to complete a study of municipal and private contractor refuse rates	Customer Service	First Quarter
Partner with operating departments to evaluate alternative service delivery models	Customer Service	Second Quarter
Complete fee study	Customer Service	Third Quarter
Support Mayor's effort for State mandate relief	Customer Service	Third Quarter
Organizationally consolidate the 311 Call Center with the Emergency Communications Department for 2011-12	Customer Service	Fourth Quarter

ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
311 Call Center:				
Total calls received	394,071	504,000	504,000	504,000
Calls answered within 30 seconds (%)	92.0	90.0	90.0	90.0
Call abandon rate (%)	7.0	5.0	5.0	5.0

**FINANCIAL/COST**

Management & Budget:				
Total Property Tax levy (\$000)	162,873	162,873	162,873	163,872
Budget funded through recurring revenue (%)	94.9	98.6	98.6	96.2
General Fund surplus (\$000)	4,193	4,183	4,183	4,343
Budget growth (%)	.6.0	-6.0	-6.0	-3.1

**LEARNING AND INNOVATION**

Management & Budget:				
Average number training hours per employee	N/A	25	N/A	25
311 Call Center:				
Average number training hours per employee	N/A	52	N/A	52
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	2,306,200	2,288,700	-17,500
Employee Years	40.7	39.3	-1.4

**Change Detail**

<u>Salary &amp; 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>
77,300	100	1,500	0	100	-96,500	-17,500

ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET

---

**Major Change**
 As proposed by the Mayor:

Funding for supplemental cost of Public Service Aides is added to 311 Call Center to enable police resources to be redeployed	149,800
Revised staff plan results in personnel expense savings in OMB as an efficiency measure	-97,400
Chief of Performance Accountability and Customer Satisfaction position transfers to the Mayor's Office	-94,400
A one-time budget reduction in 2009-10 does not recur	68,500
A Municipal Assistant position in 311 Call Center is eliminated due to budget constraints	-47,100
Funding for printing and advertising reduced in 311 Call Center due to budget constraints	-31,900
Funding provided for staff member on long term disability in 311 Call Center	27,700
Funding for training and meeting reduced in 311 Call Center due to budget constraints	-17,200
Revised staff plan results in part time personnel expense savings in 311 Call Center as an efficiency measure	-15,600
Funding for Interfaith Conference transfers to the Mayor's Office	-10,000
Funding for wearing apparel reduced in 311 Call Center due to budget constraints	-4,000
Funding for office supplies reduced in 311 Call Center due to budget constraints	-3,300
Funding for overtime reduced in 311 Call Center due to budget constraints	-1,600
<input type="checkbox"/> As amended by City Council:	
Funds are transferred to Recreation & Youth Services for staff at the Ryan Center	-20,000

**Program Change**

Chief of Performance Accountability and Customer Satisfaction position and related duties and activities transfers from OMB to the Mayor's Office. The 311 Call Center Manager will report directly to the Budget Director. The 311 Call Center will operate on a reduced holiday schedule, closing on New Year's Day, Memorial Day, Labor Day, Thanksgiving, and Christmas when the volume of service calls is lightest. On the days that the 311 Call Center is closed, a recording will tell callers to call 911 if they need police, fire or medical attention. The recording will also tell callers that the office is closed due to the holiday and give them an opportunity to leave a voice message so that their call may be returned the next business day.



ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,690,695	1,990,700	2,148,300	2,195,500
Materials & Supplies	13,125	20,800	23,700	16,500
Services	307,455	128,700	134,200	76,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,011,275	2,140,200	2,306,200	2,288,700
Appropriation by Activity				
Management & Budget Analysis	847,046	904,500	936,800	833,900
311/One Call To City Hall	<u>1,164,229</u>	<u>1,235,700</u>	<u>1,369,400</u>	<u>1,454,800</u>
Total	2,011,275	2,140,200	2,306,200	2,288,700
Employee Years by Activity				
Management & Budget Analysis	11.9	12.7	12.6	11.3
311/One Call To City Hall	<u>27.3</u>	<u>26.8</u>	<u>28.1</u>	<u>28.0</u>
Total	39.2	39.5	40.7	39.3

ADMINISTRATION  
OFFICE OF MANAGEMENT & BUDGET  
PERSONNEL SUMMARY

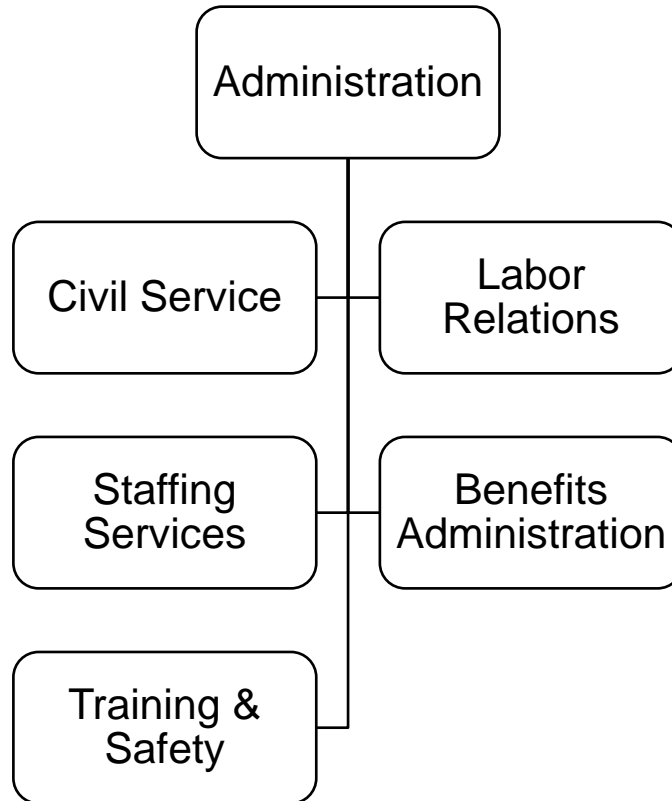
FULL TIME POSITIONS				Management & Budget Analysis	311/One Call To City Hall
Br.	Title	Budget 2009-10	Approved 2010-11		
36	Director	1.0	1.0	1.0	
32	Assistant Director	1.0	0.0		
31	Chief/Performance Accountability & Customer Satisfaction	1.0	0.0		
29	311 Call Center Manager	1.0	1.0		1.0
29	Principal Staff Assistant	0.5	0.5	0.5	
26	Associate Administrative Analyst	3.0	2.0	2.0	
26	Process Improvement Specialist	1.0	1.0	1.0	
25	Assistant 311 Center Manager Bilingual	1.0	1.0		1.0
24	Operations Analyst	0.0	1.0	1.0	
24	Senior Administrative Analyst	1.0	1.0	1.0	
22	Knowledge Base Coordinator	0.0	1.0		1.0
20	Administrative Analyst	2.0	1.0	1.0	
20	Knowledge Base Coordinator	1.0	0.0		
20	Supervising Service Representative	1.0	1.0		1.0
18	Municipal Assistant	2.0	2.0	1.0	1.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0	1.0	
17	Accountant	0.0	1.0	1.0	
16	Management Trainee	1.0	0.0		
16	Sr. Service Representative	1.0	2.0		2.0
16	Sr. Service Representative Bilingual	1.0	1.0		1.0
12	Service Representative	11.0	10.0		10.0
12	Service Representative Bilingual	3.0	3.0		3.0
7	Clerk III with Typing	1.0	1.0		1.0
EMPLOYEE YEARS					
Full Time		35.5	32.5	10.5	22.0
Overtime		0.6	0.5	0.1	0.4
Part Time, Temporary, Seasonal		4.6	6.3	0.7	5.6
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		40.7	39.3	11.3	28.0

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by supporting its customers by recruiting, developing and retaining people with the proper competencies; creating a diverse, empowering, and motivating work environment; providing human resource consultancy, support and services; supporting a work climate that encourages and recognizes high performing work groups and individual performance; helping leaders create an environment where expectations are clear, documented, and communicated and where feedback is provided.

**Organization**



**Vital Customers**

- q External: Job applicants
- q Internal: City of Rochester employees and retirees; City of Rochester departments

**Critical Processes**

- q Maintain central personnel records and information requests from New York State Retirement System, mortgage institutions, and other organizations
- q Provide qualified employees through the administration of Civil Service exams and other recruitment methods
- q Negotiate and administer collective bargaining agreements with City employee unions
- q Support and assist departments in meeting their human resource needs and goals
- q Administer Employee Development Process
- q Develop and administer human resource policies and procedures
- q Coordinate Employee Recognition Program
- q Administer competitive compensation and benefits program
- q Provide workforce development through training

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT

---

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Continue to work with Information Technology to design and implement a new payroll/personnel system as part of Process and System Integration	Customer Service	First Quarter
Implement a new employment verification and background process	Customer Service	First Quarter
Explore Feasibility of merging civil service function for City Employees into the Monroe County Civil Service Commission structure and if deemed appropriate, oversee the implementation of this consolidation in January 2011	Customer Service	Second Quarter
Negotiate outstanding Collective Bargaining Agreements	Customer Service	Ongoing

**Key Performance Indicators**

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
<b><u>INTERNAL OPERATIONS</u></b>				
Affirmative action consultations held	178	250	65	110
Affirmative action investigations conducted	9	10	10	9
ADA accommodations processed	8	2	4	4
Number of Full Time positions hired, promoted, transferred	365	330	350	330
Number of Non-Full Time positions hired, promoted, transferred	698	700	700	720
Grievances filed	38	60	60	60
Open Grievances, per 100 unionized employees	3.7	5.0	5.0	5.0
Provisional Positions at end of fiscal year	112	145	138	150
Provisionals added	88	136	100	60
Provisionals removed	78	73	70	55
Eligible lists established	91	98	90	45

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT

3-17

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b><u>LEARNING AND INNOVATION</u></b>				
New Hires - % females	32	40	40	40
New Hires - % minority	25	38	38	38
Employees - % females	26	28	28	28
Employees - % minority	28	30	30	30
Training hours per employee	20.6	25	25	25

**FINANCIAL/COSTS**

Full time employee Turnover	206	200	200	200
Grievances resolved pre-arbitration (%)	78	86	86	86
Personal injury accidents	270	234	311	277
Non-uniformed motor vehicle accidents-Preventable	43	48	46	49
Non-uniformed motor vehicle accidents-Non-Preventable	65	64	55	56
Motor vehicle accidents judged preventable (%)	40	42	46	47

**CUSTOMER PERSPECTIVE**

Employment applications received - #	12,400	11,000	11,500	6,200
Employment applications received electronically (%)	66	68	68	70

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	2,554,400	2,400,700	-153,700
Employee Years	36.7	36.2	-0.5

**Change Detail**

<u>Salary &amp; 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>
26,200	2,500	9,100	0	-700	-190,800	-153,700

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT

---

**Major Change**

Funds for the administration of a Firefighter Exam are not budgeted at this time pending review of recruitment plan	-151,900
Funding reduced in anticipation of potential decision to use Monroe County Civil Service to handle this function for City employees	-136,900
A one time budget reduction does not recur	91,800
A full time position is added to address increasing labor relations issues partially offset by the elimination of a part time assistant	22,100
Professional fees decrease due to budget constraints	-17,800
Funds increase for expanded background and fingerprinting of new hires	17,100
One full time clerical position in labor relations is eliminated but partially offset by creation of a part time clerical position	-16,700
A part-time clerical supported position is added in administration	14,900
Travel and training reduces due to budget constraints	-11,800
Funding for printing and advertising is reduced due to budget constraints	-1,600

**Program Change**

Diversity training increase requests for consultations.

ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	2,079,071	2,016,700	2,066,900	1,995,500
Materials & Supplies	13,844	16,100	18,400	16,900
Services	351,583	461,100	469,100	388,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,444,498	2,493,900	2,554,400	2,400,700
Appropriation by Activity				
Administration	883,409	953,600	859,400	953,000
Civil Service	512,680	487,700	593,800	368,500
Labor Relations	328,134	308,100	347,800	261,900
Staffing Services	231,350	227,000	244,600	308,100
Benefits Administration	250,701	203,800	190,400	219,200
Training	<u>238,224</u>	<u>313,700</u>	<u>318,400</u>	<u>290,000</u>
Total	2,444,498	2,493,900	2,554,400	2,400,700
Employee Years by Activity				
Administration	10.2	9.0	9.0	10.5
Civil Service	9.3	9.2	9.2	8.2
Labor Relations	3.5	3.5	3.5	3.5
Staffing Services	7.0	7.0	7.0	6.0
Benefits Administration	5.0	3.0	3.0	4.0
Training	<u>4.0</u>	<u>5.0</u>	<u>5.0</u>	<u>4.0</u>
Total	39.0	36.7	36.7	36.2

**ADMINISTRATION  
HUMAN RESOURCE MANAGEMENT  
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Administration	Civil Service	Labor Relations	Staffing Services	Benefits Administration	Training & Safety Unit
Br.	Title	Budget 2009-10	Approved 2010-11						
36	Director of Human Resource Management	1	1	1					
32	Deputy Director of Human Resource Management	1	1	1					
32	Manager of Labor Relations	1	1			1			
26	Human Resource Coordinator	1	1		1				
26	Labor Relations Specialist	1	2			2			
26	Training & Safety Coordinator	1	1						1
25	Employee Safety Coordinator	1	1						1
24	Affirmative Action Officer	1	1	1					
24	Senior Administrative Analyst	2	2	2					
24	Senior Human Resource Consultant	4	4	1	1		1	1	
21	Human Resource Consultant II	1	1		1				
21	Human Resource Consultant II Bilingual	1	0						
20	Senior Personnel Analyst	1	1					1	
18	Human Resource Consultant I	3	4	1			3		
18	Secretary to Director of Human Resource Management	1	1	1					
16	Human Resource Assistant	2	2				1		1
12	Human Resource Associate	2	2		1			1	
9	Clerk II with Typing	3	2				1	1	
9	Clerk II with Typing Bilingual	1	1		1				
7	Clerk III with Typing	5	4	1	2				1
6	Receptionist Typist	0	1	1					
<b>EMPLOYEE YEARS</b>									
Full Time		34.0	34.0	10.0	7.0	3.0	6.0	4.0	4.0
Overtime		0.7	0.7	0.0	0.7	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.0	2.5	0.5	1.5	0.5	0.0	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>1.0</u>	<u>0.0</u>	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>		<b>36.7</b>	<b>36.2</b>	<b>10.5</b>	<b>8.2</b>	<b>3.5</b>	<b>6.0</b>	<b>4.0</b>	<b>4.0</b>



---

## Mission Statement

### Communications:

To support the City of Rochester's *One City Vision* and its *Values and Guiding Principles* and achieve the City Administration's goals and objectives by providing information to the public about the City, utilizing multiple communications platforms.

### Special Events:

To support the City of Rochester's *One City 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, attract residents and visitors, promote economic development and market Rochester as a vibrant destination for entertainment and the arts.

## Vital Customers

### Communications:

- q Internal: City of Rochester departments
- q External: The general public, specific target audiences and a variety of organizations

### Special Events:

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

## Critical Processes

### Communications:

- q Delivers information, graphics, photo, video, and web services and provides Freedom of Information Law services
- q Provides marketing, communications planning and consultation, and media relations

### Special Events:

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

**ADMINISTRATION  
COMMUNICATIONS**

---

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Drive phased improvements to City web	Customer Satisfaction	First Quarter
Customer survey feedback process improvement	Customer Satisfaction	Second Quarter
Establish Cost Reimbursement Policy for Special Events	Customer Satisfaction	Third Quarter
Expand outreach activities	Customer Satisfaction	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Communications:				
Advertising/marketing/promotions	935	1,050	1,150	1,150
Photography/AV productions	419	420	700	425
Television/video program productions	467	479	500	500
Web site visitors	**	1,644,000	N/A	1,644,000

**CUSTOMER PERSPECTIVE**

Communications:				
Major promotional campaigns produced	32	41	40	40
FOIL applications processed	2,892	2,800	2,800	2,800
News releases written and distributed	553	550	550	550
News conferences conducted	149	150	150	150
Speeches and talking points prepared	298	300	300	300
Proclamations issued	98	100	100	100
Special Events:				
Total Special Events permit applications processed	455	425	480	440
Total City produced events	33	34	37	26
Coordinated major events with City sponsorship	45	45	45	44
Attendance at City produced events	160,000	130,000	162,000	110,000

**FINANCIAL/COST**

Special Events:

Professional services agreements	121	110	120	110
City support services for City events	100,000	70,000	75,000	150,000
Revenue generated for trust fund	N/A	N/A	N/A	75,000

**LEARNING AND INNOVATION**

Communications:

Average number training hours per employee	N/A	**	N/A	25
--	-----	----	-----	----

Special Events:

Average number training hours per employee	N/A	**	N/A	25
--	-----	----	-----	----

N/A – Not Applicable

\*\* – Not Available

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	2,956,400	2,637,300	-319,100
Employee Years	18.1	17.1	-1.0

**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>	
20,100	300	-1,000	0	2,600	-341,100	-319,100

**Major Change**

q As proposed by the Mayor:

Funding for laser shows and holiday events at High Falls eliminated	-197,000
One time budget amendment for Census 2010 Outreach Program does not recur	-136,000
Revised staff plan results in personnel expense savings as an efficiency measure	-99,500
A one-time budget reduction in 2009-10 does not recur	89,000
Funding for Cornhill Landing Concert series ends due to budget constraints	-63,000
Funding for photography and writing services added	50,000
Support for Omnium increases	50,000
Support for MusicFest reduced 20% due to budget constraints	-50,000
Funding for Rochester Flower City Challenge added	40,000
Police overtime for special events decreased as an efficiency measure	-40,000
Support for Jazz Festival June 2010 reduced 10% due to budget constraints	-23,000
Funding for festival site management and equipment rental increases	20,200
Funding for Video Production (WXXI) increases from six months to one year	20,000

**ADMINISTRATION  
COMMUNICATIONS**

---

**Major Change**

One-time funding for survey postage does not recur	-17,600
Funding for sound, lights, and staging increases based on historical need	14,100
Funding for Photo/Video/Web production assistance added	10,000
Funding for news tape editing/video staff assistance transfers to Communications from Undistributed	10,000
Funding for Taste of Rochester ends due to budget constraints	-10,000
Support for RPO concert series, education reduced 12% due to budget constraints	-8,000
Funding for Spanish voice talent for Spanish language video production added	6,000
Funding for Oktoberfest ends due to budget constraints	-5,000
Support for Puerto Rican Festival reduced 11% due to budget constraints	-5,000
One-time budget amendments in 2009-10 for Lyell Avenue Music Fest and North Winton Village Arts Festival do not recur	-3,000
Funding for miscellaneous professional services agreements increases	2,200
Support for 360/365 Film Festival reduced 11% due to budget constraints	-2,000
Support for Image Out Festival reduced 13% due to budget constraints	-2,000
Funding for holiday events increases	1,000
q As amended by City Council:	
Funds were transferred from Contingency for Cultural Development initiatives: Downtown Community Forum, Arts and Cultural Council, Clarissa Street Reunion, and Neighborhood of the Arts	7,500

**Program Changes**

The number of laser shows is reduced from three per week to one per week from Memorial Day through Labor Day and will be paid for using balance of 2009-10 funding while Communications investigates opportunities for private funding of future laser shows. If none are identified, the laser show will end in September. Communications will seek to increase community partnerships and sponsor relationships for funding events. The Bureau is working toward more direct involvement with major events coordinated by the Department of Recreation and Youth Services.

ADMINISTRATION  
COMMUNICATIONS  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	954,107	1,076,700	1,130,300	1,139,900
Materials & Supplies	12,275	24,300	19,800	19,300
Services	918,874	1,791,000	1,806,300	1,478,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,885,256	2,892,000	2,956,400	2,637,300
Appropriation by Activity				
Communications	1,885,256	2,892,000	2,956,400	2,637,300
Employee Years by Activity				
Communications	18.1	18.1	18.1	17.1

ADMINISTRATION  
COMMUNICATIONS  
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
36	Director, Communications	1	1
32	Deputy Director of Communications	1	1
28	Communications Creative Coordinator	1	1
28	Director of Cultural Affairs	1	0
27	Assistant to Director - Communications	1	1
27	Special Events Operations Manager	0	1
25	Communications Producer	1	1
25	Communications Relationship Analyst	1	1
25	New Media Editor	1	1
23	Digital Media Specialist	0	1
22	Special Events Coordinator	1	1
21	Photographer I	2	0
21	Sr. Graphic Designer	1	1
18	Communications Assistant	1	0
18	Graphic Designer	1	1
18	Secretary to Director - Communications	1	1
18	Special Events Program Assistant Bilingual	1	1
16	Communications Aide	1	1
EMPLOYEE YEARS			
	Full Time	17.0	15.0
	Overtime	0.9	1.0
	Part Time, Temporary, Seasonal	0.2	1.1
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	18.1	17.1

**Mission Statement**

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

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Develop and implement a plan for City Court Housing Court for property code enforcement	Public Safety	Third Quarter
Progress Midtown project including site planning, PAETEC/ City/State development agreement, asbestos remediation and existing structure demolition	Neighborhood & Business Development	On-going
Commence legal action to resolve utility gross receipts tax dispute with utility and telecommunication providers	Neighborhood & Business Development	On-going
Participate in Transit Center Project and Main And Clinton Block Redevelopment	Neighborhood & Business Development	On-going

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Claims filed against City	359	375	375	375
Real estate closings	569	525	800	525
Contracts drafted	254	225	200	225
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	308	217	250	400
<b>LEARNING AND INNOVATION</b>				
Avg. # of training hours per employee	13	7	N/A	7
N/A – Not Applicable				

ADMINISTRATION  
LAW DEPARTMENT

---

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,887,600	1,879,200	-8,400
Employee Years	21.4	20.0	-1.4

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
47,700	8,000	0	0	6,300	-70,400	-8,400

**Major Change**

Eliminate one vacant full time position and convert one part time to a full time position	-38,200
A one-time budget amendment for Legal Services does not recur	-30,000
Eliminate one vacant part time position due to budget constraints	-29,400
A one-time budget reduction in 2009-10 does not recur	17,200
Increase allocation to support charges for filing fees, court reporters and process servers	10,000

**Program Change**

Sale of tax liens reduces properties acquired through foreclosure process.



ADMINISTRATION  
LAW DEPARTMENT  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,794,861	1,643,200	1,652,600	1,649,900
Materials & Supplies	30,905	35,600	36,600	39,000
Services	98,115	196,400	198,400	190,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,923,881	1,875,200	1,887,600	1,879,200
Appropriation by Activity				
Legal Services	1,923,881	1,875,200	1,887,600	1,879,200
Employee Years by Activity				
Legal Services	23.5	21.4	21.4	20.0

ADMINISTRATION  
LAW DEPARTMENT  
PERSONNEL SUMMARY

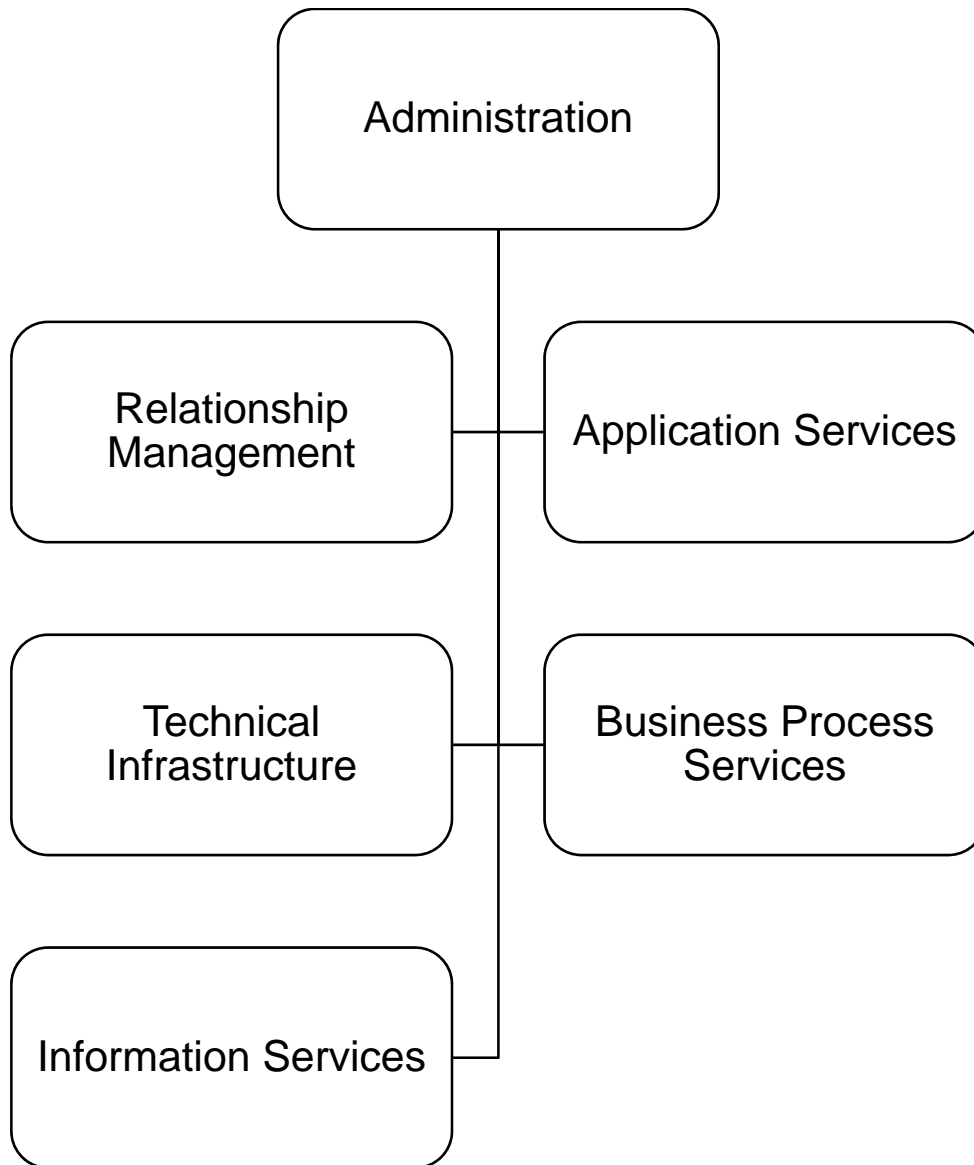
---

FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
36	Corporation Counsel	1	1
34	Municipal Attorney IV	1	1
32	Municipal Attorney III	8	8
29	Municipal Attorney II	3	3
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant./Claims Investigator	1	0
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	0	1
20	Legal Assistant/Real Estate	2	2
11	Senior Legal Secretary	3	2
9	Legal Secretary	1	1
EMPLOYEE YEARS			
Full Time		21.0	20.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.4	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		21.4	20.0

---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the delivery of information technology solutions and services to our customers which enables them to realize their strategies and objectives.

**Organization**

**Vital Customers**

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

**Critical Processes**

## Relationship Management Services Bureau:

- Provide Strategic and Tactical Planning
- Execution & Governance of Projects
- Governance of Base Operations
- Administer Information Technology Policy
- Provide IT Vendor Relationship Management

## Business Process Services Bureau:

- Evaluation & Selection of Software
- Re-Engineering & Optimization of Business Process
- Provide Change Management
- Provide Education & Training

## Applications Services Bureau:

- Planning, Analysis and Configuration, and Deployment of Applications
- Design Applications Forms
- Provide Training & Conversion
- Develop Applications & Systems Integration
- Develop Web Applications and ecommerce
- Maintain Content Management
- Provide Security for Applications
- Support Applications Services
- Provide Records Management
- Provide Disaster Recovery Planning

## Information Services Bureau:

- Responsible for Database Design & Administration
- Responsible for Data Warehouse Design & Development
- Generate Reports & Analytics
- Manage Information Security
- Manage GIS Technology
- Provide Information Services Support

## Technical Infrastructure Services Bureau:

- Planning, Design, Deployment and Migration of Technical Infrastructure
- Provide Asset Inventory & Configuration Management
- Provide Backup & Recovery
- Design Policy Based Change Management
- Maintain Technical Infrastructure Health Monitoring
- Maintain Basic OS/Application Monitoring
- Provide Client Support Services
- Manage Data Center

**2010-11 Strategic Goals & Objectives**

<b>Bureau</b>	<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Business Process Services	Process & System Integration: Complete Current and Future State Process Maps for Water and Refuse Services	Customer Service	Second Quarter
	Process & System Integration: Complete Current and Future State Process Maps for Financials and Payroll	Customer Service	Fourth Quarter
	Process & System Integration: Complete Current and Future State Process Maps for NBD Services	Customer Service	Fourth Quarter
Information Services\Application Services	Tax Lien Process: Multiple program changes were made in 2009-10 to support ongoing tax lien sales revenue generation. Application Developers oversee this process on an ongoing basis	Public Safety	Ongoing
Relationship Management\Technical Infrastructure\Information Services\Application Services	RPD Records Management System: Select Vendor, and Negotiation	Public Safety	First Quarter
	Red Light Cameras: Partner with the Rochester Police Department and Finance Department to complete installation for Red Light enforcement	Public Safety	Fourth Quarter
	Red Light Cameras: Partner with the Finance Department to develop business requirements and enhance the City's website to accept payments associated with these fines	Customer Service	Fourth Quarter
	Video Surveillance Cameras: Partner with Rochester Police Department to expand and enhance the overt surveillance camera project by installing 20 additional cameras and implementing upgrades and analytics that allow for more effective use of the system. Infrastructure was expanded in 2009-10 to accommodate up to 250 cameras.	Public Safety	Fourth Quarter

Relationship Management\Technical Infrastructure\Information Services\Application Services (cont.)	Web Revitalization Project: Implement Commercial Development Mapping, Upgrade Content Management System, and improvements to the City's Website Calendar Functions	Customer Service	Fourth Quarter
	Parking Consolidation Project – Develop Context, Current and Future State Analysis. Implement Parking Booting System	Customer Service	Fourth Quarter
	Process & System Integration – Prepare to begin Deployment of Finance and Payroll Systems. Implement new Infrastructure Environment	Customer Service	Fourth Quarter
	Optimal Staffing: The need to balance the maintenance of existing operations at the same time new technology is being deployed requires an efficient mix of consultants, interns and full-time staff. Consultants are used to assist the IT Staff, and in some areas educate IT Staff on the new Technology. Local College Interns are enables us to introduce college students to a government environment and ultimately provide for a larger hiring pool for the City of Rochester.	Customer Service	Ongoing

### Key Performance Indicators

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Departmental archive record retrieval requests completed	N/A	940	N/A	1,000
Public record retrieval requests, including public access and Freedom of Information request (FOIL).	N/A	150	N/A	200
<b>CUSTOMER PERSPECTIVE</b>				
Percentage of calls resolved on the first call.	N/A	19%	N/A	25%
Average First call resolution per month	N/A	259	N/A	300
Total work order Received	N/A	16,536	N/A	18,000
Average Number of work order resolved per month	N/A	1,378	N/A	1,500
Percentage of calls resolved	N/A	97%	N/A	98%

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Total Web EGOV Transactions received and processed	N/A	35,000	N/A	40,000

**FINANCIAL/COSTS**

Administrative costs as a percent of total IT cost	N/A	14.50%	N/A	15%
Total IT Maintenance Cost versus IT Budget	N/A	25%	N/A	25%

N/A – Not Applicable

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Administration	0	223,500	223,500	N/A
Application Services	0	1,248,900	1,248,900	N/A
Technical Infrastructure	2,346,300	2,171,700	-174,600	-7.4%
Business Process Services	0	437,600	437,600	N/A
Information Services	0	335,200	335,200	N/A
Administration & Compliance Services	1,285,800	0	-1,285,800	-100.0%
Relationship Management	0	918,500	918,500	N/A
Public Safety Relationship	543,800	0	-543,800	-100.0%
Public Services Relationship	819,500	0	-819,500	-100.0%
Total	4,995,400	5,335,400	340,000	6.8%
Less: Intrafund Credit	679,600	659,500	-20,100	-3.0%
Total	4,315,800	4,675,900	360,100	8.3%
Employee Years	47.6	48.5	0.9	1.9%

**Change Detail**

<u>Salary &amp; 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>
92,700	30,700	500	0	28,700	207,500	360,100

**Major Change**

Increased software maintenance for Process & System Integration (PSI)	260,000
Reduction in maintenance on equipment as an efficiency measure	-152,400
Additional support for Rochester Police Department Mobile	53,700
Technical Manager position funded to support technical infrastructure	91,600
Productivity improvements result in savings	-24,500
Efficiency savings in professional fees	-20,900

---

**Program Change**

In 2009-10, the Enterprise Systems and Business Process Re-engineering program was renamed to the Process & System Integration program (PSI). The cross-organizational team from the City's Departments and IT selected this name to represent our tremendous effort to optimize City processes across all layers of City Government and secondarily to implement new software that integrates all aspects of information City-wide. The initial effort is to concentrate on the City's foundation which includes the Financial and Payroll Processes and Systems. Subject Matter Experts currently involved in these areas will continue to assist in documenting the as-is state. Department Heads and Bureau Heads will lead the effort in developing efficient and optimal future state assessments. These future state assessments will be used to improve processes, reduce inefficiencies and redundancies, and configure the new Enterprise System. Benefits will be seen as Department Heads recognize opportunities for new roles, manual processes are eliminated, and enhanced work-flow is provided in the new technology.

**Telephone Chargebacks**

<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>
CITY COUNCIL & CLERK	10,500	10,200	ENVIRONMENTAL SERVICES		
			Commissioner	6,300	6,100
ADMINISTRATION			Engineering	27,900	26,700
Mayor's Office	16,900	16,400	Operations & Parks	61,100	59,700
Management & Budget	18,400	17,900	Water	<u>33,800</u>	<u>33,200</u>
Human Resource Mgt.	18,000	17,600	Total	129,100	125,700
Communications	11,800	11,500			
Law	<u>10,000</u>	<u>9,700</u>	POLICE	217,600	211,700
Total	75,100	73,100			
			FIRE	68,800	67,000
INFORMATION TECHNOLOGY	35,800	34,100			
			RECREATION & YOUTH SERVICES		
FINANCE			Commissioner	9,300	9,100
Director's Office	2,400	2,300	Recreation	29,200	28,700
Accounting	7,500	7,300	Special Services	6,900	6,700
Treasury	10,500	10,300	Youth Services	<u>10,800</u>	<u>10,600</u>
Assessment	8,400	8,200	Total	56,200	55,100
Parking & Mun. Viol.	12,600	12,200			
Purchasing	<u>4,200</u>	<u>4,100</u>	Total Interfund	55,400	55,500
Total	45,600	44,400	Total Intrafund	<u>679,600</u>	<u>659,500</u>
			CITY TOTAL	735,000	715,000
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	96,300	93,700			



INFORMATION TECHNOLOGY DEPARTMENT  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	2,816,972	3,098,800	3,159,400	3,401,500
Materials & Supplies	42,554	84,000	101,100	37,500
Services	1,551,992	1,713,100	1,734,900	1,896,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,411,518	4,895,900	4,995,400	5,335,400
Less Intrafund Credit*	<u>300,000</u>	<u>679,600</u>	<u>679,600</u>	<u>659,500</u>
Total	4,111,518	4,216,300	4,315,800	4,675,900
<b>Appropriation by Activity</b>				
Administration	0	0	0	223,500
Application Services	0	0	0	1,248,900
Technical Infrastructure	1,880,723	2,335,400	2,346,300	2,171,700
Business Process Services	0	0	0	437,600
Information Services	0	0	0	335,200
Administration & Compliance Services	1,113,341	1,382,300	1,285,800	0
Relationship Management	0	0	0	918,500
Public Safety Relationship	467,030	469,200	543,800	0
Public Services Relationship	<u>950,424</u>	<u>709,000</u>	<u>819,500</u>	<u>0</u>
Total	4,411,518	4,895,900	4,995,400	5,335,400
Less Intrafund Credit*	<u>300,000</u>	<u>679,600</u>	<u>679,600</u>	<u>659,500</u>
Total	4,111,518	4,216,300	4,315,800	4,675,900
<b>Employee Years by Activity</b>				
Administration	0.0	0.0	0.0	2.0
Application Services	0.0	0.0	0.0	18.0
Technical Infrastructure	10.6	13.5	13.6	14.5
Business Process Services	0.0	0.0	0.0	7.0
Information Services	0.0	0.0	0.0	4.0
Administration & Compliance Services	17.0	18.0	18.0	0.0
Relationship Management	0.0	0.0	0.0	3.0
Public Safety Relationship	5.0	6.0	6.0	0.0
Public Services Relationship	<u>11.0</u>	<u>10.0</u>	<u>10.0</u>	<u>0.0</u>
Total	43.6	47.5	47.6	48.5

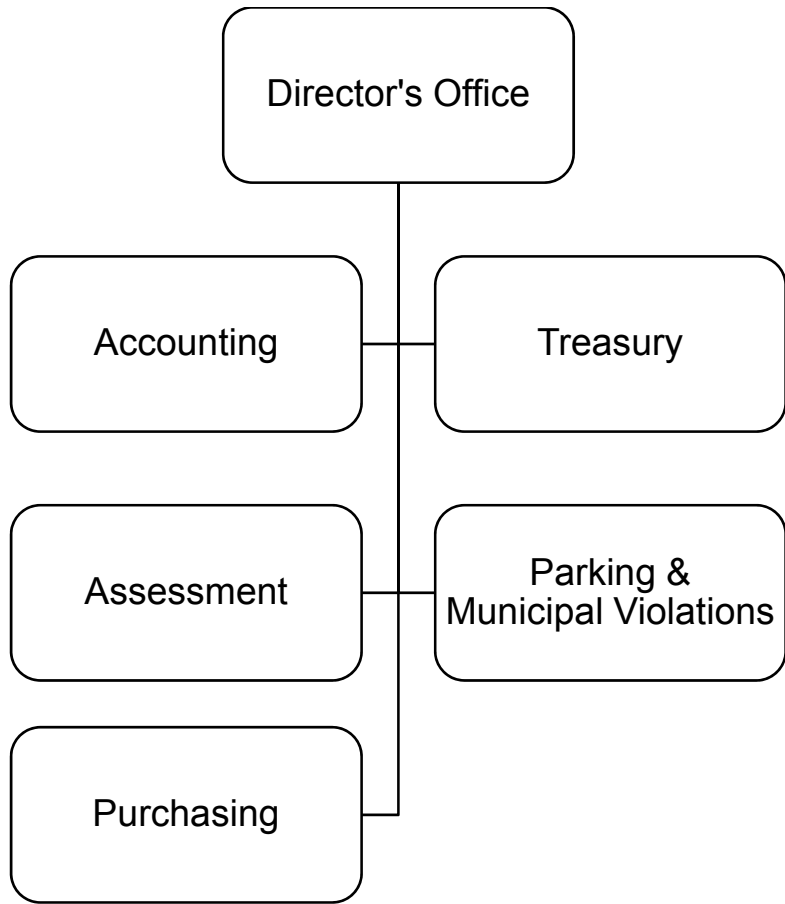
INFORMATION TECHNOLOGY DEPARTMENT  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Business Process Services	Information Services
Br.	Title	Budget 2009-10	Approved 2010-11						
36	Chief Information Officer	1	1	1					
31	IT Compliance & Info. Services Manager	1	1			1			
31	IT Relationship Manager	3	4		3				1
31	Technical Infrastructure Manager	0	1				1		
30	Information Engineer	1	1						1
30	Senior Network Analyst	1	1				1		
30	Senior Server Analyst	1	1			1			
29	Computer Systems Analyst	1	1				1		
29	Senior Application Analyst	2	2					1	1
27	Application Analyst	3	3			3			
27	Server Analyst	2	2				2		
25	IT Transitions Analyst	1	1			1			
25	Senior Application Developer	9	8			5	1	2	
25	Senior Client Support Analyst	2	2				2		
25	Webmaster	1	1			1			
24	Records Management Coordinator	1	1			1			
23	Client Support Analyst	3	3				3		
23	Process Developer	4	5					4	1
20	Computer Programmer	1	0						
19	Senior IT Call Center Analyst	2	2				2		
18	Secretary to CIO	1	1	1					
12	Computer Operator	3	3			3			
7	Data Entry Clerk	2	2			2			
Total									
EMPLOYEE YEARS									
Full Time		46.0	47.0	2.0	3.0	18.0	13.0	7.0	4.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.6	1.5	0.0	0.0	0.0	1.5	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		47.6	48.5	2.0	3.0	18.0	14.5	7.0	4.0

---

**Mission Statement**

To support the City of Rochester's *One City 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.



Highlights of the Department's 2010-11 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Bureau</b>	<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Director's Office	Conduct bond sale	Customer Service	First Quarter
Accounting/Treasury/ Purchasing	Implement Core Financials for PSI project: <ul style="list-style-type: none"> <li>• General Ledger</li> <li>• Purchasing</li> <li>• Account Payable</li> <li>• Accounts Receivable</li> </ul>	Customer Service	Fourth Quarter
Treasury	Red Light Cameras: Create lockbox/OTC processing and online ticket collection	Customer Service	First Quarter
Parking	Red Light Cameras: Implement adjudication and enforcement and in-person ticket collection	Customer Service	First Quarter
	In-sourcing of Parking Garage operations	Customer Service	First Quarter

### Year-To-Year Comparison

<u>Bureau</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>	<u>Change</u>	<u>Percent Change</u>
Director's Office	426,400	380,500	-45,900	-10.8%
Accounting	947,600	990,100	42,500	4.5%
Treasury	1,749,300	1,795,900	46,600	2.7%
Assessment	904,400	931,500	27,100	3.0%
Parking & Municipal Violations	2,644,300	4,870,600	2,226,300	84.2%
Purchasing	957,900	968,400	10,500	1.1%
Total	7,629,900	9,937,000	2,307,100	30.2%
Less: Intrafund Credit	678,600	732,500	53,900	7.9%
Total	6,951,300	9,204,500	2,253,200	32.4%
Employee Years	107.0	106.4	-0.6	-0.6%

### Change Detail

<u>Salary &amp; Wage Adjustment</u>	<u>General</u>		<u>Vacancy</u>			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
92,600	12,800	387,600	33,400	218,700	1,508,100	2,253,200

---

**Major Change Highlights**

Funding for utilities are provided for as parking garage management is in-sourced	384,600
Maintenance of garages is maintained by the City in 2010-11	334,700
Funding is provided for customer service agents at parking garages	329,900
Maintenance of equipment for garages is in-sourced	308,500
Reduction in net cost of issuing bonds	-80,000
Printing and postage expense for Phase I of 2012 Reassessment is funded	34,200

DEPARTMENT OF FINANCE  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	4,553,185	5,163,700	5,240,500	5,522,300
Materials & Supplies	125,884	117,400	122,700	230,900
Services	1,249,558	2,289,300	2,266,700	4,183,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,928,627	7,570,400	7,629,900	9,937,000
Less: Intrafund Credit*	<u>657,427</u>	<u>678,600</u>	<u>678,600</u>	<u>732,500</u>
Total	5,271,200	6,891,800	6,951,300	9,204,500
<b>Appropriation by Activity</b>				
Director's Office	493,781	412,100	426,400	380,500
Accounting	931,315	950,900	947,600	990,100
Treasury	1,775,546	1,761,400	1,749,300	1,795,900
Assessment	983,457	907,500	904,400	931,500
Parking & Municipal Violations	832,333	2,602,600	2,644,300	4,870,600
Purchasing	<u>912,195</u>	<u>935,900</u>	<u>957,900</u>	<u>968,400</u>
Total	5,928,627	7,570,400	7,629,900	9,937,000
Less: Intrafund Credit*	<u>657,427</u>	<u>678,600</u>	<u>678,600</u>	<u>732,500</u>
Total	5,271,200	6,891,800	6,951,300	9,204,500
<b>Employee Years by Activity</b>				
Director's Office	5.2	3.6	3.6	3.2
Accounting	17.5	16.5	16.5	16.7
Treasury	23.8	22.1	22.1	21.0
Assessment	18.7	16.1	16.1	15.0
Parking & Municipal Violations	16.0	35.0	35.0	37.9
Purchasing	<u>13.1</u>	<u>13.7</u>	<u>13.7</u>	<u>12.6</u>
Total	94.3	107.0	107.0	106.4

\*Reflects chargeback for postage and duplicating.

**Mission Statement**

To support the City of Rochester's *One City 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.

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Conduct bond sale	Customer Service	First Quarter
Stimulus Project Completion and Reporting	Customer Service	Ongoing Quarterly

**Key Performance Indicators**

	<u>Actual</u> 2008-09	<u>Estimated</u> 2009-10	<u>Budget</u> 2009-10	<u>Budget</u> 2010-11
<b>FINANCIAL/COST</b>				
Total Entity General Obligation Debt (\$000)	390,671	383,091	390,572	388,369

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	426,400	380,500	-45,900
Employee Years	3.6	3.2	-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>
300	0	0	0	1,400	-47,600	-45,900

**Major Change**

Reduction in net cost of issuing bonds	-80,000
One time budget reduction in 2009-10 does not recur	34,000
Reduction in administrative support as an efficiency measure	-1,600

DEPARTMENT OF FINANCE  
DIRECTOR'S OFFICE  
EXPENDITURE SUMMARY

---

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	355,715	198,000	202,300	237,400
Materials & Supplies	1,850	1,000	2,000	2,000
Services	136,216	213,100	222,100	141,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	493,781	412,100	426,400	380,500
Appropriation by Activity				
Director's Office	493,781	412,100	426,400	380,500
Employee Years by Activity				
Director's Office	5.2	3.6	3.6	3.2



DEPARTMENT OF FINANCE  
 DIRECTOR'S OFFICE  
 PERSONNEL SUMMARY

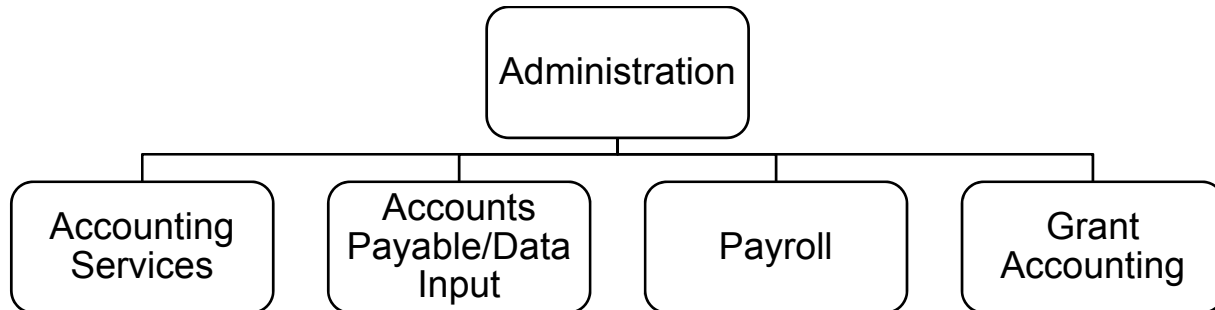
FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
36	Director of Finance	1	1
20	Assistant to Director	1	1
20	Senior Accountant	0	1
17	Accountant	1	0
EMPLOYEE YEARS			
	Full Time	3.0	3.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.6	0.2
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	3.6	3.2

DEPARTMENT OF FINANCE  
ACCOUNTING

### Mission Statement

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

### Organization



### Vital Customers

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

### Critical Processes

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

### 2010-11 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement Core Financials for PSI project: <ul style="list-style-type: none"> <li>• General Ledger</li> <li>• Purchasing</li> <li>• Account Payable</li> <li>• Accounts Receivable</li> </ul>	Customer Service	Fourth Quarter

DEPARTMENT OF FINANCE  
ACCOUNTING

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
Federal and New York State grants processed	145	150	145	150
Residential property improvement loans serviced	202	195	235	175
Economic Development loans serviced	112	115	115	117
<b>FINANCIAL/COST</b>				
In lieu of tax agreements billed	117	126	120	123

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	947,600	990,100	42,500
Employee Years	16.5	16.7	0.2

**Change Detail**

	<u>General</u>	<u>Vacancy</u>	<u>Total</u>
<u>Salary &amp; Wage</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>
<u>Adjustment</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>
<u>Adjustment</u>	<u>Major Change</u>	<u>Major Change</u>	<u>Major Change</u>
2,200	-300	0	0
			8,100
			32,500
			42,500

**Major Change**

Implementation of Process & System Integration (PSI) increase Assistant Payroll Supervisor workload	36,900
Reduction in temporary staffing due to budget constraints	-8,200
One time budget reduction in 2009-10 does not recur	4,900
Productivity improvements result in savings	-1,100

**Program Change**

Residential Property Improvement Loans Program shifts from servicing mortgages on properties to deed restriction and participation agreements, resulting in fewer residential improvement loans being serviced.

DEPARTMENT OF FINANCE  
ACCOUNTING  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	894,157	925,000	914,400	957,800
Materials & Supplies	5,086	2,500	4,100	4,700
Services	32,072	23,400	29,100	27,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	931,315	950,900	947,600	990,100
Appropriation by Activity				
Administration	221,093	206,600	227,800	221,500
Accounting Services	98,296	95,600	101,900	75,700
Accounts Payable/Data Input	79,015	104,100	132,900	94,500
Payroll	278,707	308,900	225,100	366,200
Grant Accounting	<u>254,204</u>	<u>235,700</u>	<u>259,900</u>	<u>232,200</u>
Total	931,315	950,900	947,600	990,100
Employee Years by Activity				
Administration	2.4	2.1	2.1	2.0
Accounting Services	2.0	2.0	2.0	2.3
Accounts Payable/Data Input	4.1	3.4	3.4	2.4
Payroll	4.0	4.0	4.0	6.0
Grant Accounting	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>4.0</u>
Total	17.5	16.5	16.5	16.7

DEPARTMENT OF FINANCE  
ACCOUNTING  
PERSONNEL SUMMARY

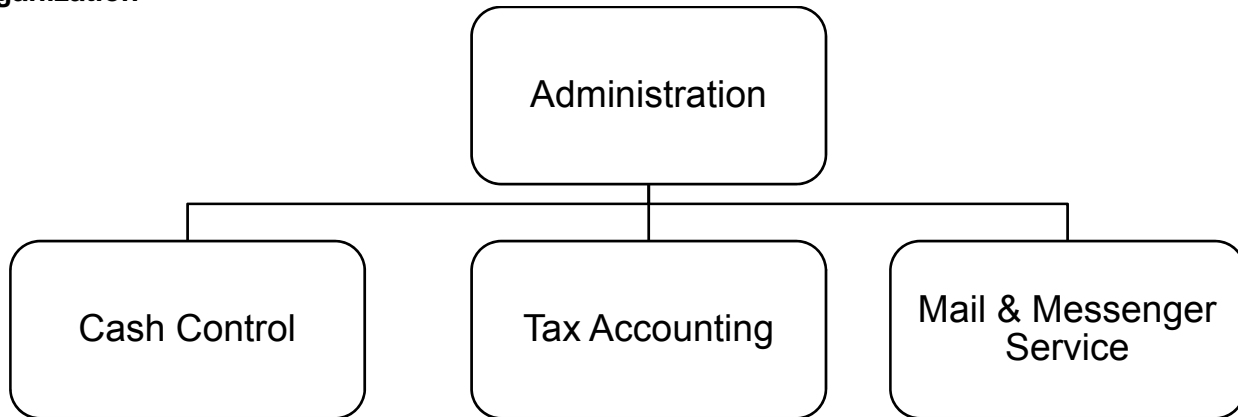
FULL TIME POSITIONS				Administration	Accounting Services	Accounts Payable/Data Input	Payroll	Grant Accounting
Br.	Title	Budget 2009-10	Approved 2010-11					
33	Director, Accounting	1	1	1				
28	Assistant Director, Accounting	1	1	1				
27	Payroll Systems Supervisor	1	1				1	
26	Assistant Payroll Systems Supervisor	1	1				1	
26	Principal Finance Officer	1	1					1
24	Associate Accountant	2	2				1	1
20	Senior Accountant	2	2		1			1
18	Payroll Auditor	1	1				1	
17	Accountant	3	3		1		2	
15	Principal Account Clerk	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	2.0	2.0	6.0	4.0
	Overtime	0.0	0.4	0.0	0.0	0.4	0.0	0.0
	Part Time, Temporary, Seasonal	0.5	0.3	0.0	0.3	0.0	0.0	0.0
	Less: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total	16.5	16.7	2.0	2.3	2.4	6.0	4.0

DEPARTMENT OF FINANCE  
TREASURY

### Mission Statement

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

### Organization



### Vital Customers

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

### Critical Processes

- Skilled, highly motivated, cross-trained employees manage specialized receivable, disbursement, and investment systems.
- Use of reliable Information Systems (Tax receivable, ARLM, FIS, Insight).
- Adherence to Statutory regulations.
- Clear and consistent policy guidance.
- Invest City and City School District funds to generate interest income
- Maintain the City's cash ledger
- Process all interdepartmental and outgoing mail from City facilities

### 2010-11 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Red Light Cameras: Create lockbox/OTC processing and online ticket collection	Customer Service	First Quarter
Complete tax lien sale	Customer Service	Second Quarter
Full implementation of Electronic Funds Transfer for vendor payments	Customer Service	Fourth Quarter

DEPARTMENT OF FINANCE  
TREASURY

5-13

<b>Key Performance Indicators</b>	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Foreclosure notices mailed	2,639	200	108	200
<b>CUSTOMER PERSPECTIVE</b>				
Tax accounts	62,970	63,000	63,000	63,000
Tax information calls	35,715	31,000	41,800	30,000
<b>FINANCIAL/COSTS</b>				
Delinquent tax accounts	9,142	9,314	10,200	9,400
Percent of adjusted property tax balances collected – Current (%)	93.06	93.00	93.0	93.00
Percent of adjusted property tax balances collected – Delinquent (%)	63.94	60.00	52.3	60.0
Liens sold	5,675	5,444	N/A	5,500
City initiated foreclosures	93	108	100	100
Properties redeemed before foreclosure	1,281	20	10	20
Average daily cash ledger balance (\$000)	347,800	346,100	346,800	353,100
Average daily invested cash bank balance (\$000)	346,100	344,400	345,100	351,300
Average investment rate (%)	1.33	.50	0.25	.75
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,310,900	1,338,300	27,400
Employee Years	22.1	21.0	-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>
32,300	1,000	16,400	0	19,700	-42,000	27,400

**Major Change**

Eliminate one Accountant position as an efficiency measure	-37,600
Eliminate Interdepartmental Messenger position as an efficiency measure	-33,100
Increase temporary staffing to support mailroom	20,000
One time budget reduction in 2009-10 does not recur	11,500
Productivity improvements result in savings	-2,800

DEPARTMENT OF FINANCE  
TREASURY

---



---

**Postage Chargebacks**

<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>
CITY COUNCIL & CLERK	18,400	19,200	ENVIRONMENTAL SERVICES		
			Commissioner	1,000	1,000
ADMINISTRATION			Engineering	6,200	6,500
Mayor's Office	4,800	5,000	Operations & Parks	7,100	7,400
Management & Budget	1,200	1,200	Water	<u>122,000</u>	<u>127,300</u>
Human Resource Mgt.	26,500	27,700	Total	136,300	142,200
Communications	5,600	5,900			
Law	<u>7,100</u>	<u>7,400</u>	EMERGENCY COMMUNICATIONS	6,000	6,300
Total	45,200	47,200			
			POLICE	62,800	65,600
INFORMATION TECHNOLOGY	300	300			
			FIRE	1,500	1,600
FINANCE			RECREATION & YOUTH SERVICES		
Director's Office	1,000	1,000	Commissioner	900	900
Accounting	6,600	6,900	Recreation	11,000	11,500
Treasury	89,100	93,000	Special Services	800	800
Assessment	21,100	22,000	Youth Services	<u>2,700</u>	<u>2,800</u>
Parking & Mun. Viol.	80,300	83,700	Total	15,400	16,000
Purchasing	<u>13,100</u>	<u>13,700</u>			
Total	211,200	220,400	Total Interfund	131,800	137,500
			Total Intrafund	<u>438,400</u>	<u>457,600</u>
Neighborhood & Economic Dev.	73,100	76,300	CITY TOTAL	570,200	595,100



DEPARTMENT OF FINANCE  
TREASURY  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,062,676	1,070,500	1,057,400	1,067,400
Materials & Supplies	38,532	34,000	34,000	34,000
Services	674,338	656,900	657,900	694,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,775,546	1,761,400	1,749,300	1,795,900
Less: Intrafund Credit*	<u>436,900</u>	<u>438,400</u>	<u>438,400</u>	<u>457,600</u>
Total	1,338,646	1,323,000	1,310,900	1,338,300
Appropriation by Activity				
Administration	621,610	621,200	664,600	653,100
Cash Control	220,935	249,200	231,900	242,500
Tax Accounting	334,450	322,700	292,700	305,200
Mail and Messenger Service	<u>598,551</u>	<u>568,300</u>	<u>560,100</u>	<u>595,100</u>
Total	1,775,546	1,761,400	1,749,300	1,795,900
Less: Intrafund Credit*	<u>436,900</u>	<u>438,400</u>	<u>438,400</u>	<u>457,600</u>
Total	1,338,646	1,323,000	1,310,900	1,338,300
Employee Years by Activity				
Administration	7.1	7.0	7.0	6.0
Cash Control	6.5	6.1	6.1	6.2
Tax Accounting	8.1	7.0	7.0	7.1
Mail and Messenger Service	<u>2.1</u>	<u>2.0</u>	<u>2.0</u>	<u>1.7</u>
Total	23.8	22.1	22.1	21.0

\*Reflects chargeback for postage

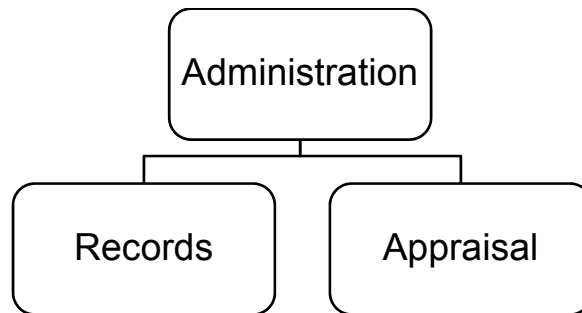
DEPARTMENT OF FINANCE  
TREASURY  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2009-10	Approved 2010-11				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Associate Administrative Analyst	0	1	1			
24	Sr. Administrative Analyst	2	1	1			
20	Senior Accountant	2	2	1		1	
18	Head Cashier	1	1		1		
17	Accountant	1	0				
16	Administrative Assistant	1	1	1			
15	Principal Account Clerk	1	1			1	
14	Junior Accountant	2	2		1	1	
14	Mailroom Coordinator	1	1				1
14	Senior Resource Collector	1	1			1	
13	Senior Cashier	1	1		1		
12	Resource Collector	1	1			1	
9	Clerk II with Typing	2	2		2		
7	Clerk III with Typing	2	2			2	
6	Interdept. Messenger	1	0				
5	Account Clerk	1	1		1		
EMPLOYEE YEARS							
Full Time		22.0	20.0	6.0	6.0	7.0	1.0
Overtime		0.3	0.4	0.0	0.2	0.1	0.1
Part Time, Temporary, Seasonal		0.2	0.6	0.0	0.0	0.0	0.6
Less: Vacancy Allowance		0.4	0.0	0.0	0.0	0.0	0.0
Total		22.1	21.0	6.0	6.2	7.1	1.7

**Mission Statement**

To support the City of Rochester’s *One City 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.

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Comprehensive review of tax exempt properties	Customer Service	Second Quarter
Phase I of the 2012 Reassessment: <ul style="list-style-type: none"> <li>• Mail inventory confirmation letters to all property owners</li> <li>• Update City Website for reassessment project</li> <li>• Modify mass valuation programs</li> </ul>	Customer Service	Fourth Quarter

DEPARTMENT OF FINANCE  
ASSESSMENT

---

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
Reviews performed:				
• Sales	1,538	1,600	3,500	2000
• Inspection of building permits	2,741	3,000	6,000	3,000
• Exemptions (new and renewal)	11,954	12,000	14,000	12,000

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	904,400	931,500	27,100
Employee Years	16.1	15.0	-1.1

**Change Detail**

<u>Salary &amp; 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>
29,200	200	900	33,400	3,200	-39,800	27,100

**Major Change**

Eliminate Deputy Assessor as an efficiency measure	-80,000
Funding for printing and postage expense Phase I of 2012 Reassessment	34,200
One time budget reduction in 2009-10 does not recur	6,000

DEPARTMENT OF FINANCE  
ASSESSMENT  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	931,797	857,200	851,900	839,700
Materials & Supplies	3,026	2,000	3,200	3,300
Services	48,634	48,300	49,300	88,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	983,457	907,500	904,400	931,500
Appropriation by Activity				
Administration	275,710	210,500	205,600	200,100
Records	168,025	162,600	166,500	176,700
Appraisal	<u>539,722</u>	<u>534,400</u>	<u>532,300</u>	<u>554,700</u>
Total	983,457	907,500	904,400	931,500
Employee Years by Activity				
Administration	3.1	2.0	2.0	1.0
Records	5.5	5.1	5.1	5.0
Appraisal	<u>10.1</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>
Total	18.7	16.1	16.1	15.0

DEPARTMENT OF FINANCE  
ASSESSMENT  
PERSONNEL SUMMARY

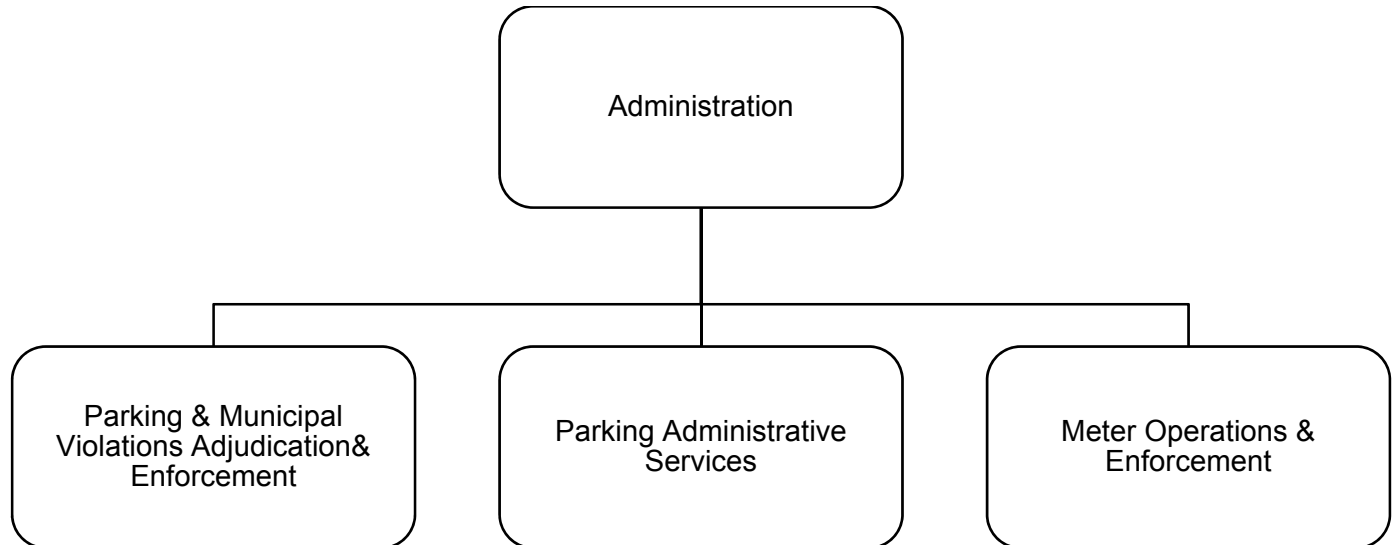
FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2009-10	Approved 2010-11			
33	Assessor	1	1	1		
28	Commercial Appraiser	0	1			1
28	Deputy City Assessor	1	0			
28	Supervising Real Property Appraiser	0	1			1
27	Commercial Appraiser	1	0			
27	Supervising Real Property Appraiser	1	0			
20	Real Property Appraiser	7	7			7
11	Clerk I	1	1		1	
7	Clerk III with Typing	3	3		3	
EMPLOYEE YEARS						
	Full Time	15.0	14.0	1.0	4.0	9.0
	Overtime	0.2	0.1	0.0	0.1	0.0
	Part Time, Temporary, Seasonal	0.9	0.9	0.0	0.9	0.0
	Less: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0
	Total	16.1	15.0	1.0	5.0	9.0

---

### Mission Statement

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

### Organization



### Vital Customers

#### External:

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

#### Internal:

- Rochester Police Department for coordination of red light camera and parking enforcement,
- Office of Special Events for Coordination of parking needs for special events,
- Office of Information Technology for coordination of new parking software initiatives and for the with the Coordinate major maintenance of parking facilities with Department of Engineering Services

### Critical Processes

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

DEPARTMENT OF FINANCE  
PARKING & MUNICIPAL VIOLATIONS

---

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Red Light Cameras: Implement adjudication and enforcement and in person ticket collection	Customer Service	First Quarter
In-sourcing of Parking Garage operations	Customer Service	First Quarter
Enhancing security at garages: <ul style="list-style-type: none"> <li>• Begin assigning security staff to each garage</li> <li>• Begin implementing a comprehensive maintenance schedule for the garages</li> <li>• Begin using grant funding to improve lighting at all garages</li> </ul>	Public Safety	First Quarter
Enhancing customer service at garages: <ul style="list-style-type: none"> <li>• Begin assigning customer service agents to each garage</li> <li>• Begin replacing traditional coin meters with multi-space meters, which accepts credit/debit cards and coins</li> <li>• Begin implementing a Booting (Immobilization) Program vs. towing</li> </ul>	Customer Service	First Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
Percent of Immobilizations that pay vs. being towed	NA	50%	NA	60%
Number of security issues by facility	NA	103	NA	95
<b>FINANCIAL/COST</b>				
Percent of parking tickets issued vs. paid	NA	80%	NA	85%

N/A – Not Applicable



DEPARTMENT OF FINANCE  
PARKING & MUNICIPAL VIOLATIONS

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	2,644,300	4,870,600	2,226,300
Employee Years	35.0	37.9	2.9

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
12,400	11,900	404,700	0	164,000	1,633,300	2,226,300

**Major Change**

Funding for utilities are provided for as parking garage management is in-sourced	384,600
Maintenance of garages is maintained by the City in 2010-11	334,700
Funding is provided for new professional service agreement for customer service agents at parking garages	329,900
Maintenance of equipment for garages is in-sourced	308,500
Print supplies and products required for operation of garages	55,700
Eliminate nine month budget for Municipal Parking Coordinator	-54,200
One Parking Facility Manager is added as city parking garages are in-sourced	53,700
Director of Parking Violations fully funded	45,300
One Parking Compliance Monitor is added	40,200
Multi-space meter expense funded to enhance customer service and revenue	35,000
Two part-time Parking Enforcement Officers are added to enhance public safety	30,700
Two part-time Parking Equipment Mechanics are added to maintain equipment and garages	30,700
Additional overtime required for parking enforcement	20,000
One part-time Senior Parking Equipment Mechanic is added for supervision	18,500

**Program Change**

All Parking functions are consolidated into the Finance Department to eliminate the tax subsidy and enhance public safety and customer service. Parking garage management is in-source six garages (Court Street, Genesee Cross Roads, High Falls, Washington Square, Sister Cities, and Mortimer).

The Parking Bureau will also save the citizens of Rochester close to \$2 million in property tax support by setting more competitive rates for on-street meters and at the garages for the transient parkers.

The Parking Bureau will also support the adjudication and enforcement of red light camera tickets.

DEPARTMENT OF FINANCE  
PARKING & MUNICIPAL VIOLATIONS  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	637,781	1,423,900	1,503,300	1,714,600
Materials & Supplies	10,876	23,200	24,700	123,900
Services	183,676	1,155,500	1,116,300	3,032,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	832,333	2,602,600	2,644,300	4,870,600
Appropriation by Activity				
Administration	430,157	133,800	102,800	231,700
Parking/Municipal Violations Adjud. & Enforcement	199,444	741,900	735,100	808,700
Parking Administrative Services	202,732	1,192,400	1,228,200	2,933,900
Meter Operations/Parking Enforcement	<u>0</u>	<u>534,500</u>	<u>578,200</u>	<u>896,300</u>
Total	832,333	2,602,600	2,644,300	4,870,600
Employee Years by Activity				
Administration	3.3	1.7	1.7	1.5
Parking/Municipal Violations Adjud. & Enforcement	12.7	14.1	14.1	13.1
Parking Administrative Services	0.0	5.1	5.1	5.9
Meter Operations/Parking Enforcement	<u>0.0</u>	<u>14.1</u>	<u>14.1</u>	<u>17.4</u>
Total	16.0	35.0	35.0	37.9

DEPARTMENT OF FINANCE  
PARKING & MUNICIPAL VIOLATIONS  
PERSONNEL SUMMARY

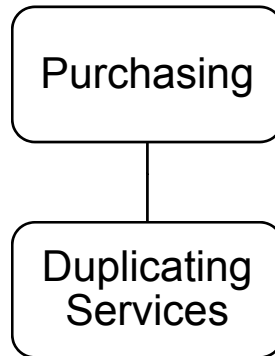
FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2009-10	Approved 2010-11				
33	Director, Parking Management	1	1	1			
31	Director, Adjudication & Enforcement	1	1		1		
26	Asst. Director, Parking Violations	1	1			1	
23	Municipal Parking Compliance Auditor	1	1			1	
22	Parking Facility Manager	0	1				1
20	Administrative Analyst	1	1		1		
20	Executive Assistant	1	1		1		
18	Municipal Assistant	1	1				1
15	Parking Enforcement Supervisors	0	2				2
14	Parking Compliance Monitor	1	2			2	
13	Senior Parking Equipment Mechanic	0	1				1
11	Secretary	1	1		1		
10	Parking Enforcement Officer	0	7				7
10	Parking Equipment Mechanic	0	1				1
10	Parking Meter Mechanic	1	0				
10	Parking Monitor	9	0				
9	Clerk II	1	1		1		
9	Clerk II with Typing	1	1	0.5		0.5	
7	Clerk III	6	6		6		
7	Clerk III Bilingual	1	1		1		
7	Clerk III with Typing	1	0				
5	Account Clerk	1	1			1	
EMPLOYEE YEARS							
Full Time		30.0	32.0	1.5	12.0	5.5	13.0
Overtime		0.5	1.1	0.0	0.1	0.1	0.9
Part Time, Temporary, Seasonal		4.5	4.8	0.0	1.0	0.3	3.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		<u>35.0</u>	<u>37.9</u>	<u>1.5</u>	<u>13.1</u>	<u>5.9</u>	<u>17.4</u>

DEPARTMENT OF FINANCE  
PURCHASING

### Mission Statement

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

### Organization



### Vital Customers

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

### Critical Processes

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

### 2010-11 Strategic Goals & Objectives

#### Objective

#### Priorities Supported

#### Projected Completion

Implement Core Financials for PSI project:

- Purchasing Module

Customer Service

Fourth Quarter

DEPARTMENT OF FINANCE  
PURCHASING

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Contracts awarded:				
• Construction (\$000)	20,919	47,900	38,570	36,600
• Construction M/WBE (\$000)	2,672,180	5,500	3,587	4,100
<b>CUSTOMER PERSPECTIVE</b>				
Supplies/services	829	700	700	700
Purchase order turnaround time (days)	6.68	7.5	7.32	7.5
<b>FINANCIAL/COSTS</b>				
Money recovered from sale of surplus property (\$)	977,671	954,900	125,000	297,000

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	717,700	693,500	-24,200
Employee Years	13.7	12.6	-1.1

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
16,200	0	-34,400	0	22,300	-28,300	-24,200

**Major Change**

Eliminate one Purchaser position as an efficiency measure	-50,700
One time budget reduction in 2009-10 does not recur	27,400
Reduce clerical support as an efficiency measure	-5,000

DEPARTMENT OF FINANCE  
PURCHASING

---

**Duplicating Chargebacks**

<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>
CITY COUNCIL & CLERK	7,500	7,600	ENVIRONMENTAL SERVICES		
ADMINISTRATION			Commissioner	2,100	2,400
Mayor's Office	17,900	22,200	Engineering	14,100	14,600
Management & Budget	15,400	17,400	Operations & Parks	2,900	3,000
Human Resource Mgt.	25,200	26,900	Water	<u>1,000</u>	<u>1,200</u>
Communications	7,200	8,300	Total	19,000	21,200
Law	<u>5,800</u>	<u>5,800</u>			
Total	71,500	80,600	EMERGENCY COMMUNICATIONS	2,000	2,000
INFORMATION TECHNOLOGY	600	600			
			RECREATION & YOUTH SERVICES		
FINANCE			Commissioner	10,800	13,500
Director's Office	1,400	1,400	Recreation	27,000	34,900
Accounting	2,500	2,500	Youth Services	<u>18,900</u>	<u>25,900</u>
Treasury	4,500	4,500	Total	56,700	74,300
Assessment	3,100	4,000			
PMCVB	2,400	5,900	Total Interfund	4,400	5,800
Purchasing	<u>5,700</u>	<u>3,800</u>	Total Intrafund	<u>240,200</u>	<u>274,900</u>
Total	19,600	22,100	CITY TOTAL	244,600	280,700
NEIGHBORHOOD & BUSINESS DEV.	66,600	72,300			

DEPARTMENT OF FINANCE  
PURCHASING  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	671,059	689,100	711,200	705,400
Materials & Supplies	66,514	54,700	54,700	63,000
Services	174,622	192,100	192,000	200,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	912,195	935,900	957,900	968,400
Less: Intrafund Credit*	<u>220,527</u>	<u>240,200</u>	<u>240,200</u>	<u>274,900</u>
Total	691,668	695,700	717,700	693,500
Appropriation by Activity				
Purchasing	671,966	686,400	724,900	724,300
Duplicating Services	<u>240,229</u>	<u>249,500</u>	<u>233,000</u>	<u>244,100</u>
Total	912,195	935,900	957,900	968,400
Less: Intrafund Credit*	<u>220,527</u>	<u>240,200</u>	<u>240,200</u>	<u>274,900</u>
Total	691,668	695,700	717,700	693,500
Employee Years by Activity				
Purchasing	12.1	12.6	12.6	11.5
Duplicating Services	<u>1.0</u>	<u>1.1</u>	<u>1.1</u>	<u>1.1</u>
Total	13.1	13.7	13.7	12.6

\*Reflects chargeback for duplicating

DEPARTMENT OF FINANCE  
PURCHASING  
PERSONNEL SUMMARY

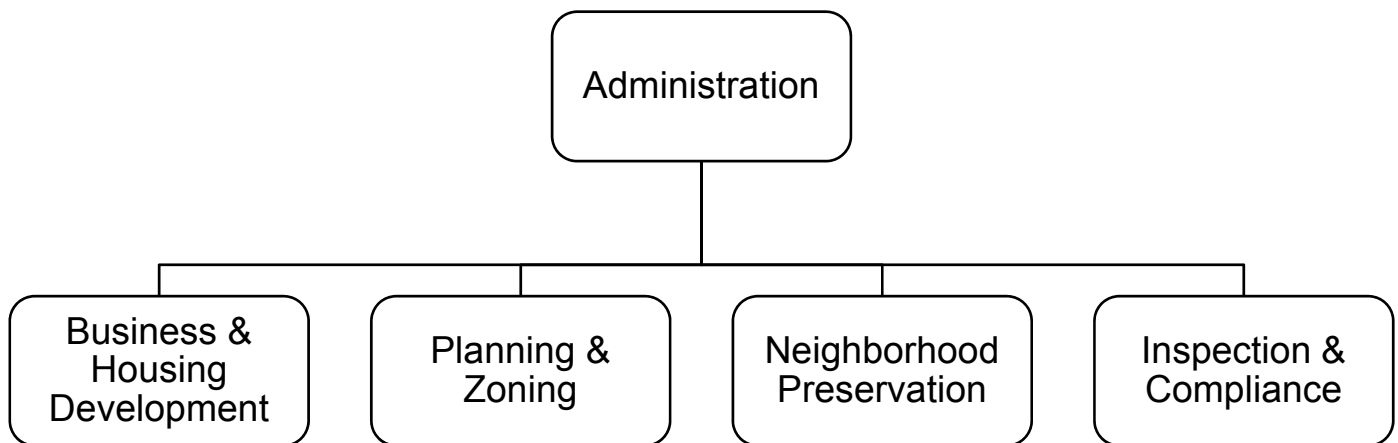
FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2009-10	Approved 2010-11		
33	Purchasing Agent	1	1	1	
24	Contract Administrator	1	1	1	
24	Minority & Women Business Enterprise Officer	1	1	1	
19	Purchaser	5	4	4	
16	Wage & Hour Investigator	1	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
11	Secretary	1	1	1	
10	Purchasing Control Clerk	1	1	1	
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		13.0	12.0	11.0	1.0
Overtime		0.1	0.1	0.0	0.1
Part Time, Temporary, Seasonal		0.6	0.5	0.5	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		13.7	12.6	11.5	1.1



---

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Department of Neighborhood and Business Development will work to provide high quality housing, successful businesses of all sizes, and safe and attractive neighborhoods to retain our current customers and attract new ones. We will use a team-oriented approach with our residents, investors, and community partners to solve problems, address quality of life concerns, support our businesses, and enhance our neighborhoods.

**Organization**

Highlights of the Department's 2010-11 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Aggressively market vacant sites at Eastman Business Park for Industrial use	Neighborhood & Business Development	First Quarter
Continue to implement action plans for FIS in four neighborhoods to leverage private investment and increase tax base	Neighborhood & Business Development	First Quarter
Conclude Census Coordination effort	Customer Service Neighborhood & Business Development	Second Quarter
Rewrite and publish the Plumbing Code, and amend the Electrical Code	Customer Service	Second Quarter
Complete planning for Bulls Head Revitalization Plan	Neighborhood & Business Development	Third Quarter
Complete sale and monitor first phase of construction at the Main/Plymouth development site	Neighborhood & Business Development	Third Quarter
Complete sale of Josh Lofton	Neighborhood & Business Development	Third Quarter
Work with developer of the Culver Road Armory to begin redevelopment	Neighborhood & Business Development	Fourth Quarter
Issue Request for Proposal or alternative short-term plan for Block F/420 East Main Street	Neighborhood & Business Development	Fourth Quarter
Pursue Sibley Building Revitalization	Neighborhood & Business Development	Fourth Quarter

### **Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Commissioner	1,167,700	858,300	-309,400	-26.5%
Business & Housing Development	5,861,800	6,109,000	247,200	4.2%
Planning & Zoning	1,871,300	1,857,500	-13,800	-0.7%
Neighborhood Preservation	1,447,900	1,439,300	-8,600	-0.6%
Inspection & Compliance	<u>3,572,400</u>	<u>3,550,400</u>	<u>-22,000</u>	-0.6%
Total	13,921,100	13,814,500	-106,600	-0.8%
Employee Years	154.5	153.2	-1.3	-0.8%

**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>
330,300	18,900	57,400	-28,800	1,500	-485,900	-106,600

**Major Change Highlights**

As proposed by the Mayor:

Contingency funding provided for previous year re-organization is eliminated -127,100

Professional services for sponsorships reduced due to budget constraints -119,900

Professional services for lead wipes reduced to reflect actual need -90,000

As amended by City Council:

Funds are transferred from Contingency for Citizen Support initiatives: Charles Neighbors in Action; Mary's Place; Maplewood Neighborhood Association; Charlotte Community Association; Wide Water Garden; and North Winton Village, and Community Beautification initiatives: Sector 3; Project Hope; Bridges to Wellness; Marketview Heights Collective Action; North Edge Neighborhood Association; PARC (Park Avenue Revitalization Committee); Beechwood Community Association; and, Monroe Village Task Force 18,500

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
EXPENDITURE SUMMARY

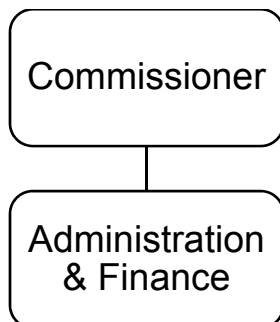
	<u>Actual</u> 2008-09	<u>Estimated</u> 2009-10	<u>Amended</u> 2009-10	<u>Approved</u> 2010-11
<b>Appropriation by Major Object</b>				
Personnel Expenses	0	9,116,400	9,276,400	9,520,000
Materials & Supplies	0	140,900	139,700	113,600
Services	0	3,998,600	4,430,500	4,105,100
Other	0	74,500	74,500	75,800
Total	<u>0</u>	<u>13,330,400</u>	<u>13,921,100</u>	<u>13,814,500</u>
<b>Appropriation by Activity</b>				
Commissioner	0	935,200	1,167,700	858,300
Business & Housing Development	0	5,741,500	5,861,800	6,109,000
Planning & Zoning	0	1,839,600	1,871,300	1,857,500
Neighborhood Preservation	0	1,394,600	1,447,900	1,439,300
Inspection & Compliance	0	3,419,500	3,572,400	3,550,400
Total	<u>0</u>	<u>13,330,400</u>	<u>13,921,100</u>	<u>13,814,500</u>
<b>Employee Years by Activity</b>				
Commissioner	0.0	11.2	11.2	11.2
Business & Housing Development	0.0	43.4	44.7	44.2
Planning & Zoning	0.0	24.0	25.0	24.0
Neighborhood Preservation	0.0	21.1	21.1	20.9
Inspection & Compliance	0.0	53.3	52.5	52.9
Total	<u>0.0</u>	<u>153.0</u>	<u>154.5</u>	<u>153.2</u>
<b>NBD Resource Allocation - Dollars</b>				
NBD Allocation	0	13,330,400	13,921,100	13,814,500
Police Department NBD Allocation	<u>1,423,600</u>	<u>1,540,000</u>	<u>1,559,800</u>	<u>1,532,100</u>
Total NBD Allocation	1,423,600	14,870,400	15,480,900	15,346,600
<b>NBD Resource Allocation - Employee Years</b>				
NBD Allocation	0.0	153.0	154.5	153.2
Police Department NBD Allocation	<u>20.4</u>	<u>24.2</u>	<u>24.4</u>	<u>24.2</u>
Total NBD Allocation	20.4	177.2	178.9	177.4

---

### Mission Statement

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the NBD Office of the Commissioner and its Division of Administration and Finance will provide budget and personnel management services, grant compliance, contracting, and monitoring and management support for the operating bureaus within the department.

### Organization



### Vital Customers

- Internal: City of Rochester departments, NBD staff
- External: Federal and State government, skilled trades

### Critical Processes

- Prepare departmental operating and CIP budgets
- Provide budgetary and financial reporting functions
- Prepare grant applications, monitor grant budgets, and coordinate audit visits
- Coordinate performance management and measurement programs
- Administer purchasing activities, personnel, payroll / timesheets
- 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
- Monitor use of funds for business recipients that create or retain jobs
- Conduct private code enforcement billing
- Coordinate City Council agenda process for departmental items
- Coordinate departmental web content, Freedom of Information Act requests, Process & System Integration planning
- Administer licensing of skilled trades and elevator certification program
- Support Quadrant Teams

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
OFFICE OF THE COMMISSIONER

---

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Number of audit findings	N/A	1	0	0
<b>CUSTOMER PERSPECTIVE</b>				
% contracts prepared within 30 days	N/A	100	100	100
Licenses Issued				
Elevator–New	N/A	2	N/A	5
Elevator–Renewal*	N/A	130	N/A	0
Stationary Engineer–New	N/A	63	N/A	70
Stationary Engineer–Renewal*	N/A	1,079	N/A	0
Electrical–New	N/A	36	N/A	40
Electrical–Renewal*	N/A	1,090	N/A	0
Plumbing–New	N/A	2	N/A	7
Plumbing–Renewal*	N/A	0	N/A	140
Elevator certificates issued*	N/A	3,138	970	3,130

\*Renewed bi-annually.

**FINANCIAL/COST**

State & federal grants (\$ millions)	N/A	24.3	20	21.1
--------------------------------------	-----	------	----	------

**LEARNING AND INNOVATION**

Technical assistance sessions provided	N/A	10	10	10
Average # of training hours per employee	N/A	25	25	25
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,167,700	858,300	-309,400
Employee Years	11.2	11.2	0.0

**Change Detail**

	Salary & Wage		Vacancy			<u>Total</u>
	<u>Adjustment</u>	<u>General</u> <u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u> <u>Major Change</u>	
	28,500	2,100	-6,900	-11,800	2,300	-323,600

**Major Change**

Contingency funding provided for previous year re-organization is eliminated	-127,100
Professional fees are reduced due to budget constraints	-119,900
Temporary NSC Director position is eliminated as an efficiency measure	-59,200
One part-time position added to assist with billing and licensing duties	17,500
One on-call position added to provide administrative support	10,000
Travel and training expenses reduced due to budget constraints	-15,600
Printing and advertising expenses reduced due to budget constraints	-11,500
New copiers result in reduced maintenance cost	-9,000
Productivity improvements result in savings	-8,800

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

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	652,900	682,300	671,300
Materials & Supplies	0	14,200	14,500	9,000
Services	0	268,100	470,900	178,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	935,200	1,167,700	858,300
Appropriation by Activity				
Commissioner	0	529,200	736,100	373,500
Administration & Finance	<u>0</u>	<u>406,000</u>	<u>431,600</u>	<u>484,800</u>
	0	935,200	1,167,700	858,300
Employee Years by Activity				
Commissioner	0.0	2.5	2.5	2.0
Administration & Finance	<u>0.0</u>	<u>8.7</u>	<u>8.7</u>	<u>9.2</u>
	0.0	11.2	11.2	11.2

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

FULL TIME POSITIONS				Commissioner	Administration & Finance
Br.	Title	Budget 2009-10	Approved 2010-11		
36	Commissioner	1.0	1.0	1.0	
29	Principal Staff Assistant	1.0	1.0		1.0
26	Associate Administrative Analyst	1.0	1.0		1.0
20	Executive Assistant	1.0	1.0		1.0
18	Secretary to Commissioner	1.0	1.0	1.0	
12	Project Assistant	3.0	2.0		2.0
9	Clerk II	1.0	1.0		1.0
7	Clerk III	1.0	1.0		1.0
7	Clerk III Typing Bilingual	0.0	1.0		1.0
EMPLOYEE YEARS					
Full Time		10.0	10.0	2.0	8.0
Overtime		0.2	0.2	0.0	0.2
Part Time, Temporary, Seasonal		1.0	1.1	0.0	1.1
Less: Vacancy Allowance		<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	<u>0.1</u>
Total		11.2	11.2	2.0	9.2

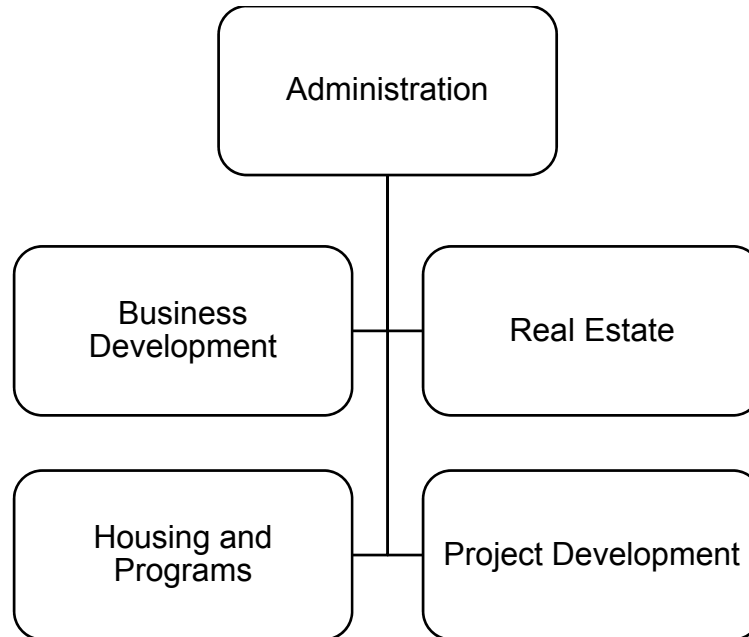


---

### Mission Statement

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Business & Housing Development will create economic opportunity for residents and businesses to enhance the growth of our city. This will be accomplished through real estate development, neighborhood revitalization, business attraction, housing production and rehabilitation, and workforce development.

### Organization



### Vital Customers

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

### Critical Processes

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
BUSINESS & HOUSING DEVELOPMENT

---

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Aggressively market vacant sites at Eastman Business Park for Industrial use	Neighborhood & Business Development	First Quarter
Begin to implement vacant property demolition and Greening plan	Neighborhood & Business Development	First Quarter
Continue implementation of action plans for FIS in four neighborhoods to leverage private investment and increase tax base	Neighborhood & Business Development	First Quarter
Complete JOSANA neighborhood master plan	Neighborhood & Business Development; Customer Service	Third Quarter
Complete planning for Bulls Head Revitalization Plan	Neighborhood & Business Development	Third Quarter
Complete sale and monitor first phase of construction at the Main/Plymouth development site	Neighborhood & Business Development	Third Quarter
Complete sale of Josh Lofton	Neighborhood & Business Development	Third Quarter
Work with developer to secure funding and begin construction at Midtown Tower	Neighborhood & Business Development	Fourth Quarter
Work with developer of the Culver Road Armory to begin redevelopment	Neighborhood & Business Development	Fourth Quarter
Pursue Sibley Building Revitalization	Neighborhood & Business Development	Fourth Quarter
Issue Request for Proposal or alternative short-term plan for Block F/420 East Main Street	Neighborhood & Business Development	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Count of industrial businesses in city (manufacturing & wholesale)	1,950	1,950	1,950	1,900
Count of commercial businesses in city (retail & service)	5,000	5,000	5,100	4,500
Jobs created (projected)	622	920	830	750
Jobs retained	3,142	3,186	3,350	3,000
Business Associations supported	23	23	23	24
HOME Rochester sales to owner-occupants	55	63	56	72
Owner-occupied units developed	8	9	9	65
Rental units developed	43	117	143	286
Demolitions by private owner	135	100	100	100

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
BUSINESS & HOUSING DEVELOPMENT

6-11

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
Demolitions by City contract	151	200	200	200
Surplus City property:				
• Structures	162	40	40	20
• Vacant lots	2,255	2,500	2,500	2,900
Tax foreclosures (City & County)	93	85	200	100
Properties sold at auction, through RFP, negotiation	159	74	50	30
<b>CUSTOMER PERSPECTIVE</b>				
Minority/Women's Business Enterprise financial applications approved	32	40	70	40
Lead Hazard Reduction Grants awarded	251	200	215	200
Homebuyers receiving down payment/closing cost assistance	110	140	118	143
Residential properties receiving City rehabilitation assistance	451	619	690	736
Vacant properties (1- and 2-unit residential properties)	2,330	2,180	2,330	2,180
Blue Cross Arena events	103	100	100	100
Blue Cross Arena average attendance per event	4,948	3,900	3,942	3,900
Rochester Riverside Convention Center conventions/trade shows	27	30	30	30
RRCC public shows	10	10	11	10
RRCC total attendance	279,618	280,000	282,000	280,000
Emergency Shelter Grant beneficiaries	16,500	16,500	12,500	16,500
Housing for Persons with AIDS households	208	230	140	230
<b>FINANCIAL/COSTS</b>				
Total business investment (\$ millions)	157.4	77.6	113.7	115.0
Total housing investment (\$ millions)	138.4	76.6	93.0	127.3
Empire Zone total investment (\$ millions)	35	35	35	0
Lead Hazard Reduction Grant value (\$ millions)	4.5	3.6	3.9	3.6
Property sales revenue (\$ thousands)	954	1,100	1,800	1,500
Property rental revenue (\$ thousands)	73	75	75	78
Blue Cross Arena concessions revenue (City share, \$ thousands)	233	273	233	273

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

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Blue Cross Arena ticket surcharge (\$ thousands)	339	392	382	392
Blue Cross Arena suite revenue (\$ thousands)	198	231	178	231
Blue Cross Arena scoreboard sponsorship (\$ thousands)	125	125	125	125
Blue Cross Arena naming rights (\$ thousands)	195	195	195	195

**LEARNING AND INNOVATION**

Average # of training hours per employee	25	25	25	25
--	----	----	----	----

**Year-To-Year**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	5,861,800	6,109,000	247,200
Employee Years	44.7	44.2	-0.5

**Change Detail**

<u>Salary &amp; 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>
109,100	4,000	49,400	-4,700	32,000	57,400	247,200

**Major Changes**

One-time budget reduction in 2009-10 does not recur	78,000
Eliminate one Economic Development Project Manager due to budget constraints	-73,100
Add two full-time Clerks to enhance customer services in front office functions	65,400
Increase professional fees for private demolition hearings, appraisal needs, asset based planning and implementation	63,500
Eliminate Property Rehabilitation Specialist as an efficiency measure	-41,800
Productivity improvements result in savings	-17,500
Eliminate one part-time Clerk as an efficiency measure	-17,100

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
BUSINESS & HOUSING DEVELOPMENT

Operating cost for the Rochester Riverside Convention Center is estimated as follows:

Rochester Riverside Convention Center

	Budget	Budget
	<u>2009-10</u>	<u>2010-11</u>
Operating Revenues		
Building & equipment rental	1,052,500	1,042,500
Food & beverage service	4,648,700	4,641,600
Pier 45	0	2,334,000
Convention packages	290,000	290,000
Riverside Parking	42,000	1,356,900
Building services/miscellaneous	<u>775,500</u>	<u>753,400</u>
Total Revenues	6,808,700	10,418,400
 Operating Expenses		
Personnel & fringe benefits	4,525,300	5,836,600
Materials & supplies	167,200	239,100
Utilities	424,800	628,600
Maintenance of building & equipment	302,600	402,800
Security & contract labor	270,600	226,100
Food & supplies	1,057,900	1,946,800
Convention packages	290,000	290,000
Facility improvement allocation	120,000	200,000
Other contractual services	<u>1,176,400</u>	<u>2,174,500</u>
Total Operating Expenses	8,334,800	11,944,500
 Operating Loss:	1,526,100	1,526,100
Hotel/Motel Tax	<u>795,000</u>	<u>795,000</u>
City Subsidy	731,100	731,100

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

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	2,789,100	2,867,100	2,997,400
Materials & Supplies	0	19,500	19,500	17,500
Services	0	2,858,400	2,900,700	3,018,300
Other	0	74,500	74,500	75,800
Total	<u>0</u>	<u>5,741,500</u>	<u>5,861,800</u>	<u>6,109,000</u>
Appropriation by Activity				
Administration	0	253,800	248,200	450,300
Business Development	0	1,089,000	1,109,400	806,400
Real Estate	0	696,200	729,000	730,600
Housing	0	563,700	594,400	619,200
Project Development	0	803,900	805,500	805,900
Rochester Riverside Convention Center	0	1,526,100	1,526,100	1,526,100
Blue Cross Arena at the Rochester War Memorial	0	808,800	849,200	890,700
High Falls	0	0	0	279,800
	<u>0</u>	<u>5,741,500</u>	<u>5,861,800</u>	<u>6,109,000</u>
Employee Years by Activity				
Administration	0.0	3.0	3.0	3.5
Business Development	0.0	11.0	11.9	10.9
Real Estate	0.0	8.5	7.9	8.9
Housing	0.0	8.9	8.9	8.9
Project Development	0.0	12.0	13.0	12.0
	<u>0.0</u>	<u>43.4</u>	<u>44.7</u>	<u>44.2</u>

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 BUSINESS & DEVELOPMENT  
 PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Business Development	Real Estate	Housing	Project Development
Br.	Title	Budget 2009-10	Approved 2010-11					
35	Director of Development Services	1.0	1.0	1.0				
30	Director of Real Estate	1.0	1.0			1.0		
30	Manager of Business Development	1.0	1.0		1.0			
30	Manager of Downtown Development	1.0	1.0					1.0
30	Manager of Housing	0.0	1.0				1.0	
29	Principal Staff Assistant	1.0	1.0					1.0
28	Manager of Housing	1.0	0.0					
28	Manager of Small Market Development	1.0	1.0		1.0			
26	Associate Administrative Analyst	1.0	1.0					1.0
26	Associate Real Estate Specialist	1.0	2.0			2.0		
26	Credit Manager	1.0	1.0		1.0			
26	Economic Development Project Manager	3.0	2.0		2.0			
26	Municipal Facilities Coordinator	1.0	1.0			1.0		
26	Sr. Marketing Specialist	1.0	1.0		1.0			
26	Sr. Marketing Specialist Bilingual	1.0	1.0		1.0			
24	Sr. Community Housing Planner	4.0	5.0				4.0	1.0
24	Sr. Community Housing Planner Bilingual	1.0	1.0				1.0	
24	Sr. Economic Development Specialist	3.0	3.0		2.0			1.0
24	Sr. Housing Program Specialist	2.0	2.0				2.0	
24	Sr. Property Rehabilitation Specialist	2.0	2.0					2.0
24	Sr. Real Estate Specialist	1.0	0.0					
21	Property Rehabilitation Specialist	4.0	3.0					3.0
20	Community Housing Planner	1.0	0.0					
20	Executive Assistant	1.0	1.0	1.0				
20	Legal Assistant/Real Estate	1.0	1.0		1.0			
20	Real Estate Specialist	1.0	1.0			1.0		
20	Real Estate Specialist Bilingual	1.0	1.0			1.0		
13	Administrative Secretary	1.0	1.0		1.0			
12	Project Assistant	1.0	1.0			1.0		
12	Project Assistant Bilingual	1.0	1.0					1.0
11	Secretary	1.0	1.0					1.0
9	Clerk II	1.0	1.0			1.0		
9	Clerk II/Typing	1.0	2.0			1.0	1.0	
7	Clerk III Typing Bilingual	0.0	1.0	1.0				
EMPLOYEE YEARS								
Full Time		44.0	44.0	3.0	11.0	9.0	9.0	12.0
Overtime		0.1	0.1	0.0	0.0	0.0	0.0	0.1
Part Time, Temporary, Seasonal		1.0	0.5	0.5	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		<u>0.4</u>	<u>0.4</u>	<u>0.0</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
Total		44.7	44.2	3.5	10.9	8.9	8.9	12.0

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

**Mission Statement**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Planning and Zoning will coordinate Comprehensive Planning, support the creation of community and neighborhood visions and plans, protect the unique urban character of the city through land use regulations, and ensure a safe and healthy environment in accordance with City Code and other State and local regulations.

**Vital Customers**

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

**Critical Processes**

- Research, analysis and mapping
- Comprehensive and community planning
- Coordination with community partners in quadrants
- Plan review and permits
- Maintenance of Zoning Code; historic preservation

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Conclude Census Coordination effort	Customer Service Neighborhood & Business Development	Second Quarter
Prepare amendments to Zoning Code	Customer Service	Third Quarter
Update Center City Master Plan	Neighborhood & Business Development	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Data analysis requests	49	85	85	85
Mapping (GIS) requests	140	200	200	200
Design Reviews assisted	58	60	60	60
Specific Area Plans	4	10	10	10
Applications Reviewed by Zoning:				
• Business Permit/License	607	600	600	600
• SEQR	156	150	150	150
• Legal Use Reviews	252	250	250	250
Certificates of Zoning Compliance (CZC) reviewed	1,897	1,900	1,900	1,900



DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
PLANNING & ZONING

6-17

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Planning Commission cases	125	130	130	130
Zoning Board of Appeals cases	99	80	80	80
Preservation Board cases	93	80	80	80
Project Review Committee meetings	18	30	30	30
Site Plan reviews	260	175	175	175
Admin Re-subdivision reviews	108	100	100	100
Building Permits issued	2,379	2,400	2,400	2,400
Electrical Permits issued	2,910	3,200	3,200	3,200
Plumbing Permits issued	2,218	2,100	2,100	2,100
Elevator Permits issued	17	30	30	30
Certificates of Occupancy applications processed	1,670	4,000	4,000	4,000
<b>CUSTOMER PERSPECTIVE</b>				
Certificates of Zoning Compliance issued	1,432	1,650	1,650	1,650
Certificates of Non-conformity issued	25	20	20	20
Cases resolved through Zoning Appeals Process	150	180	180	180
Customer Service Information	2,334	2,100	2,100	2,100
<b>FINANCIAL/COST</b>				
Value of construction/permits issued (\$ millions)	203	140	140	140
Permit fees collected (\$ thousands)	1,596	1,850	1,850	1,850
C of O Fees Collected (\$ thousands)	68	264	264	264
Case Maintenance Fee collected (\$ thousands)	N/A	N/A	N/A	250
<b>LEARNING / INNOVATION</b>				
Average # of training hours per employee	N/A	25	25	25
N/A - Not Applicable				

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
PLANNING & ZONING

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,871,300	1,857,500	-13,800
Employee Years	25.0	24.0	-1.0

**Change Detail**

<u>Salary &amp; Wage</u>	<u>General</u>	<u>Vacancy</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>	
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>			
66,100	2,000	2,300	-8,100	-2,400	-73,700	-13,800

**Major Change**

Eliminate Engineer, Mechanical position due to budget constraints	-67,500
One-time budget reduction in 2009-10 does not recur	40,000
One-time state Census grant does not recur	-38,000
Productivity improvements result in savings	-12,700
Increase in professional fees to prepare for zoning revisions in 2010-11	8,800
One-time budget amendment does not recur	-4,300

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 PLANNING & ZONING  
 EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	0	1,609,600	1,616,300	1,633,900
Materials & Supplies	0	27,900	20,900	10,000
Services	0	202,100	234,100	213,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	1,839,600	1,871,300	1,857,500
<b>Appropriation by Activity</b>				
Administration	0	270,300	382,900	1,857,500
Planning	0	467,400	470,900	0
Plan Review & Permits	0	435,000	419,600	0
Zoning	<u>0</u>	<u>666,900</u>	<u>597,900</u>	<u>0</u>
Total	0	1,839,600	1,871,300	1,857,500
<b>Employee Years by Activity</b>				
Administration	0.0	4.0	4.0	24.0
Planning	0.0	6.0	6.0	0.0
Plan Review & Permits	0.0	6.0	7.0	0.0
Zoning	<u>0.0</u>	<u>8.0</u>	<u>8.0</u>	<u>0.0</u>
Total	0.0	24.0	25.0	24.0

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 PLANNING & ZONING  
 PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
33	Director of Planning and Zoning	1.0	1.0
32	Director of Planning	1.0	1.0
31	Manager of Plan Review	1.0	1.0
30	Manager of Zoning	1.0	1.0
28	Permit Office Manager	1.0	1.0
26	Associate City Planner	1.0	1.0
24	Architect	1.0	1.0
24	Engineer, Mechanical	1.0	0.0
24	Preservation Planner	1.0	1.0
24	Senior City Planner	7.0	7.0
24	Sr. City Planner/Urban Design Specialist	1.0	1.0
21	Assistant Architect	1.0	1.0
20	City Planner/ Research Analyst with GIS	1.0	1.0
14	GIS Technician	0.0	1.0
12	GIS Technician	1.0	0.0
11	Senior Service Assistant	1.0	1.0
9	Clerk II	3.0	3.0
6	Receptionist Typist Bilingual	1.0	1.0
<b>EMPLOYEE YEARS</b>			
Full Time		25.0	24.0
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		25.0	24.0

**Mission Statement**

To support the City of Rochester’s *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Neighborhood Preservation will provide customer-focused services through personnel working from four quadrant Neighborhood Service Centers. The primary objective will be to improve quality of life issues and decrease the delivery of service time.

**Vital Customers**

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

**Critical Processes**

- Facilitate Quadrant Teams
- Implement Quadrant Team strategic plans
- Facilitate resolution of neighborhood complaints
- Provide technical assistance in community organizing
- Plan and implement special projects
- Monitor City-owned vacant structures to ensure security and determine demolition priority
- Reduce neighborhood nuisance activities
- Promote crime prevention activities
- Interact with neighborhood groups

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Integrate 311 Service Representative into one Neighborhood Service Center as a pilot	Customer Service	Third Quarter
Complete review of response to level one code violations : high grass/weeds, trash & debris, noise, refuse	Customer Service Public Safety	Third Quarter
Coordinate and expand Uplift strategies	Neighborhood & Business Development Public Safety	Fourth Quarter
Support Greening Implementation Plan	Neighborhood & Business Development	Fourth Quarter
Prioritize and support vacant property demolitions	Neighborhood & Business Development	Fourth Quarter

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
NEIGHBORHOOD PRESERVATION

---

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Get Tough Program:				
• High grass/weeds cited	3,238	3,400	3,400	3,400
• Trash/debris cited	1,186	1,300	1,100	1,100
Enforcement Actions:				
• Nuisance letters sent	198	200	200	200
• Nuisance waiver letters sent	143	200	200	200
• Nuisance waivers approved	0	20	20	20
<b>CUSTOMER PERSPECTIVE</b>				
Business Permits Issued	1,460	1,500	1,800	1,500
Uplifts performed	36	25	55	25
<b>LEARNING AND INNOVATION</b>				
Average # of training hours per employee	N/A	25	25	25

N/A - Not Applicable

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,447,900	1,439,300	-8,600
Employee Years	21.1	20.9	-0.2

**Change Detail**

Salary & Wage	General	Vacancy				
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
34,300	3,400	15,900	-1,100	-22,500	-38,600	-8,600

**Major Change**

As proposed by the Mayor:

Productivity improvements result in savings	-24,300
Anticipated tax payment for Lake Avenue facility does not recur	-24,000
Travel and training reduced due to budget constraints	-8,800

As amended by City Council:

Funds are transferred from Contingency for Citizen Support initiatives: Charles Neighbors in Action; Mary's Place; Maplewood Neighborhood Association; Charlotte Community Association; Wide Water Garden; and North Winton Village, and Community Beautification initiatives: Sector 3; Project Hope; Bridges to Wellness; Marketview Heights Collective Action; North Edge Neighborhood Association; PARC (Park Avenue Revitalization Committee); Beechwood Community Association; and, Monroe Village Task Force	18,500
---	--------

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
 NEIGHBORHOOD PRESERVATION  
 EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	1,136,400	1,136,400	1,151,300
Materials & Supplies	0	37,200	37,200	32,700
Services	0	221,000	274,300	255,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	1,394,600	1,447,900	1,439,300
Neighborhood Preservation	0	1,394,600	1,447,900	1,439,300
Employee Years by Activity	0.0	21.1	21.1	20.9

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
NEIGHBORHOOD PRESERVATION  
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
31	Administrator	4.0	4.0
21	Code Enforcement Officer	4.0	4.0
12	Customer Service Representative	4.0	4.0
7	Clerk III Typing	1.0	1.0
7	Clerk III Typing Bilingual	2.0	2.0
<b>EMPLOYEE YEARS</b>			
	Full Time	15.0	15.0
	Overtime	0.8	0.6
	Part Time, Temporary, Seasonal	5.7	5.7
	Less: Vacancy Allowance	<u>0.4</u>	<u>0.4</u>
	Total	21.1	20.9

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NBD offices and are shown here for reference only.			
Br.	Title	2009-10	2010-11
94	Police Lieutenant	4	4
90	Police Officer	20	20
<b>EMPLOYEE YEARS</b>			
	Full Time	24.0	24.0
	Overtime	0.2	0.2
	Part Time, Temporary, Seasonal	0.0	0.0
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	24.2	24.2

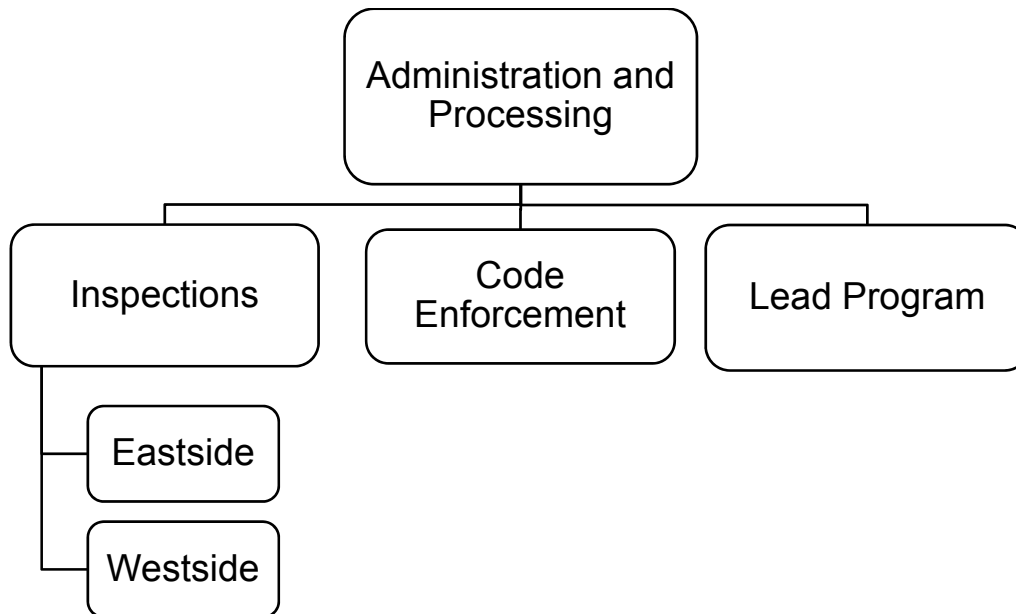


---

### Mission Statement

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

### Organization



### Vital Customers

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

### Critical Processes

- Inspections for Certificates of Occupancy
- Building, electrical, plumbing, and elevator permit inspections
- Lead dust testing
- Issuance of tickets for non-compliance with City Codes
- Monitoring privately-owned vacant structures

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
INSPECTION & COMPLIANCE

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Rewrite and publish the Plumbing Code, and amend the Electrical Code	Customer Service	Second Quarter
Improve customer service by enhancing the Bureau website	Customer Service	Third Quarter
Develop process for accessing Housing Court	Customer Service	Fourth Quarter

**Key Performance Indicators**

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
<b>INTERNAL OPERATIONS</b>				
Certificates of Occupancy (C of O) issued	3,238	4,000	4,000	4,000
Units inspected for lead hazards	12,179	12,000	12,000	12,000
Units wipe tested	4,654	5,000	5,000	5,000
<b>CUSTOMER PERSPECTIVE</b>				
C of O customer surveys sent	N/A	2,000	2,000	2,000
Vacant properties managed (private)	2,850	2,850	2,850	2,400
Housing code tickets issued	1,708	1,500	1,500	1,500
<b>FINANCIAL/COSTS</b>				
Average cases closed per month by inspector type:				
• CEO	N/A	50	50	50
• Electrical	N/A	85	85	85
• Plumbing	N/A	50	50	50
<b>LEARNING AND INNOVATION</b>				
Average # of hours of training per staff	25	25	25	25
N/A – Not Applicable				

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	3,572,400	3,550,400	-22,000
Employee Years	52.5	52.9	0.4

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
92,300	7,400	-3,300	-3,100	-7,900	-107,400	-22,000

**Major Change**

Professional services fees for lead wipes reduced to reflect actual need	-90,000
Overtime reduced due to operational efficiencies	-27,900
Add part-time inspector funded by Heading Home grant	20,700
Add part-time clerk funded by county/state lead grant to assist with intake and data collection regarding lead dust wipe tests	17,600
Improvements in productivity result in efficiencies	-11,200
Reduction in training funds due to budget constraints	-10,400
Upgrade in copiers results in reduced maintenance costs	-6,200

**Program Change**

Elimination of Quality Housing Inspection services for Monroe County. Enhanced capabilities for lead dust testing and enforcement, including improved ability to conduct a wipe test immediately once a single family has passed the visual lead hazard test; as well as improved ability to conduct lead wipe tests in units that are currently delinquent.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
INSPECTION & COMPLIANCE  
EXPENDITURE SUMMARY

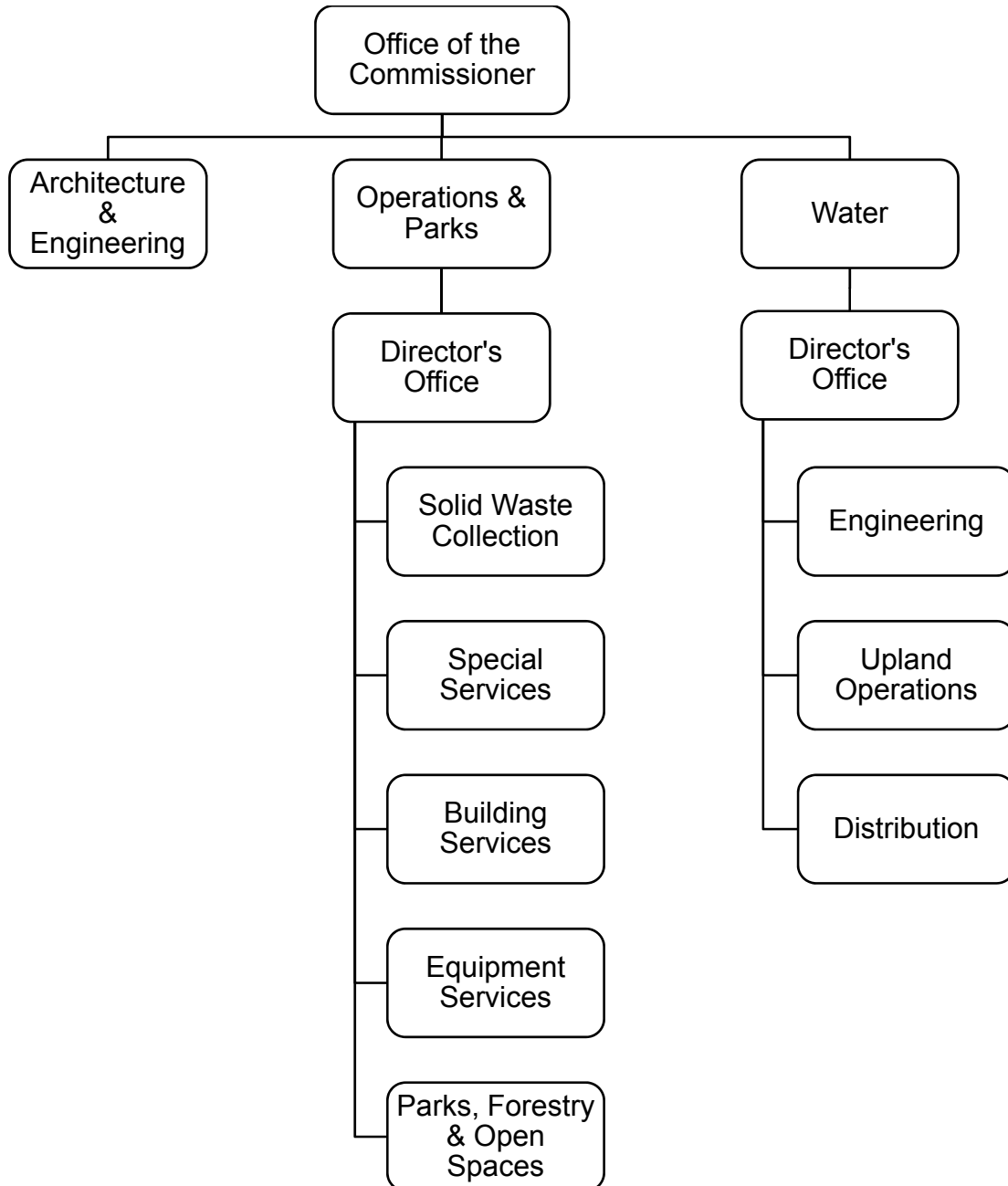
	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	2,928,400	2,974,300	3,066,100
Materials & Supplies	0	42,100	47,600	44,400
Services	0	449,000	550,500	439,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	3,419,500	3,572,400	3,550,400
Appropriation by Activity				
Administration & Inspections	0	2,989,100	3,143,000	3,086,400
Lead Enhancement	0	272,300	272,200	276,400
Primary Prevention Lead Program	0	158,100	157,200	166,000
HOME	<u>0</u>	<u>0</u>	<u>0</u>	<u>21,600</u>
Total	0	3,419,500	3,572,400	3,550,400
Employee Years by Activity				
Administration & Inspections	0.0	44.8	44.0	43.9
Lead Enhancement	0.0	6.0	6.0	6.0
Primary Prevention Lead Program	0.0	2.5	2.5	2.5
HOME	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.5</u>
Total	0.0	53.3	52.5	52.9

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT  
INSPECTION & COMPLIANCE  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration & Inspections	Lead Enhancement	Primary Prevention Lead Program	HOME
Br.	Title	Budget 2009-10	Approved 2010-11				
33	Director of Inspection & Compliance	1.0	1.0	1.0			
28	Code Compliance Coordinator	2.0	2.0	2.0			
24	Code Enforcement Coordinator	1.0	1.0	1.0			
24	Lead Paint Coordinator	1.0	1.0	0.8	0.2		
21	Code Enforcement Officer	22.0	22.0	22.0			
21	Code Enforcement Officer Bilingual	1.0	1.0	1.0			
21	Electrical Inspector	3.0	3.0	3.0			
21	Elevator Inspector	1.0	1.0	1.0			
21	Plumbing Inspector	3.0	3.0	3.0			
20	Executive Assistant	1.0	1.0	1.0			
18	Property Conservation Inspector	0.0	8.0	3.0	3.0	2.0	
18	Property Conservation Inspector Bilingual	0.0	2.0		2.0		
17	Property Conservation Inspector	9.0	0.0				
17	Property Conservation Inspector Bilingual	1.0	0.0				
11	Senior Service Assistant	1.0	1.0	1.0			
9	Clerk II Bilingual	1.0	1.0	1.0			
7	Clerk III	1.0	1.0		1.0		
7	Clerk III Typing	2.0	2.0	2.0			
3	Clerk Typist	1.0	1.0	1.0			
<b>EMPLOYEE YEARS</b>							
	Full Time	52.0	52.0	43.8	6.2	2.0	0.0
	Overtime	0.8	0.2	0.2	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	1.0	2.0	1.0	0.0	0.5	0.5
	Less: Vacancy Allowance	<u>1.3</u>	<u>1.3</u>	<u>1.1</u>	<u>0.2</u>	<u>0.0</u>	<u>0.0</u>
	<b>Total</b>	<b>52.5</b>	<b>52.9</b>	<b>43.9</b>	<b>6.0</b>	<b>2.5</b>	<b>0.5</b>

**Mission Statement**

To support the City of Rochester's *One City 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.



Highlights of the Department's 2010-11 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>2010-11 Strategic Goals &amp; Objectives</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Office of Commissioner:		
Brownfield Reclamation Program: Begin vapor intrusion investigation of former Emerson Street landfill	Neighborhood & Business Development	First Quarter
Stimulus project completions: Complete development of Climate Action Plan for greenhouse gas emissions	Customer Service	Second Quarter
Stimulus project completions: Begin implementation of City's Energy Efficiency & Conservation Strategy	Customer Service	Third Quarter
Port Redevelopment/Marina next phase implementation: complete final design	Neighborhood & Business Development	Third Quarter
Brownfield Reclamation Program: Complete Vacuum Oil Brownfield Opportunity Area nomination study	Neighborhood & Business Development	Fourth Quarter
Partner with Fire Department for city owned and privately owned vacant structure management	Public Safety	On-going
Architecture & Engineering:		
Stimulus project completions: Begin construction of University Ave/Artwalk Extension Project	Customer Service	First Quarter
Stimulus project completions: Complete construction of Asphalt Milling and Resurfacing East Henrietta Rd; Hazardous Sidewalk Replacement; S. Clinton/Mt. Hope/Byron St. Improvements	Customer Service	First Quarter
Stimulus project completions: Complete construction of High Falls Garage lighting improvements	Customer Service	Fourth Quarter
Midtown Redevelopment infrastructure improvements: Complete design	Neighborhood & Business Development	Fourth Quarter
Water:		
Water and Reservoir System Policy adoptions	Customer Service	On-going

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>	<u>Change</u>	<u>Percent Change</u>
Office of the Commissioner	1,087,500	2,363,900	1,276,400	117.4%
Architecture & Engineering	7,352,600	7,726,200	373,600	5.1%
Operations & Parks	54,773,900	56,173,800	1,399,900	2.6%
Water	22,478,500	25,284,700	2,806,200	12.5%
Total	85,692,500	91,548,600	5,856,100	6.8%
Less: Intrafund Credit*	5,906,500	5,727,100	-179,400	-3.0%
	79,786,000	85,821,500	6,035,500	7.6%
Employee Years	716.1	712.6	-3.5	-0.5%

\*Reflects chargeback for motor equipment services.

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
1,103,100	832,200	163,700	0	-49,700	3,986,200	6,035,500

**Major Change Highlights**

In lieu of depreciation charge to fund future capital purchases	3,111,800
Transfer of Cemetery Operations from Department of Recreation & Youth Services	1,195,500
Increase return on investment to General Fund	1,000,000
Net impact of personnel transactions	-724,200
Sale of Hemlock/Canadice watershed lands to New York State reduces property tax liability	-500,000
A one-time budget reduction in 2009-10 does not recur	327,700
Anticipated reduction in crude oil pricing results in savings	-262,500
Increase allocation for reserve for uncollectable water bills	100,000
Reduce allocation for building maintenance due to budget restraints	-94,000
Energy efficiencies result in savings	-84,800
Productivity improvements result in savings	-48,700
Reduction in refuse tonnage results in savings	-34,600

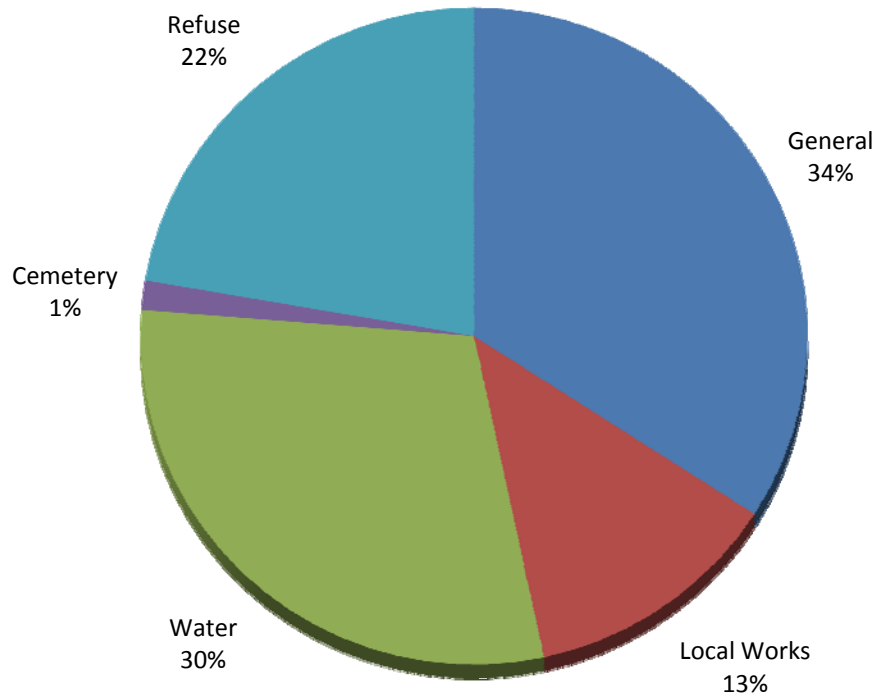


## DEPARTMENT OF ENVIRONMENTAL SERVICES

## Fund Summary

Bureau/Division	<u>General</u>	<u>Local Works</u>	<u>Water</u>	<u>Cemetery</u>	<u>Refuse</u>	<u>Total</u>
Commissioner	770,200	82,700	135,400	1,234,900	140,700	2,363,900
Architecture & Engineering	7,597,400	128,800				7,726,200
Operation & Parks						
Director's Office	298,100	141,500			240,900	680,500
Solid Waste Collection					17,937,500	17,937,500
Special Services	3,146,500	10,246,200			777,400	14,170,100
Building Services	6,785,000					6,785,000
Equipment Services	12,452,700	21,800	13,000		35,100	12,522,600
Parks, Forestry & Open Spaces	<u>3,956,900</u>	<u>121,200</u>				<u>4,078,100</u>
Operations Total	26,639,200	10,530,700	13,000		18,990,900	56,173,800
Water Fund operating Units and Fixed Charges			25,284,700			25,284,700
Subtotal	35,006,800	10,742,200	25,433,100	1,234,900	19,131,600	91,548,600
Less Intrafund Credits - Equipment Services	5,727,100					5,727,100
Net Total	29,279,700	10,742,200	25,433,100	1,234,900	19,131,600	85,821,500

### Operating Budget By Fund



DEPARTMENT OF ENVIRONMENTAL SERVICES  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	32,756,423	32,756,000	33,561,100	35,031,300
Materials & Supplies	8,837,233	9,494,400	11,170,700	11,211,600
Services	29,347,770	31,881,400	33,071,000	32,994,000
Other	<u>8,633,588</u>	<u>7,889,700</u>	<u>7,889,700</u>	<u>12,311,700</u>
Total	79,575,014	82,021,500	85,692,500	91,548,600
Less: Intrafund Credit*	<u>5,105,000</u>	<u>5,344,300</u>	<u>5,906,500</u>	<u>5,727,100</u>
Total	74,470,014	76,677,200	79,786,000	85,821,500
Appropriation by Activity				
Office of the Commissioner	1,016,663	1,126,900	1,087,500	2,363,900
Architecture & Engineering	7,874,850	8,143,200	7,352,600	7,726,200
Operations & Parks	49,338,376	50,853,900	54,773,900	56,173,800
Water	<u>21,345,125</u>	<u>21,897,500</u>	<u>22,478,500</u>	<u>25,284,700</u>
Total	79,575,014	82,021,500	85,692,500	91,548,600
Less: Intrafund Credit*	<u>5,105,000</u>	<u>5,344,300</u>	<u>5,906,500</u>	<u>5,727,100</u>
Total	74,470,014	76,677,200	79,786,000	85,821,500
Employee Years by Activity				
Office of the Commissioner	13.0	14.5	14.2	31.1
Architecture & Engineering	60.8	61.8	64.2	62.9
Operations & Parks	486.1	483.3	498.2	479.3
Water	<u>136.1</u>	<u>133.0</u>	<u>139.5</u>	<u>139.3</u>
Total	696.0	692.6	716.1	712.6

\*Reflects chargeback for motor equipment service.

---

**Mission Statement**

Office of the Commissioner:

To support the City of Rochester's *One City 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.

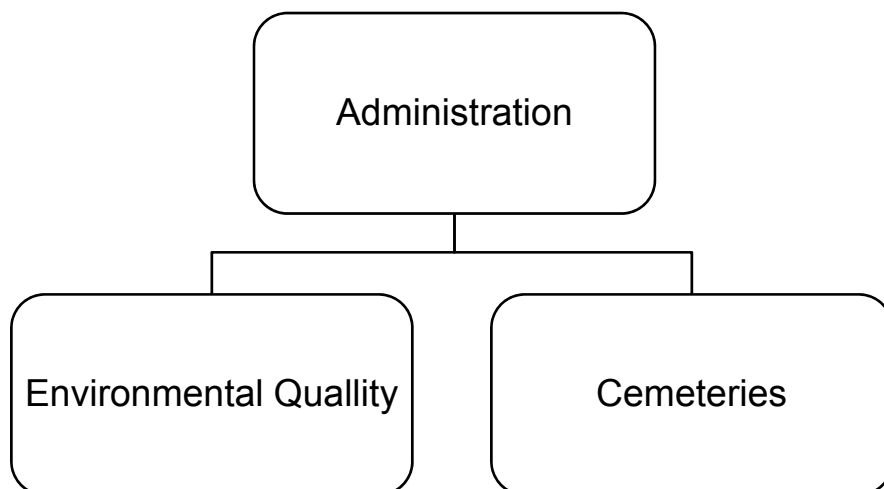
Environmental Quality:

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through the provision of efficient environmental investigation, cleanup, compliance and redevelopment services for the City of Rochester and the public. These services meet regulatory agency requirements, address environmental issues, maintain environmental compliance at City facilities and promote redevelopment and improved property valuations in order to protect, preserve and enhance the natural and built environment of the City of Rochester.

Cemeteries:

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

**Organization**



DEPARTMENT OF ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER

### Vital Customers

Office of the Commissioner:

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

Environmental Quality:

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

Cemeteries:

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

### 2010-11 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Brownfield Reclamation program: Begin vapor intrusion investigation of former Emerson Street landfill	Neighborhood & Business Development	First Quarter
Begin Andrews Street environmental investigation	Neighborhood & Business Development	First Quarter
Stimulus project completions: Complete development of Climate Action Plan for greenhouse gas emissions	Customer Service	Second Quarter
Stimulus project completions: Begin implementation of City's Energy Efficiency & Conservation Strategy	Customer Service	Third Quarter
Port Redevelopment/Marina next phase implementation: complete final design	Neighborhood & Business Development	Third Quarter
Begin cleanup of 415 Orchard – 354 Whitney Street site	Neighborhood & Business Development	Third Quarter
Complete cleanup of 1200 E. Main Street	Neighborhood & Business Development	Third Quarter
Complete cleanup of Photech site	Neighborhood & Business Development	Third Quarter
Complete Lyell/Lake/State Street Corridor Brownfield Opportunity Area Nomination study	Neighborhood & Business Development	Fourth Quarter
Brownfield Reclamation Program: Complete Vacuum Oil Brownfield Opportunity Area nomination study	Neighborhood & Business Development	Fourth Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER

7-9

**Key Performance Indicators**

	<u>Actual</u> 2008-09	<u>Estimated</u> 2009-10	<u>Budget</u> 2009-10	<u>Budget</u> 2010-11
<b>INTERNAL OPERATIONS</b>				
Spill responses completed	8	9	10	10
New York State cleanup agreements and orders	21	22	22	23
Cleanup cost per acre (\$):				
• Planned residential site reuse	393,000	N/A	N/A	N/A
• Planned commercial/industrial reuse	45,000	65,700	400,300	343,600
Sites remediated*	4	3	3	3
Acres remediated	5.00	14.86	3.33	12.94
N/A - Not Applicable				

\*2008-09 Actual: 399 Gregory Street, 1030 Jay Street, 75 Wilton Terrace, 3-9 Trinidad Street  
 2009-10 Estimated: 110 Colfax Street, 425-435 Mt Hope Avenue, Ryan Center  
 2009-10 Budget: 110 Colfax Street, 425-435 Mt Hope Avenue, 1200 East Main St.  
 2010-11 Budget: Photect, 1200 East Main Street, 51 Chili Avenue

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,087,500	2,363,900	1,276,400
Employee Years	14.2	31.1	16.9

**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>		
67,900	4,900	7,600	0	-8,400	1,204,400	1,276,400	

**Major Change**

Transfer of cemetery operations from Department of Recreation & Youth Services	1,195,500
Addition of full time position for succession planning	42,000
Transfer of part time position to Operations Bureau	-30,900
Productivity improvements results in savings	-6,700
A one-time budget reduction in 2009-10 does not recur	4,500

**Program Change**

Responsibility for cemetery operations transfers from Department of Recreation & Youth Services

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	932,871	1,037,500	996,500	1,767,700
Materials & Supplies	22,132	21,900	21,900	69,500
Services	61,660	67,500	69,100	526,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,016,663	1,126,900	1,087,500	2,363,900
Appropriation by Activity				
Administration	505,885	620,600	579,200	605,700
Environmental Quality	510,778	506,300	508,300	523,300
Cemeteries	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,234,900</u>
Total	1,016,663	1,126,900	1,087,500	2,363,900
Employee Years by Activity				
Administration	6.4	7.9	7.5	8.0
Environmental Quality	6.6	6.6	6.7	6.6
Cemeteries	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>16.5</u>
Total	13.0	14.5	14.2	31.1

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OFFICE OF THE COMMISSIONER  
PERSONNEL SUMMARY

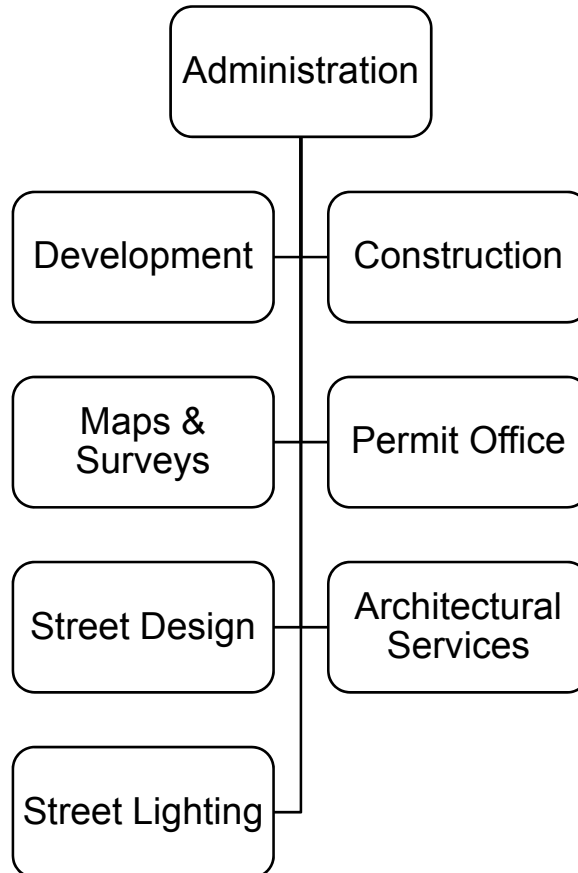
FULL TIME POSITIONS				Administration	Environmental Quality	Cemeteries
Br.	Title	Budget 2009-10	Approved 2010-11			
36	Commissioner	1	1	1		
32	Assistant Commissioner of DES	0	1	1		
32	Manager of Administrative Services	1	0			
32	Manager of Environmental Quality	1	1		1	
28	Cemetery Manager	0	1			1
27	Senior Environmental Specialist/Compliance	1	1		1	
27	Senior Environmental Specialist/Remediation	1	1		1	
26	Human Resource Coordinator	1	1	1		
26	Process Improvement Specialist	1	1	1		
24	Senior Human Resource Consultant	0	1	1		
23	Environmental Specialist/Remediation	1	1		1	
21	Environmental Technician	1	1		1	
20	Administrative Analyst	0	1			1
20	Executive Assistant	1	1		1	
19	Cemetery Operations Supervisor	0	2			2
18	Secretary to the Commissioner	1	1	1		
11	Cemetery Service Representative	0	1			1
11	Cemetery Service Representative Bilingual	0	1			1
7	Clerk III	1	1	1		
7	Data Entry Clerk	1	1	1		
42	Cemetery Worker	0	2			2
<b>EMPLOYEE YEARS</b>						
Full Time		13.0	22.0	8.0	6.0	8.0
Overtime		0.0	0.9	0.0	0.0	0.9
Part Time, Temporary, Seasonal		1.2	8.3	0.0	0.6	7.7
Less: Vacancy Allowance		<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.1</u>
Total		14.2	31.1	8.0	6.6	16.5



---

**Mission Statement**

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

**Organization****Vital Customers**

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

**Critical Processes**

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

**2010-11 Strategic Goals & Objectives:**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Stimulus project completion: Begin construction of University Ave/Artwalk Extension Project	Customer Service	First Quarter
Stimulus project completions: Complete construction of Asphalt Milling and Resurfacing East Henrietta Rd; Hazardous Sidewalk Replacement; S. Clinton/Mt. Hope/Byron St. Improvements	Customer Service	First Quarter
Riverside Cemetery Mausoleum/Chapel of Peace: Begin construction	Neighborhood & Business Development	First Quarter
Public Market Wintershed Renovation: Begin design	Neighborhood & Business Development	Second Quarter
Mt. Hope Phase I Collegetown Improvements: Begin construction	Neighborhood & Business Development	Second Quarter
Jefferson Ave Revitalization: Complete construction	Neighborhood & Business Development	Fourth Quarter
Midtown Redevelopment infrastructure improvements: Complete design	Neighborhood & Business Development	Fourth Quarter
Stimulus project completions: Complete construction of High Falls Garage lighting improvements	Customer Satisfaction	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
<b>Development</b>				
Projects designed (\$000,000):				
• In-house	.31	2.2	.24	.24
• Consultants	16.65	17.11	9.81	10.00
<b>Street Design</b>				
Value of street improvement projects designed (\$000,000):				
• In-house	6.56	6.75	2.50	4.00
• Consultants	6.92	7.99	4.80	5.50

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF ARCHITECTURE & ENGINEERING

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>Architectural Services</b>				
Facilities in building renovation program	147	146	146	148
Value of projects designed (\$000,000):				
• In-house	2.32	2.14	2.60	2.50
• Consultant	6.47	8.00	5.50	6.00

**Street Lighting**

City maintained lights	16,400	16,500	27,800	27,800
RG&E maintained lights	11,400	11,400	0	0

**CUSTOMER PERSPECTIVE****Street Lighting**

Calls for service	6,700	6,700	6,500	6,500
-------------------	-------	-------	-------	-------

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	7,352,600	7,726,200	373,600
Employee Years	64.2	62.9	-1.3

**Change Detail**

<u>Salary &amp; 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>
114,900	154,200	-1,800	0	-6,400	112,700	373,600

**Major Change**

A one-time budget reduction in 2009-10 does not recur	150,900
Eliminate two vacant full time positions due to budget constraints	-73,100
Add funding to plan for future efficiencies using GPS technology in Maps & Survey Activity	43,600
Eliminate part time clerical support due to budget constraint	-15,600
Add funding for architectural interns to provide support to Architectural Activity	10,100
Productivity improvements results in savings	-3,200

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF ARCHITECTURE & ENGINEERING  
EXPENDITURE SUMMARY

7-15

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	3,852,527	3,804,100	3,758,300	4,040,900
Materials & Supplies	234,693	212,600	404,100	410,100
Services	3,787,630	4,126,500	3,190,200	3,275,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7,874,850	8,143,200	7,352,600	7,726,200
<b>Appropriation by Activity</b>				
Administration	777,102	839,600	797,700	819,400
Development	287,590	424,200	437,800	476,500
Construction	465,338	460,100	458,000	472,000
Maps & Surveys	398,724	433,800	437,500	465,500
Permit Office	325,926	313,700	313,200	318,600
Street Design	857,703	783,200	775,700	866,100
Architectural Services	722,791	722,000	714,500	746,400
Street Lighting	<u>4,039,676</u>	<u>4,166,600</u>	<u>3,418,200</u>	<u>3,561,700</u>
Total	7,874,850	8,143,200	7,352,600	7,726,200
<b>Employee Years by Activity</b>				
Administration	6.4	6.1	5.9	6.0
Development	4.3	6.0	6.2	6.2
Construction	6.3	6.3	6.3	6.3
Maps & Surveys	7.2	6.2	8.2	8.0
Permit Office	5.8	5.8	5.9	5.8
Street Design	15.0	15.4	15.3	14.3
Architectural Services	10.9	10.9	11.0	10.9
Street Lighting	<u>4.9</u>	<u>5.1</u>	<u>5.4</u>	<u>5.4</u>
Total	60.8	61.8	64.2	62.9

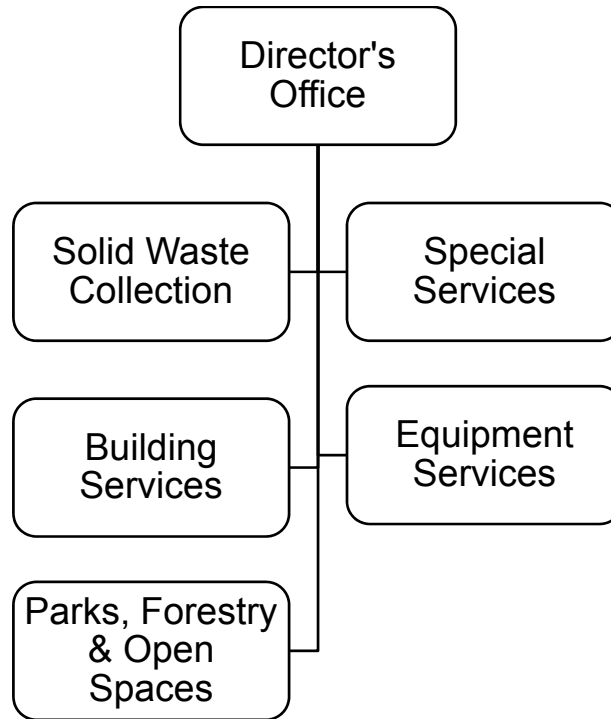
**DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF ARCHITECTURE & ENGINEERING  
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting
Br.	Title	Budget 2009-10	Approved 2010-11								
35	City Engineer	1.0	1.0	1.0							
32	Managing Architect	1.0	1.0							1.0	
32	Managing Engineer-Construction	1.0	1.0			1.0					
32	Managing Engineer-Street Design	1.0	1.0						1.0		
29	Senior Engineer-Street Design	1.0	1.0		1.0						
29	Senior Landscape Architect	1.0	1.0		1.0						
29	Senior Structural Engineer/Bridges	1.0	1.0		1.0						
28	Manager of Maps & Surveys	1.0	1.0				1.0				
27	Senior Architect	2.0	2.0							2.0	
27	Transportation Specialist	1.0	1.0	1.0							
26	Associate Administrative Analyst	1.0	1.0	1.0							
26	Engineer III	5.0	5.0			3.0			2.0		
26	Engineer III/Structural	1.0	1.0		1.0						
26	Permit Coordinator	1.0	1.0					1.0			
26	Process Improvement Specialist	1.0	1.0							1.0	
26	Street Light. Program Coordinator	1.0	1.0								1.0
24	Architect	1.0	2.0							2.0	
24	Engineer II	3.0	4.0						3.0		1.0
24	Field Surveyor	1.0	1.0				1.0				
24	Landscape Architect	1.0	1.0		1.0						
24	Senior Administrative Analyst	2.0	2.0	0.5	0.5				1.0		
23	St. Light. Maintenance/Operations Coord.	1.0	1.0								1.0
21	Assistant Architect	5.0	4.0							4.0	
21	Assistant Landscape Architect	1.0	1.0		1.0						
21	Engineer I	3.0	2.0						2.0		
21	Supervisor of Mapping	1.0	1.0				1.0				
21	Supv. Engineering Technician	1.0	1.0			1.0					
20	GIS Applications Specialist	1.0	1.0				1.0				
18	Assistant Field Surveyor	1.0	1.0				1.0				
18	Principal Engineering Technician	3.0	2.0				1.0	1.0			
18	Principal Engineering Technician-CADD	1.0	2.0						2.0		
15	Principal Finance Clerk	0.0	1.0	1.0							
15	Senior Engineering Technician	4.0	5.0					3.0	2.0		
15	Senior Engineering Technician-CADD	1.0	0.0								
15	Senior Survey Technician	2.0	1.0				1.0				
13	Administrative Secretary	1.0	1.0	1.0							
11	Secretary	2.0	2.0			1.0				1.0	
10	Senior Account Clerk	1.0	0.0								
9	Clerk II	1.0	1.0						1.0		
9	Clerk II with Typing	2.0	2.0					1.0			1.0
9	Engineering Technician Trainee	1.0	0.0								
7	Clerk III with Typing	1.0	1.0								1.0
<b>EMPLOYEE YEARS</b>											
Full Time		63.0	61.0	5.5	6.5	6.0	7.0	6.0	14.0	11.0	5.0
Overtime		0.7	0.6	0.1	0.0	0.2	0.1	0.1	0.0	0.1	0.0
Part Time, Temporary, Seasonal		3.3	3.9	0.6	0.0	0.4	1.2	0.0	0.9	0.3	0.5
Less: Vacancy Allowance		<u>2.8</u>	<u>2.6</u>	<u>0.2</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.6</u>	<u>0.5</u>	<u>0.1</u>
<b>Total</b>		<b>64.2</b>	<b>62.9</b>	<b>6.0</b>	<b>6.2</b>	<b>6.3</b>	<b>8.0</b>	<b>5.8</b>	<b>14.3</b>	<b>10.9</b>	<b>5.4</b>

**Mission Statement**

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

**Organization**



**Vital Customers**

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

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
<b>Equipment Services</b>				
Technician productivity	**	80.7%	**	80%
<b>Building Services</b>				
City building inventory	179	178	179	178
Buildings maintained (excludes foreclosed properties)	179	178	179	178

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF OPERATIONS & PARKS

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
<b>Solid Waste</b>				
Residential refuse tons collected and disposed	93,062	94,000	97,063	96,363
Commercial refuse collected and disposed (tons)	13,625	14,000	17,434	17,434
<b>Special Services</b>				
Roadway plow runs	12	11	17	17
Sidewalk plow runs	11	10	15	15
<b>Equipment Services</b>				
Satisfaction with service provision	**	100%	95%	100%
<b>Parks</b>				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2
<b>FINANCIAL/COST</b>				
<b>Equipment Services</b>				
Preventative maintenance performed on time	97.6%	97.3%	95%	95%
Dollars collected from warranted in house repairs (\$)	61,303	75,000	50,000	50,000
Repair work covered by warranty that is sent to vendor for repair (\$)	142,031	130,000	159,200	125,000
Parts credits received for core returns (\$)	36,592	55,100	33,800	45,000

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS

7-19

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>LEARNING AND INNOVATION</b>				
<b>Equipment Service</b>				
Employee job satisfaction	**	81.4%	75%	85%
Employees completing 25 yearly hours of training	65.1%	70%	60%	75%
Average hours of training per employee per year	29	30	30	30
Mechanics that possess Automotive Service Excellence certificates	41%	56.1%	50%	60%
Number of PESH recordable incidents per 100 employees	15.9	14.5	12.7	12.7

\*\* - Not Available

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	48,867,400	50,446,700	1,579,300
Employee Years	498.2	479.3	-18.9

**Change Detail**

Salary & Wage Adjustment	General		Vacancy Allowance	Miscellaneous	Major Change	Total
	<u>Inflation</u>	<u>Chargebacks</u>				
706,900	564,700	125,700	0	-39,800	221,800	1,579,300

**Major Change**

In lieu of depreciation charge to fund future capital purchases	1,193,700
Bureau personnel transactions activity	-731,200
Anticipated reduction in crude oil pricing result in savings	-262,500
A one-time budget reduction in 2009-10 does not recur	172,300
Reduce allocation for building maintenance due to budget restraints	-94,000
Productivity improvements result in savings	-34,800
Reduction in refuse tonnage result in savings	-34,600
Transfer of part time position from Commissioner's Office	30,900
Reduce utility charge allocation for Downtown District	-18,000



DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	21,396,241	21,416,700	22,000,400	22,203,400
Materials & Supplies	7,288,842	7,760,100	9,244,900	9,187,100
Services	19,338,833	20,230,500	22,082,000	21,932,800
Other	1,314,460	1,446,600	1,446,600	2,850,500
Total	<u>49,338,376</u>	<u>50,853,900</u>	<u>54,773,900</u>	<u>56,173,800</u>
Less: Intrafund Credit*	<u>5,105,000</u>	<u>5,344,300</u>	<u>5,906,500</u>	<u>5,727,100</u>
Total	44,233,376	45,509,600	48,867,400	50,446,700
Appropriation by Activity				
Director's Office	1,995,920	628,600	632,700	680,500
Solid Waste Collection	15,401,242	16,134,700	16,469,000	17,937,500
Special Services	10,604,308	12,613,200	14,351,900	14,170,100
Street Maintenance	2,275,441	0	0	0
Building Services	6,535,885	6,755,400	6,955,800	6,785,000
Equipment Services	10,378,682	10,882,800	12,457,700	12,522,600
Parks, Forestry & Open Spaces	<u>2,146,898</u>	<u>3,839,200</u>	<u>3,906,800</u>	<u>4,078,100</u>
Total	<u>49,338,376</u>	<u>50,853,900</u>	<u>54,773,900</u>	<u>56,173,800</u>
Less: Intrafund Credit*	<u>5,105,000</u>	<u>5,344,300</u>	<u>5,906,500</u>	<u>5,727,100</u>
Total	44,233,376	45,509,600	48,867,400	50,446,700
Employee Years by Activity				
Director's Office	32.4	7.4	7.4	7.7
Solid Waste Collection	109.0	114.8	111.9	112.1
Special Services	111.1	137.4	148.0	140.1
Street Maintenance	35.4	0.0	0.0	0.0
Building Services	89.1	86.9	87.0	82.5
Equipment Services	73.7	73.4	79.2	74.7
Parks, Forestry & Open Spaces	<u>35.4</u>	<u>63.4</u>	<u>64.7</u>	<u>62.2</u>
Total	486.1	483.3	498.2	479.3

\*Reflects chargeback for motor equipment.

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – DIRECTOR’S OFFICE

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	632,700	680,500	47,800
Employee Years	7.4	7.7	0.3

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy	Miscellaneous	Major Change	Total
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>			
13,200	1,000	-4,100	0	-2,200	39,900	47,800

**Major Change**

Technology position funded to drive future efficiencies	49,200
Secretarial position eliminated due to budget constraints	-40,200
Transfer part time position from Commissioner’s Office	30,900

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

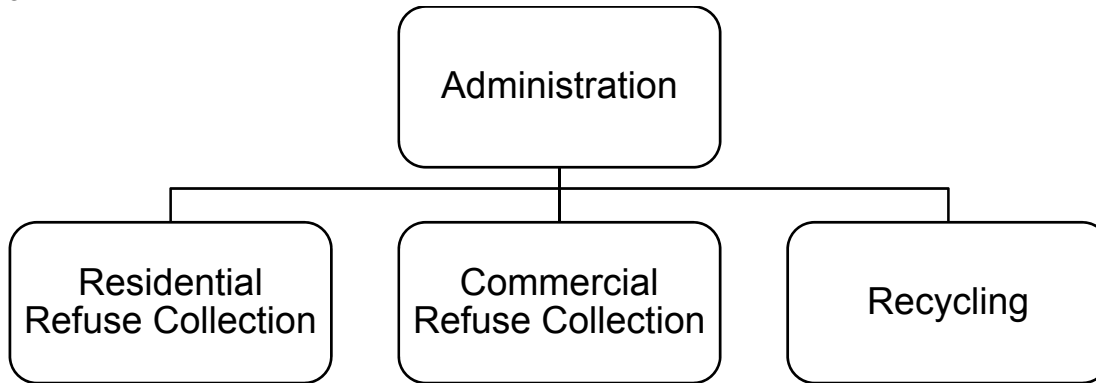
	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,536,391	526,500	523,900	577,000
Materials & Supplies	97,211	10,500	10,500	9,600
Services	362,318	91,600	98,300	93,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,995,920	628,600	632,700	680,500
Appropriation by Activity				
Administration	590,572	628,600	632,700	680,500
Downtown District Services	565,707	0	0	0
Forestry	<u>839,641</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,995,920	628,600	632,700	680,500
Employee Years by Activity				
Administration	6.3	7.4	7.4	7.7
Downtown District Services	11.8	0.0	0.0	0.0
Forestry	<u>14.3</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total	32.4	7.4	7.4	7.7

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

FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
35	Director of Operations	1.0	1.0
33	Deputy Director of Operations	1.0	0.0
31	Assistant Director of Operations	0.0	1.0
26	Assoc. Administrative Analyst	1.0	1.0
24	Senior Administrative Analyst	1.0	1.0
23	Technology Applications Specialist	1.0	2.0
16	Management Trainee	1.0	0.0
12	Project Assistant	0.0	1.0
11	Secretary	1.0	0.0
EMPLOYEE YEARS			
	Full Time	7.0	7.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.4	0.7
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
	Total	7.4	7.7

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – SOLID WASTE COLLECTIONS DIVISION

---

**Organization****Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	16,469,000	17,937,500	1,468,500
Employee Years	111.9	112.1	0.2

**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>		
206,600	109,600	16,500	0	-12,300	1,148,100	1,468,500	

**Major Change**

In lieu of depreciation charge to fund future capital purchases	1,193,700
Reduction in refuse tonnage result in savings	-34,600
Productivity improvements result in savings	-11,000

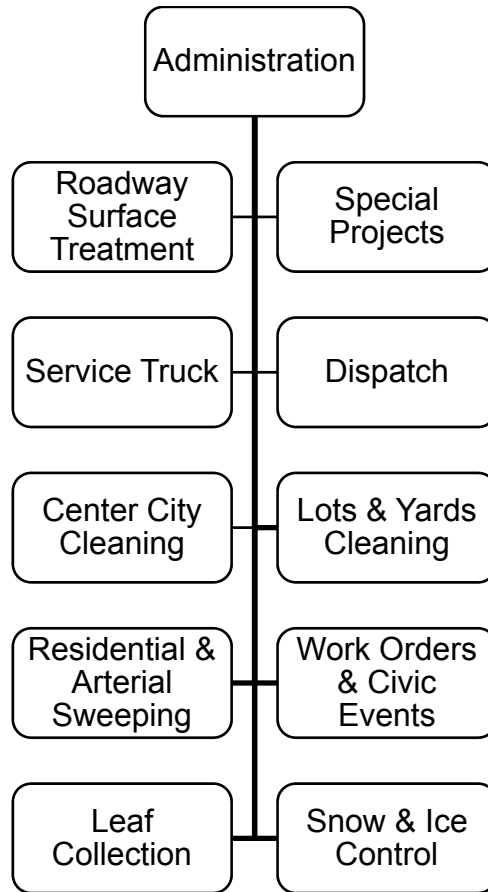
DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – SOLID WASTE COLLECTIONS DIVISION  
 EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	5,813,836	5,927,800	5,753,400	5,960,000
Materials & Supplies	264,616	232,000	232,000	217,500
Services	9,322,790	9,974,900	10,483,600	10,566,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,193,700</u>
Total	15,401,242	16,134,700	16,469,000	17,937,500
Appropriation by Activity				
Administration	2,174,744	2,168,800	2,198,600	3,510,900
Residential Refuse Collection	9,463,719	9,870,300	10,251,700	10,370,600
Commercial Refuse Collection	2,037,724	2,345,200	2,434,200	2,457,200
Recycling	<u>1,725,055</u>	<u>1,750,400</u>	<u>1,584,500</u>	<u>1,598,800</u>
Total	15,401,242	16,134,700	16,469,000	17,937,500
Employee Years by Activity				
Administration	9.1	9.4	9.4	9.4
Residential Refuse Collection	63.1	65.2	65.2	65.4
Commercial Refuse Collection	17.1	17.3	17.3	17.3
Recycling	<u>19.7</u>	<u>22.9</u>	<u>20.0</u>	<u>20.0</u>
Total	109.0	114.8	111.9	112.1

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

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2009-10	Approved 2010-11				
30	Refuse Operations Manager	1.0	1.0	1.0			
25	Operations Superintendent	1.0	1.0	1.0			
23	Asst. Operations Superintendent	4.0	4.0		3.0		1.0
23	Commercial Accounts Representative	1.0	1.0			1.0	
23	Technology Applications Specialist	1.0	1.0	1.0			
18	Municipal Assistant	1.0	1.0	1.0			
16	Fleet Maintenance Technician	1.0	1.0	1.0			
9	Clerk II	2.0	2.0	2.0			
69	Environmental Services Operator I	85.0	85.0		53.0	15.0	17.0
69	Envir. Services Operator I - 6 Day	1.0	1.0		1.0		
64	Dispatcher	1.5	1.5	1.5			
<b>EMPLOYEE YEARS</b>							
	Full Time	99.5	99.5	8.5	57.0	16.0	18.0
	Overtime	10.6	10.7	0.5	6.4	1.5	2.3
	Part Time, Temporary, Seasonal	3.3	3.4	0.5	2.9	0.0	0.0
	Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.1</u>	<u>0.9</u>	<u>0.2</u>	<u>0.3</u>
	<b>Total</b>	<b>111.9</b>	<b>112.1</b>	<b>9.4</b>	<b>65.4</b>	<b>17.3</b>	<b>20.0</b>

**Organization**



**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	14,351,900	14,170,100	-181,800
Employee Years	148.0	140.1	-7.9

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy			<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	
137,600	179,800	-241,200	0	-12,700	-245,300	-181,800



DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – SPECIAL SERVICES DIVISION

---

**Major Change**

Transfer of 3.9 full time equivalent positions to Parks & Open Spaces during the non sweeping season and results in a reduction in sweeping frequency as a budget constraint	-148,100
Reduce funding for seasonal positions as an efficiency measure	-103,500
Eliminate funding for temporary personnel for demolition of city owned vacant buildings as an efficiency measure, demolitions will be performed with existing full time staff	-87,100
A one-time budget reduction in 2009-10 does not recur	106,700
Productivity improvements result in savings	-13,300

**Program Change**

Realign Street Sweeping service to level of need as follows: Residential streets swept every six weeks rather than every seven to ten days. Arterial streets swept every third day rather than daily

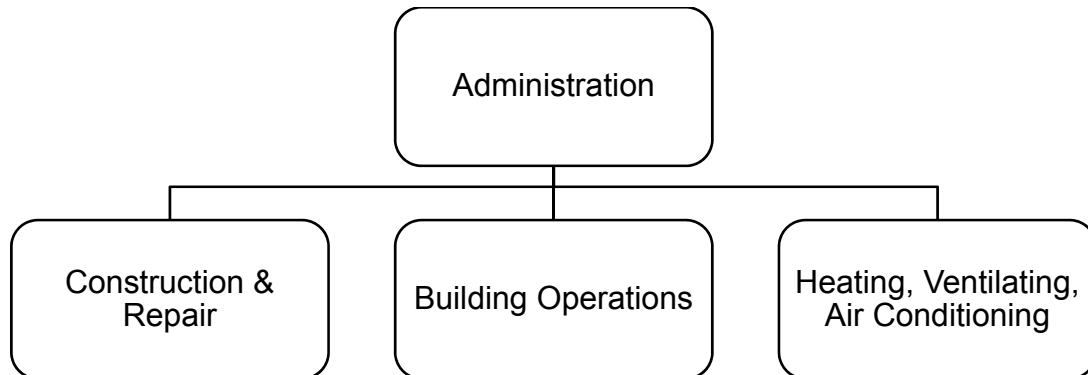
DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – SPECIAL SERVICES DIVISION  
 EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	4,457,828	5,586,500	6,023,000	5,952,700
Materials & Supplies	1,173,900	1,519,400	1,875,600	1,975,400
Services	4,972,580	5,507,300	6,453,300	6,242,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	10,604,308	12,613,200	14,351,900	14,170,100
Appropriation by Activity				
Administration	1,826,408	2,116,900	2,253,600	2,121,000
Roadway Surface Treatment	0	991,800	1,015,200	1,011,600
Special Projects	0	1,009,600	1,037,400	1,072,600
Service Truck	72,147	87,400	122,700	117,500
Dispatch	273,747	239,900	229,600	233,300
Center City Cleaning	299,198	279,100	282,100	245,900
Lots & Yards Cleaning	864,406	975,400	989,300	996,000
Residential & Arterial Sweeping	745,742	741,700	771,300	583,800
Work Orders & Civic Events	1,193,406	1,028,800	1,046,900	1,031,200
Leaf Collection	841,629	635,800	785,900	777,400
Snow & Ice Control	<u>4,487,625</u>	<u>4,506,800</u>	<u>5,817,900</u>	<u>5,979,800</u>
Total	10,604,308	12,613,200	14,351,900	14,170,100
Employee Years by Activity				
Administration	8.9	12.5	13.1	12.7
Roadway Surface Treatment	0.0	15.7	15.7	15.7
Special Projects	0.0	14.2	14.2	14.9
Service Truck	1.5	1.5	2.4	2.4
Dispatch	4.6	4.3	4.2	4.2
Center City Cleaning	7.5	6.2	6.3	5.5
Lots & Yards Cleaning	7.6	7.8	7.8	7.7
Residential & Arterial Sweeping	8.8	9.5	10.1	5.4
Work Orders & Civic Events	15.3	15.3	15.3	14.4
Leaf Collection	11.2	10.2	11.7	11.4
Snow & Ice Control	<u>45.7</u>	<u>40.2</u>	<u>47.2</u>	<u>45.8</u>
Total	111.1	137.4	148.0	140.1

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

FULL TIME POSITIONS			Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	
Br.	Title	Budget 2009-10												Approved 2010-11
30	Operations Manager	1.0	1.0											
25	Operations Superintendent	2.0	3.0	3.0										
24	Assistant to Operations Manager	1.0	0.0											
23	Asst. Operations Superintendent	3.0	3.0						0.6	0.6	0.5	0.3	1.0	
23	Asst. Operations Supt./Street Maint.	1.0	1.0	1.0										
23	Technology Applications Specialist	1.0	1.0	1.0										
19	Operations Supervisor	3.0	3.0						0.6		1.1	0.3	1.0	
19	Op. Supervisor, St. Maintenance	2.0	3.0		1.3	0.7							1.0	
18	Principal Engineering Technician	1.0	1.0	1.0										
16	Fleet Maintenance Technician	1.0	1.0	1.0										
15	Senior Dispatcher	1.0	1.0											
11	Clerk I	2.0	2.0	2.0			1.0							
9	Clerk II Bilingual	1.0	1.0	1.0										
65	Sr. Maintenance Mechanic Mason	1.0	0.0											
65	Sr. Maintenance Mechanic Welder	1.0	1.0			1.0								
64	Special Equipment Operator	4.0	4.0		2.0	1.0							1.0	
64	Dispatcher	2.5	2.5				2.5							
62	Senior Operations Worker	29.0	26.2		1.5	3.9			3.3	3.8	2.8	2.1	8.8	
57	Construction Supply Handler	1.0	1.0	1.0										
56	Grounds Equipment Operator	1.0	1.0						0.6			0.1	0.3	
41	Operations Worker	45.0	43.9		8.0	5.5	1.0	4.5	2.7	1.0	5.2	2.2	13.8	
<b>EMPLOYEE YEARS</b>														
	Full Time	104.5	100.6	12.0	12.8	12.1	1.0	3.5	4.5	7.8	5.4	9.6	5.0	26.9
	Overtime	32.0	31.0	1.0	2.4	1.8	0.9	0.8	0.8	0.2	0.2	3.7	3.5	15.7
	Part Time, Temporary, Seasonal	14.6	12.3	0.1	1.0	1.4	0.5	0.0	0.4	0.1	0.0	1.5	3.1	4.2
	Less: Vacancy Allowance	3.1	3.8	0.4	0.5	0.4	0.0	0.1	0.2	0.4	0.2	0.4	0.2	1.0
	<b>Total</b>	<b>148.0</b>	<b>140.1</b>	<b>12.7</b>	<b>15.7</b>	<b>14.9</b>	<b>2.4</b>	<b>4.2</b>	<b>5.5</b>	<b>7.7</b>	<b>5.4</b>	<b>14.4</b>	<b>11.4</b>	<b>45.8</b>

**Organization**



**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	6,955,800	6,785,000	-170,800
Employee Years	87.0	82.5	-4.5

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy	Miscellaneous		<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>				
24,100	40,200	-4,500	0	-6,900		-223,700	-170,800

**Major Change**

Eliminate two vacant and two filled full time positions due to budget constraints	-140,700
Reduce allocation for building maintenance due to budget constraints	-94,000
A one-time budget reduction in 2009-10 does not recur	11,000

**Program Change**

Reduced level of custodial maintenance in city facilities. All high access public areas and restrooms will be cleaned daily while all other areas to be cleaned every other day.

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

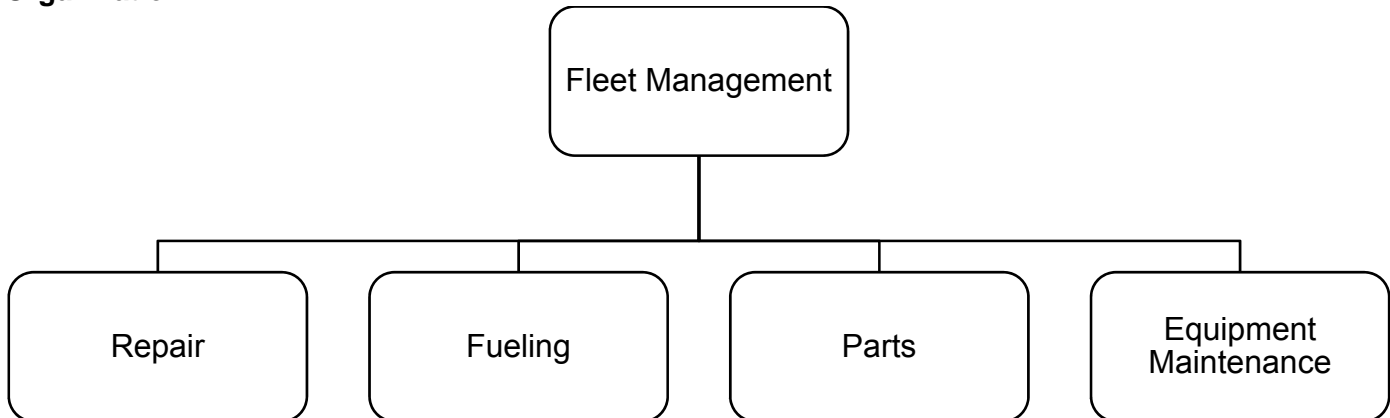
	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	3,562,382	3,511,100	3,525,200	3,419,600
Materials & Supplies	733,914	774,400	774,400	789,300
Services	2,239,589	2,469,900	2,656,200	2,576,100
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6,535,885	6,755,400	6,955,800	6,785,000
Appropriation by Activity				
Administration	560,900	554,600	543,100	566,100
Construction & Repair	1,928,208	1,591,200	1,709,200	1,655,400
Building Operations	2,957,474	3,573,700	3,670,800	3,529,200
Heating, Ventilating, Air Conditioning	<u>1,089,303</u>	<u>1,035,900</u>	<u>1,032,700</u>	<u>1,034,300</u>
Total	6,535,885	6,755,400	6,955,800	6,785,000
Employee Years by Activity				
Administration	5.4	5.2	5.2	5.3
Construction & Repair	24.6	21.9	23.9	22.3
Building Operations	44.8	46.3	44.4	41.4
Heating, Ventilating, Air Conditioning	<u>14.3</u>	<u>13.5</u>	<u>13.5</u>	<u>13.5</u>
Total	89.1	86.9	87.0	82.5

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

FULL TIME POSITIONS				Administration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning
Br.	Title	Budget 2009-10	Approved 2010-11				
30	Manager of Building Services	1	1	1			
25	Superintendent HVAC	1	1				1
24	Superintendent of Construction & Repair	1	1		1		
23	Superintendent Building Operations	2	2			2	
21	Asst. Superintendent of Construction & Repair	0	1		1		
21	Supervisor Carpentry Trades	1	0				
21	Supervisor of Electrical Trades	1	1		1		
21	Supervisor Structures & Equipment	1	1		1		
18	Building Supervisor	1	1			1	
18	Municipal Assistant	1	1	1			
18	Senior Supervising Stock Clerk	1	1	1			
15	Building Maintenance Supervisor	1	1			1	
11	Secretary	1	1	1			
6	Stock Clerk 80 Hours	1	1	1			
1	Cleaner	16	14			14	
65	Sr. Maintenance Mechanic/Buildings	2	2			2	
65	Sr. Maintenance Mechanic/Carpentry	5	5		5		
65	Sr. Maintenance Mechanic/Electrical	1	1		1		
65	Sr. Maintenance Mechanic/Mason	1	1		1		
65	Sr. Maintenance Mechanic/Pipefitter	1	2		2		
62	Senior Maintenance Mechanic	4	3		3		
60	Maintenance Mechanic	7	5		5		
57	Maintenance Worker	3	3			3	
52	Building Maintenance Helper	5	5			5	
152	Lead HVAC Engineer	2	2				2
151	HVAC Engineer	3	3				3
150	Assistant HVAC Engineer	7	7				7
<b>EMPLOYEE YEARS</b>							
Full Time		71.0	67.0	5.0	21.0	28.0	13.0
Overtime		4.2	3.8	0.1	1.9	1.3	0.5
Part Time, Temporary, Seasonal		14.6	14.3	0.4	0.2	13.2	0.5
Less: Vacancy Allowance		<u>2.8</u>	<u>2.6</u>	<u>0.2</u>	<u>0.8</u>	<u>1.1</u>	<u>0.5</u>
Total		87.0	82.5	5.3	22.3	41.4	13.5

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – EQUIPMENT SERVICES DIVISION

---

**Organization****Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	6,551,200	6,795,500	244,300
Employee Years	79.2	74.7	-4.5

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
202,800	120,300	375,700	0	-5,700	-448,800	244,300

**Major Change**

Anticipated reduction in crude oil pricing results in savings	-262,500
Eliminate three vacant, one filled full time positions and one vacant part time position as an efficiency measure	-199,800
A one-time budget reduction in 2009-10 does not recur	24,000
Productivity improvements result in savings	-10,500

**Program Change**

Change preventative maintenance program for marked police cruisers. Interval changed from 3,000 to 4,000 miles with the benefit of coordinated brake replacement reduces frequency of required maintenance.

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS –EQUIPMENT SERVICES DIVISION

7-35

**Chargebacks**

<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>
CITY COUNCIL & CLERK	1,800	500	ENVIRONMENTAL SERVICES		
			Commissioner	5,500	104,800
ADMINISTRATION			Architecture & Engineering	30,000	29,100
Mayor's Office	7,600	8,000	Operations & Parks	6,649,900	6,455,500
Management & Budget	200	200	Water	<u>469,200</u>	<u>455,100</u>
Communications	6,300	6,100	Total	7,154,600	7,044,500
Human Resource Mgt.	<u>5,600</u>	<u>8,300</u>			
Total	19,700	22,600	EMERGENCY COMMUNICATIONS	6,500	6,300
INFORMATION TECHNOLOGY	7,800	6,400	POLICE	3,974,600	3,855,400
FINANCE			FIRE	288,300	273,900
Treasury	12,300	5,800			
Assessment	100	100	LIBRARY		
Purchasing	600	900	Central Library	1,500	1,500
Parking	<u>22,900</u>	<u>22,200</u>	Community Library	<u>2,200</u>	<u>2,100</u>
Total	35,900	29,000	Total	3,700	3,600
NEIGHBORHOOD & BUSINESS DEVELOPMENT	11,700	13,600	RECREATION & YOUTH SERVICES		
			Commissioner	4,000	3,900
LAW	0	100	Recreation	41,800	33,600
			Special Services	<u>105,000</u>	<u>16,900</u>
			Total	150,800	54,400
			Total Interfund	5,748,900	5,583,200
			Total Intrafund	<u>5,906,500</u>	<u>5,727,100</u>
			CITY TOTAL	11,655,400	11,310,300



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

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	3,280,703	3,388,500	3,652,400	3,679,400
Materials & Supplies	4,492,176	4,934,500	6,063,100	5,900,900
Services	1,291,343	1,113,200	1,295,600	1,285,500
Other	<u>1,314,460</u>	<u>1,446,600</u>	<u>1,446,600</u>	<u>1,656,800</u>
Total	10,378,682	10,882,800	12,457,700	12,522,600
Less: Intrafund Credit*	<u>5,105,000</u>	<u>5,344,300</u>	<u>5,906,500</u>	<u>5,727,100</u>
Total	5,273,682	5,538,500	6,551,200	6,795,500
Appropriation by Activity				
Fleet Management	2,197,642	2,220,800	2,485,200	2,630,200
Repair	2,990,833	3,162,900	3,338,400	3,404,600
Fueling	2,824,604	3,235,300	4,363,900	4,180,100
Parts	2,228,142	2,148,100	2,161,700	2,197,700
Equipment Maintenance	<u>137,461</u>	<u>115,700</u>	<u>108,500</u>	<u>110,000</u>
Total	10,378,682	10,882,800	12,457,700	12,522,600
Less: Intrafund Credit*	<u>5,105,000</u>	<u>5,344,300</u>	<u>5,906,500</u>	<u>5,727,100</u>
Total	5,273,682	5,538,500	6,551,200	6,795,500
Employee Years by Activity				
Fleet Management	5.4	5.9	7.4	6.1
Repair	55.9	58.0	61.8	58.6
Fueling	1.0	0.0	0.0	0.0
Parts	8.3	7.9	8.4	8.4
Equipment Maintenance	<u>3.1</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
Total	73.7	73.4	79.2	74.7

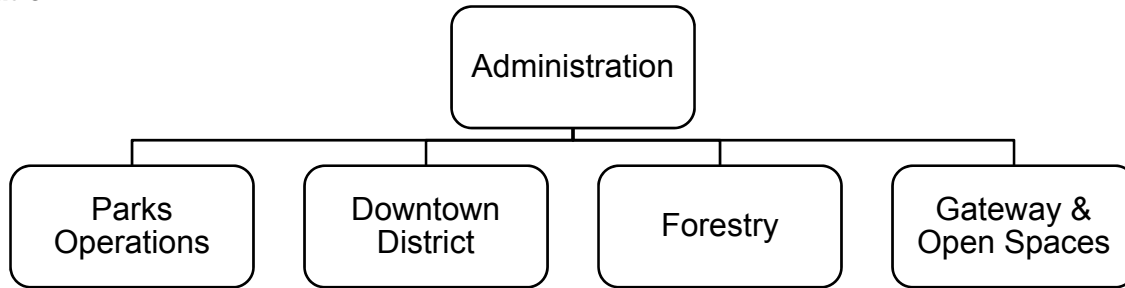
\*Reflects chargeback for motor equipment service.

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

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2009-10	Approved 2010-11				
30	Fleet Manager	1.0	1.0	1.0			
25	Service Manager	1.0	1.0		1.0		
24	Automotive Parts & Materials Manager	1.0	1.0			1.0	
24	Operations Analyst	1.0	0.0				
23	Assistant Service Manager	4.0	4.0		4.0		
23	Equipment Training Coordinator	1.0	1.0	1.0			
23	Warranty Specialist	1.0	1.0		1.0		
22	Equipment Analyst	1.0	1.0	1.0			
21	Parts Supervisor	1.0	1.0			1.0	
19	Mechanic Supervisor	2.0	2.0		2.0		
19	Senior Equipment Mechanic	1.0	1.0				1.0
18	Equipment Trainer	1.0	1.0	1.0			
17	Accountant	1.0	1.0	1.0			
17	Heavy Mechanic I	1.0	0.0				
17	Senior Auto Welder	1.0	1.0		1.0		
16	Sign Maker	1.0	1.0		1.0		
15	Heavy Mechanic II	17.0	16.0		16.0		
14	Sr. Auto Maintenance Mechanic	13.0	11.0		11.0		
14	Senior Auto Parts Clerk	2.0	2.0			2.0	
13	Fleet Service Writer	2.0	2.0		2.0		
11	Auto Parts Clerk	3.0	3.0			3.0	
5	Account Clerk	1.0	1.0	1.0			
70	Master Automotive Technician	3.0	6.0		6.0		
70	Master Truck Technician	5.0	4.0		4.0		
65	Auto Machinist	1.0	1.0			1.0	
61	Tire Repairer	2.0	2.0		2.0		
59	Heavy Equipment Aide	2.0	2.0		2.0		
58	Auto Aide	1.0	0.0				
<b>EMPLOYEE YEARS</b>							
Full Time		72.0	68.0	6.0	53.0	8.0	1.0
Overtime		6.2	6.5	0.1	5.9	0.4	0.1
Part Time, Temporary, Seasonal		1.9	1.1	0.0	0.5	0.1	0.5
Less: Vacancy Allowance		<u>0.9</u>	<u>0.9</u>	<u>0.0</u>	<u>0.8</u>	<u>0.1</u>	<u>0.0</u>
<b>Total</b>		<b>79.2</b>	<b>74.7</b>	<b>6.1</b>	<b>58.6</b>	<b>8.4</b>	<b>1.6</b>

DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – PARKS, FORESTRY & OPEN SPACES

---

**Organization****Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	3,906,800	4,078,100	171,300
Employee Years	64.7	62.2	-2.5

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy		<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>				
122,600	113,800	-16,700	0	0	-48,400		171,300

**Major Change**

Eliminate six filled and two vacant full time positions as an efficiency measure	-283,100
Transfer of 3.9 full time equivalent positions from Special Services during the non sweeping season for more efficient use of bureau personnel	148,100
Addition of supervisor position to increase service	54,500
A one-time budget reduction in 2009-10 does not recur	30,600
Add funding to Forestry for a seasonal position in lieu of a full time position	19,500
Reduce utility charge allocation for Downtown District	-18,000

**Program Change**

Downtown bus shelters no longer heated due to budget constraints.

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 OPERATIONS & PARKS – PARKS, FORESTRY & OPEN SPACES  
 EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
<b>Appropriation by Major Object</b>				
Personnel Expenses	1,274,870	2,476,300	2,522,500	2,614,700
Materials & Supplies	145,093	289,300	289,300	294,400
Services	726,935	1,073,600	1,095,000	1,169,000
Other	0	0	0	0
Total	2,146,898	3,839,200	3,906,800	4,078,100
<b>Appropriation by Activity</b>				
Administration	2,146,898	135,500	135,000	147,400
Parks Operations	0	2,150,600	2,139,300	2,211,600
Downtown District	0	610,500	595,800	630,400
Forestry	0	854,700	948,300	967,500
Gateway & Open Spaces	0	87,900	88,400	121,200
Total	2,146,898	3,839,200	3,906,800	4,078,100
<b>Employee Years by Activity</b>				
Administration	35.4	1.9	1.9	1.9
Parks Operations	0.0	32.6	33.5	30.7
Downtown District	0.0	11.8	11.5	11.8
Forestry	0.0	15.5	16.5	16.0
Gateway & Open Spaces	0.0	1.6	1.3	1.8
Total	35.4	63.4	64.7	62.2

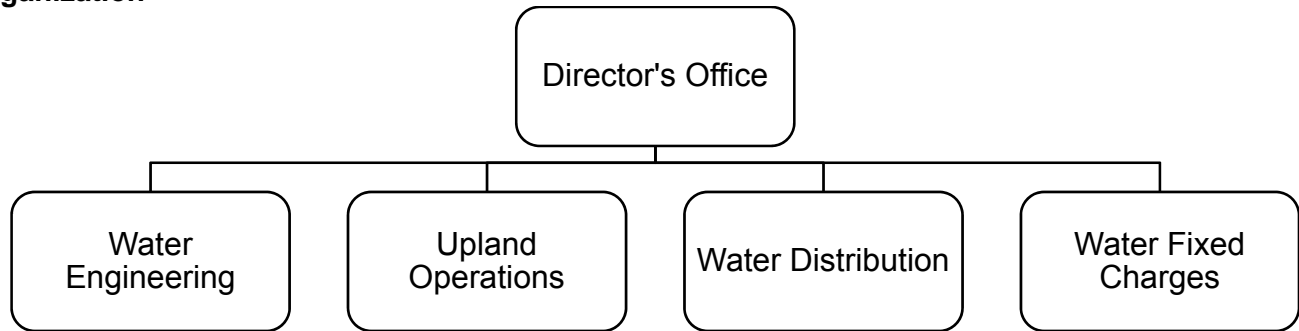
DEPARTMENT OF ENVIRONMENTAL SERVICES  
OPERATIONS & PARKS – PARKS, FORESTRY & OPEN SPACES  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Parks Operations	Downtown District	Forestry	Gateway & Open Spaces
Br.	Title	Budget 2009-10	Approved 2010-11					
30	Operations Manager	1.0	1.0	1.0				
25	City Forester	1.0	1.0				1.0	
25	Operations Superintendent	1.0	1.0		1.0			
23	Assistant Operations Superintendent	1.0	2.0			1.5		0.5
19	Forestry Operations Supervisor	1.0	1.0				1.0	
19	Parks Operations Supervisor	3.0	3.0		3.0			
18	Municipal Assistant	1.0	1.0	1.0				
17	Forestry Technician	4.0	4.0				4.0	
7	Clerk III with Typing	1.0	1.0				1.0	
66	Laborer 6 Day	1.0	1.0		1.0			
65	Sr. Forestry Worker	3.0	3.0				3.0	
64	Special Equipment Operator	1.0	1.0		1.0			
62	Senior Maintenance Mechanic	1.0	1.0		1.0			
62	Senior Operations Worker	0.0	2.8		2.8			
61	Crew Chief	4.0	0.0					
61	Forestry Worker	4.0	3.0				3.0	
56	Ground Equipment Operator	23.0	20.0		13.0	7.0		
41	Operations Worker	5.0	6.1		5.1	1.0		
<b>EMPLOYEE YEARS</b>								
Full Time		56.0	52.9	2.0	27.9	9.5	13.0	0.5
Overtime		4.1	4.3	0.0	2.0	1.4	0.9	0.0
Part Time, Temporary, Seasonal		6.6	7.1	0.0	1.9	1.3	2.6	1.3
Less: Vacancy Allowance		2.0	2.1	0.1	1.1	0.4	0.5	0.0
Total		64.7	62.2	1.9	30.7	11.8	16.0	1.8

**Mission Statement**

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

**Organization**



**Vital Customers**

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

**Critical Processes**

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

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Conduct Modernization Program: Pipe Replacement/Rehabilitation north of Rush Reservoir	Customer Service	First Quarter
Water Main extensions and improvements	Customer Service	Second Quarter
Complete negotiations with Monroe County Water Authority for new water sharing agreement	Customer Service	Second Quarter
Water and Reservoir System Policy adoptions	Customer Service	On-going

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF WATER

---

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>INTERNAL OPERATIONS</b>				
<b>Engineering</b>				
In-house design projects value (\$000)	4,269	4,280	3,116	3,836
In-house construction projects value (\$000)	3,550	3,464	3,264	3,950

**Water Production & Treatment**

Filtration plant production (million gallons per day)	37.3	37	37	37
---	------	----	----	----

**Water Distribution**

Water service interruption measure	258	281	350	300
Lost water measure	25%	22%	25%	23%

**CUSTOMER PERSPECTIVE****Water Distribution**

Complaints received--Water related	4,653	4,531	4,600	4,600
Investigations performed	11,207	12,167	9,000	11,000

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	22,478,500	25,284,700	2,806,200
Employee Years	139.5	139.3	-0.2

**Change Detail**

Salary & Wage	General	Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
213,400	108,400	32,200	0	4,900	2,447,300	2,806,200

DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF WATER

---

**Major Change**

In lieu of depreciation charge to fund future capital purchases	1,918,100
Increase return on investment to General Fund	1,000,000
Sale of Hemlock/Canadice watershed lands to New York State reduces property tax liability	-500,000
Increase allocation for reserve for uncollectable water bills	100,000
Energy efficiencies result in savings	-66,800
Productivity improvements result in savings	-4,000



DEPARTMENT OF ENVIRONMENTAL SERVICES  
BUREAU OF WATER  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	6,574,784	6,497,700	6,805,900	7,019,300
Materials & Supplies	1,291,566	1,499,800	1,499,800	1,544,900
Services	6,159,647	7,456,900	7,729,700	7,259,300
Other	<u>7,319,128</u>	<u>6,443,100</u>	<u>6,443,100</u>	<u>9,461,200</u>
Total	21,345,125	21,897,500	22,478,500	25,284,700
Appropriation by Activity				
Director's Office	1,127,065	1,357,800	1,517,900	3,404,700
Water Engineering	1,066,338	1,035,100	1,078,700	1,110,800
Upland Operations	5,782,876	6,736,200	7,033,200	6,571,100
Water Distribution	4,298,620	4,446,100	4,526,400	4,682,800
Parking Meter Operations	88,798	0	0	0
Water Fixed Charges	<u>8,981,428</u>	<u>8,322,300</u>	<u>8,322,300</u>	<u>9,515,300</u>
Total	21,345,125	21,897,500	22,478,500	25,284,700
Employee Years by Activity				
Director's Office	11.9	11.8	15.0	15.0
Water Engineering	16.2	15.9	16.5	16.5
Upland Operations	38.5	37.3	38.8	37.7
Water Distribution	67.4	68.0	69.2	70.1
Parking Meter Operations	<u>2.1</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total	136.1	133.0	139.5	139.3

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – DIRECTOR'S OFFICE

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,517,900	3,404,700	1,886,800
Employee Years	15.0	15.0	0.0

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy				<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
18,400	13,100	8,000	0	0	1,847,300	1,886,800	

**Major Change**

In lieu of depreciation charge to fund future capital purchases	1,918,100
Energy efficiencies result in savings	-66,800
Productivity improvements result in savings	-4,000

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

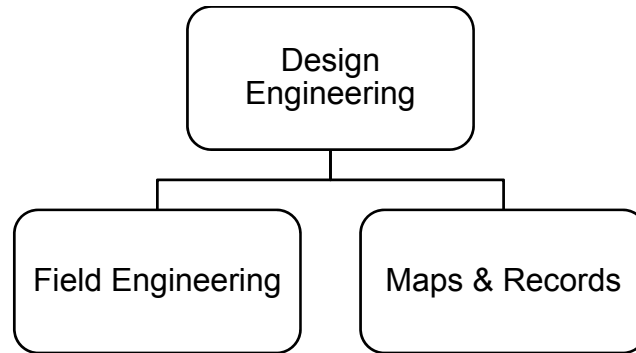
	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	685,501	677,800	818,400	836,800
Materials & Supplies	7,431	9,100	9,100	9,200
Services	434,133	670,900	690,400	640,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,918,100</u>
Total	1,127,065	1,357,800	1,517,900	3,404,700
Appropriation by Activity				
Director's Office	1,127,065	1,357,800	1,517,900	3,404,700
Employee Years by Activity				
Director's Office	11.9	11.8	15.0	15.0

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

FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
23	Materials, Equip & Facilities Coordinator	0	1
23	Parts & Materials Manager	1	0
23	Technology Applications Specialist	1	1
20	Executive Assistant	1	1
18	Municipal Assistant	1	1
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
13	Supervising Stock Clerk	1	1
9	Clerk II	0	1
9	Clerk II with Typing	1	0
65	Expediter	1	1
63	Water Maintenance Worker/Construction	1	1
60	Fleet & Facilities Attendant	0	1
57	Garage Attendant	1	0
<b>EMPLOYEE YEARS</b>			
Full Time		13.0	13.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		1.5	1.5
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		15.0	15.0

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – ENGINEERING DIVISION

---

**Organization****Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,078,700	1,110,800	32,100
Employee Years	16.5	16.5	0.0

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General</u>		<u>Vacancy</u>		<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Allowance</u>			
30,800	1,000	300	0	0	0	0	32,100

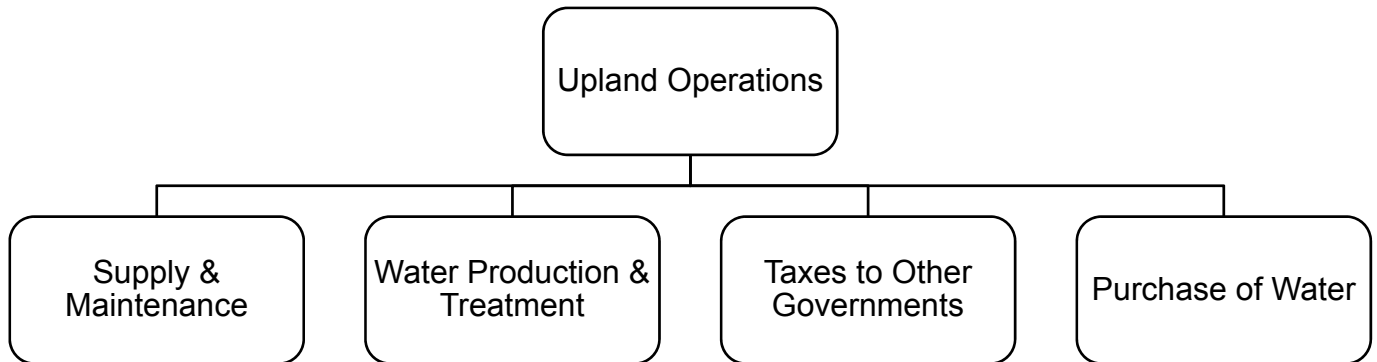
DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – ENGINEERING DIVISION  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	996,029	977,500	1,020,800	1,051,600
Materials & Supplies	16,481	20,700	20,700	21,000
Services	53,828	36,900	37,200	38,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,066,338	1,035,100	1,078,700	1,110,800
Appropriation by Activity				
Design Engineering	832,502	788,800	816,500	841,600
Field Engineering	176,570	183,900	194,600	199,900
Maps & Records	<u>57,266</u>	<u>62,400</u>	<u>67,600</u>	<u>69,300</u>
Total	1,066,338	1,035,100	1,078,700	1,110,800
Employee Years by Activity				
Design Engineering	11.6	11.0	11.5	11.5
Field Engineering	3.6	3.8	3.8	3.8
Maps & Records	<u>1.0</u>	<u>1.1</u>	<u>1.2</u>	<u>1.2</u>
Total	16.2	15.9	16.5	16.5

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – ENGINEERING DIVISION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2009-10	Approved 2010-11			
32	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	2	2	2		
26	Engineer III/Water	2	2	2		
24	Engineer	1	1	1		
21	Supervising Engineering Technician	1	1	1		
20	GIS Applications Specialist	1	1	1		
18	Principal Engineering Technician	6	5	1	3	1
18	Principal Engineering Technician-CADD	0	1	1		
12	Engineering Technician	1	1	1		
<b>EMPLOYEE YEARS</b>						
	Full Time	15.0	15.0	11.0	3.0	1.0
	Overtime	1.2	1.2	0.1	0.9	0.2
	Part Time, Temporary, Seasonal	0.6	0.6	0.6	0.0	0.0
	Less: Vacancy Allowance	<u>0.3</u>	<u>0.3</u>	<u>0.2</u>	<u>0.1</u>	<u>0.0</u>
	Total	16.5	16.5	11.5	3.8	1.2

**Organization**



**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	7,033,200	6,571,100	-462,100
Employee Years	38.8	37.7	-1.1

**Change Detail**

Salary & Wage <u>Adjustment</u>	General <u>Inflation</u>	<u>Chargebacks</u>	Vacancy <u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
61,600	62,900	-59,900	0	4,900	-531,600	-462,100

**Major Change**

Sale of Hemlock/Canadice watershed lands to New York State reduces property tax liability	-500,000
Transfer of position to Water Distribution Division	-31,600



DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – UPLAND OPERATIONS DIVISION  
EXPENDITURE SUMMARY

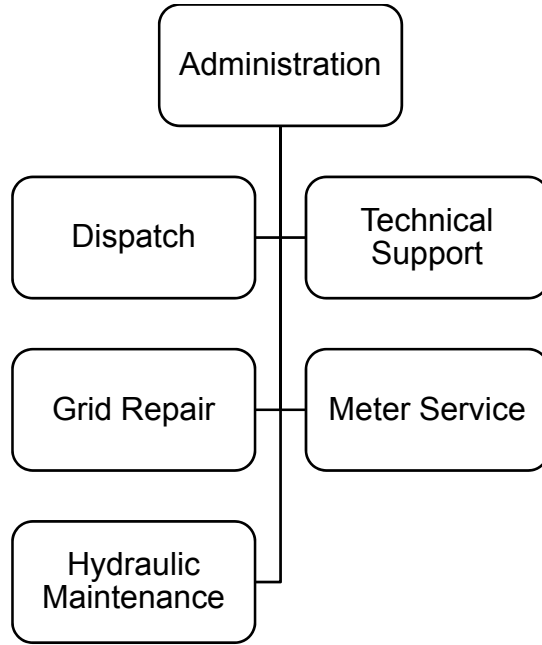
	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,892,479	1,856,300	1,930,900	1,960,900
Materials & Supplies	854,092	1,017,000	1,017,000	1,053,600
Services	3,036,305	3,862,900	4,085,300	3,556,600
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,782,876	6,736,200	7,033,200	6,571,100
Appropriation by Activity				
Supply & Maintenance	847,608	996,800	1,089,400	1,061,800
Water Production & Treatment	2,731,893	2,863,600	2,911,400	3,011,400
Taxes to Other Governments	1,191,757	1,225,800	1,225,800	747,900
Purchase of Water	<u>1,011,618</u>	<u>1,650,000</u>	<u>1,806,600</u>	<u>1,750,000</u>
Total	5,782,876	6,736,200	7,033,200	6,571,100
Employee Years by Activity				
Supply & Maintenance	12.6	11.5	12.7	11.7
Water Production & Treatment	<u>25.9</u>	<u>25.8</u>	<u>26.1</u>	<u>26.0</u>
	38.5	37.3	38.8	37.7

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – UPLAND OPERATIONS DIVISION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2009-10	Approved 2010-11		
32	Manager of Water Production	1	1		1
28	Assistant Manager of Water Production	1	1		1
25	Automated Systems Control Specialist	1	1		1
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	1	1	
23	Watershed Conservationist	1	1		1
21	Water Treatment Supervisor	1	1		1
20	Corrosion Technician	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	0	1		1
19	Water Quality Lab Technician	1	0		
18	Senior Reservoir Operator	1	1		1
18	Spvr. Of Water Supply Maintenance	0	1	1	
16	Water Plant Operator	6	6		6
15	Sr. Maint. Mech./Water Treatment	1	1		1
13	Administrative Secretary	1	1		1
65	Expediter	1	1	1	
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maint. Mechanic/Water Supply	3	2	2	
63	Water Supply Maint. Worker/Constr.	4	4	4	
61	Maint. Mechanic/Water Treatment	4	4		4
61	Water Maint. Worker/Water Treatment	1	0		
<b>EMPLOYEE YEARS</b>					
Full Time		35.0	34.0	10.0	24.0
Overtime		3.6	3.6	1.9	1.7
Part Time, Temporary, Seasonal		0.9	0.8	0.0	0.8
Less: Vacancy Allowance		<u>0.7</u>	<u>0.7</u>	<u>0.2</u>	<u>0.5</u>
Total		38.8	37.7	11.7	26.0

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER DISTRIBUTION DIVISION

**Organization**



**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	4,526,400	4,682,800	156,400
Employee Years	69.2	70.1	0.9

**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>
102,600	31,400	-9,200	0	0	31,600	156,400

**Major Change**

Transfer of position from Upland Operations Division	31,600
--	--------

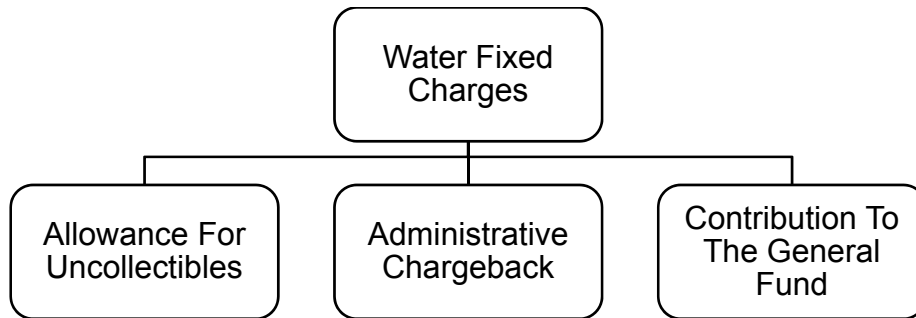
DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER DISTRIBUTION DIVISION  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	2,934,783	2,986,100	3,035,800	3,170,000
Materials & Supplies	410,680	453,000	453,000	461,100
Services	953,157	1,007,000	1,037,600	1,051,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,298,620	4,446,100	4,526,400	4,682,800
Appropriation by Activity				
Administration	594,366	582,300	612,900	619,000
Dispatch	275,560	300,800	290,900	296,300
Technical Support	373,688	289,300	378,700	446,000
Grid Repair	1,768,590	1,904,300	1,901,900	1,938,300
Meter Services	728,752	790,000	718,000	769,900
Hydraulic Maintenance	<u>557,664</u>	<u>579,400</u>	<u>624,000</u>	<u>613,300</u>
Total	4,298,620	4,446,100	4,526,400	4,682,800
Employee Years by Activity				
Administration	2.8	2.9	2.9	2.9
Dispatch	6.9	7.0	6.9	6.9
Technical Support	8.8	6.7	8.8	9.7
Grid Repair	19.3	21.2	21.2	21.2
Meter Service	15.3	16.4	14.6	15.6
Hydraulic Maintenance	<u>14.3</u>	<u>13.8</u>	<u>14.8</u>	<u>13.8</u>
Total	67.4	68.0	69.2	70.1

DEPARTMENT OF ENVIRONMENTAL SERVICES  
WATER – WATER DISTRIBUTION DIVISION  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2009-10	Approved 2010-11						
32	Manager of Water Distribution	1	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	2	2					2	
18	Supervising Water Distribution Technician	2	2						2
18	Water Operations Supervisor	0	3				3		
9	Clerk II	1	1	1					
65	Sr. Maint. Mech./Water Grid	4	1				1		
64	Water Distribution Technician	17	18			7		6	5
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	12	13				13		
62	Water Maintenance Worker	6	6			1	1		4
61	Meter Reader	4	4					4	
59	Water Distribution Trainee	3	2					1	1
<b>EMPLOYEE YEARS</b>									
	Full Time	64.0	65.0	3.0	6.0	9.0	19.0	15.0	13.0
	Overtime	5.4	5.3	0.0	1.0	0.9	2.0	0.9	0.5
	Part Time, Temporary, Seasonal	1.2	1.2	0.0	0.0	0.0	0.6	0.0	0.6
	Less: Vacancy Allowance	1.4	1.4	0.1	0.1	0.2	0.4	0.3	0.3
	<b>Total</b>	<b>69.2</b>	<b>70.1</b>	<b>2.9</b>	<b>6.9</b>	<b>9.7</b>	<b>21.2</b>	<b>15.6</b>	<b>13.8</b>

**Organization**



This section includes operating expenditures for the water supply system that cannot be directly attributed to an operating budget. The allowance for uncollectibles is an estimate of the delinquent amount of water charges that are not paid within two years. The administrative chargeback is an interfund charge that reimburses the General Fund for general administrative services provided to the enterprise funds, based on an indirect cost allocation formula. The administrative chargeback to the Water Fund for 2010-11 represents 5.7 percent of total Water Fund expenses incurred in 2008-09. Contribution to the General Fund: the Water Fund makes a contribution to the General Fund as payment in lieu of taxes on the Water Fund capital plant and as a return on investment.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	8,322,300	9,515,300	1,193,000

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
0	0	93,000	0	0	1,100,000	1,193,000

**Major Change**

Increase return on investment to General Fund	1,000,000
Increase allocation for reserve for uncollectable water bills	100,000

DEPARTMENT OF ENVIRONMENTAL SERVICES  
 WATER – WATER FIXED CHARGES  
 EXPENDITURE SUMMARY

---

Appropriation by Major Object

Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	1,668,500	1,879,200	1,879,200	1,972,200
Other	<u>7,312,928</u>	<u>6,443,100</u>	<u>6,443,100</u>	<u>7,543,100</u>
Total	8,981,428	8,322,300	8,322,300	9,515,300

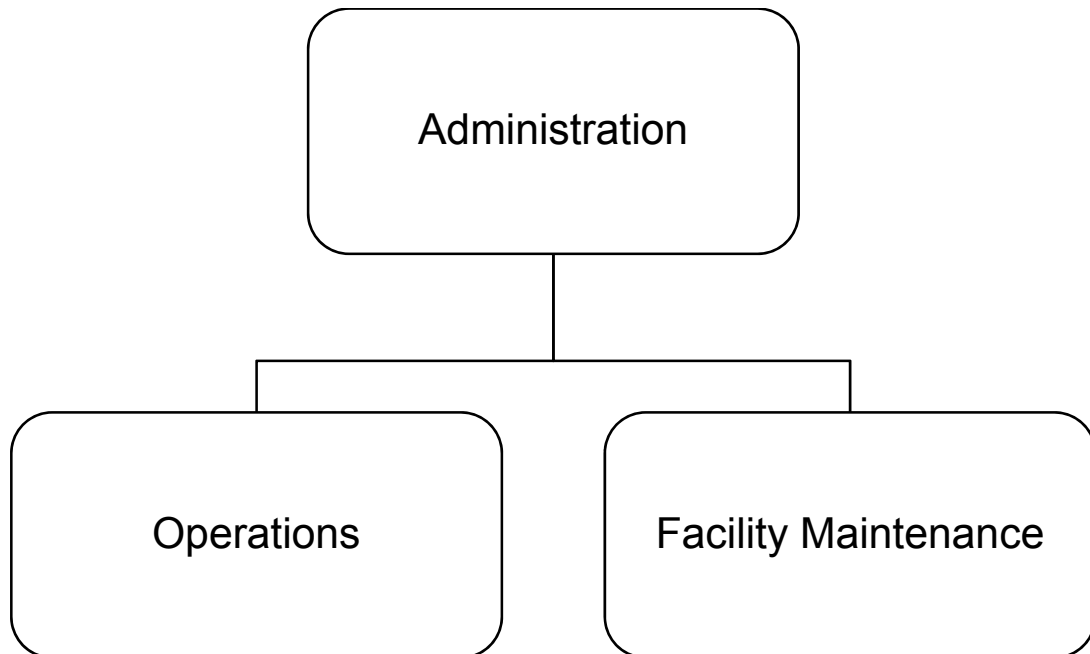
Appropriation by Activity

Allowance for Uncollectibles	2,719,828	1,850,000	1,850,000	1,950,000
Administrative Chargeback	1,668,500	1,879,200	1,879,200	1,972,200
Contribution to the General Fund	<u>4,593,100</u>	<u>4,593,100</u>	<u>4,593,100</u>	<u>5,593,100</u>
Total	8,981,428	8,322,300	8,322,300	9,515,300

---

**Mission Statement**

To support the City of Rochester's *One City 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.

**Organization**



---

**Vital Customers**

- External: City of Rochester and Monroe County residents, businesses, visitors, and travelers
- Internal: City of Rochester and Monroe County Police, Fire, and Emergency Medical Service subscriber agencies

**Critical Processes**

- Answer, collect information about, and document all calls to 9-1-1
- Provide processed 9-1-1 call data and event documentation services for all police, fire, and emergency medical service agencies in the City of Rochester and Monroe County
- Provide dispatch and communication services for participating agencies
- Provide primary and in-service training for personnel
- Prepare and monitor the budget
- Perform planning, personnel, purchasing and research functions
- Conduct facility maintenance

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

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Collaborate with neighboring counties to finalize the Public Safety Interoperable Communications Grant equipment installation, allowing for the opportunity to review surrounding county communications status and realize potential resource sharing prospects.	Public Safety	First Quarter
Organizationally consolidate the 311 Call Center with the Emergency Communications Department for 2011-12	Customer Service	Fourth Quarter
Provide support to consultant to continue system design and configuration of Public Safety Integrated Management System which involves Computer Aided Dispatch (CAD) Replacement, Automated Vehicle Locator Replacement, Jail Management System, Records Management System, and Mobile Data Terminal System	Public Safety	2012-13

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>INTERNAL OPERATIONS</b>				
9-1-1 Calls received (excluding administrative calls)	1,060,971	1,086,000	1,115,000	1,115,000
Calls dispatched:				
• Police (includes police-initiated)	1,010,481	1,054,242	1,069,000	1,060,000
• Fire	86,932	90,262	90,000	94,000
• Emergency medical service	<u>105,796</u>	<u>110,092</u>	<u>111,000</u>	<u>116,000</u>
• Total dispatched	1,203,209	1,254,596	1,270,000	1,270,000
Ring time (average in seconds)	5	5	6	6
Emergency Medical Dispatch Protocol Compliance	95.7%	90.0%	90.0%	90.0%
<b>CUSTOMER SERVICE</b>				
Caller complaints	240	295	200	300
Caller customer satisfaction (scale =1-4)	3.8	3.7	3.7	3.7
<b>FINANCIAL/COSTS</b>				
Operating cost per call	\$9.71	\$9.84	\$9.62	\$10.05
<b>LEARNING AND INNOVATION</b>				
Employee Training (hours)	16,826	10,488	12,000	12,000

**Year-To-Year Comparison**

	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
<u>Main Functions</u>				
Administration	708,900	745,000	36,100	5.1%
Operations	9,805,300	10,255,300	450,000	4.6%
Facility Maintenance	<u>207,600</u>	<u>210,400</u>	<u>2,800</u>	1.3%
Total	10,721,800	11,210,700	488,900	4.6%
Employee Years	198.6	196.7	-1.9	-1.0%

**Change Detail**

<u>Salary &amp; 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>
548,400	11,800	7,000	0	2,700	-81,000	488,900

---

**Major Change**

Overtime allocation is reduced to meet reduction in County funding	-93,800
Funding for telephone service is reduced to correspond to approved County budget levels	-16,400
Funding for miscellaneous equipment purchases is increased to correspond to approved County budget levels	16,300
Funding for professional service fees is increased to correspond to approved County budget levels	14,700
Funding for equipment maintenance and repair is increased to correspond to approved County budget levels	4,400
Funding for maintenance of exterior flower plantings is eliminated; Summer youth workers will maintain the exterior plantings	-4,000
Productivity improvements result in savings	-1,600
Funding for facility maintenance is reduced due to budget constraints	-600

EMERGENCY COMMUNICATIONS DEPARTMENT  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	9,197,495	9,482,200	9,424,500	9,879,100
Materials & Supplies	192,395	169,000	172,000	189,300
Services	921,244	1,033,600	1,125,300	1,142,300
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	10,311,134	10,684,800	10,721,800	11,210,700
Appropriation by Activity				
Administration	593,479	656,700	708,900	745,000
Operations	9,518,446	9,821,100	9,805,300	10,255,300
Facility Maintenance	<u>199,209</u>	<u>207,000</u>	<u>207,600</u>	<u>210,400</u>
Total	10,311,134	10,684,800	10,721,800	11,210,700
Employee Years by Activity				
Administration	7.0	7.0	7.0	7.0
Operations	<u>189.8</u>	<u>192.8</u>	<u>191.6</u>	<u>189.7</u>
Total	196.8	199.8	198.6	196.7

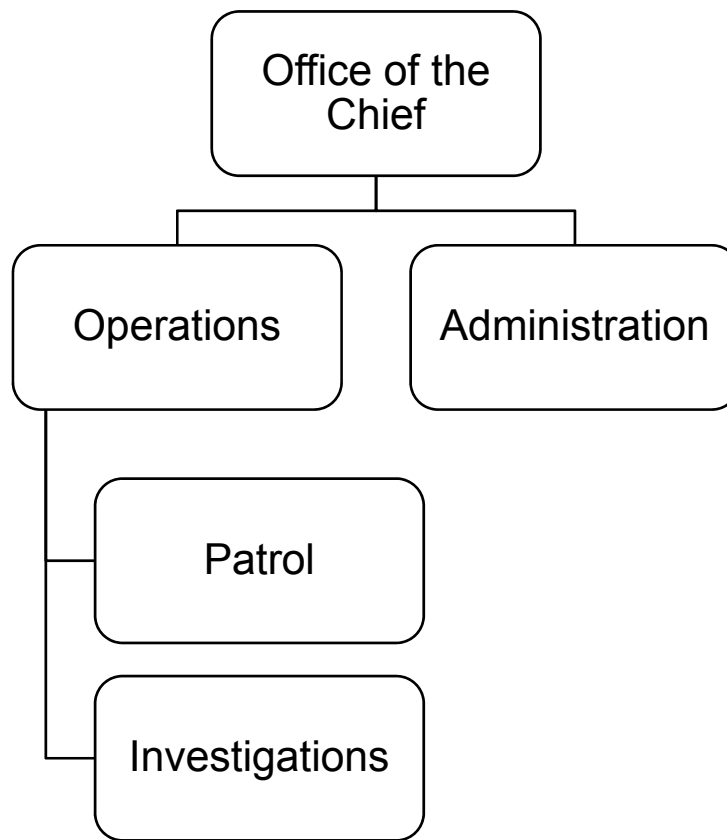
EMERGENCY COMMUNICATIONS DEPARTMENT  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Operations
Br.	Title	Budget 2009-10	Approved 2010-11		
36	ECC Director	1	1	1	
33	Deputy Director - ECC	1	1		1
27	911 Operations Manager	3	3		3
21	Shift Supervisor	13	13		13
200	ECC Trainer	1	1		1
200	CAD Information System Specialist	1	1		1
20	Executive Assistant	1	1	1	
190	EMD Quality Improvement Coordinator II	2	2		2
18	Secretary to the Director	1	1	1	
170	Dispatcher II	26	27		27
16	Administrative Assistant	1	1	1	
150	Dispatcher I	73	73		73
150	Dispatcher I Bilingual	4	3		3
12	Communications Research Assistant	1	1	1	
110	Telecommunicator	37	37		37
110	Telecommunicator Bilingual	2	2		2
7	Clerk III with Typing	1	1	1	
6	Research Technician	1	1	1	
EMPLOYEE YEARS					
Full Time		170.0	170.0	7.0	163.0
Overtime		18.2	16.3	0.0	16.3
Part Time, Temporary, Seasonal		10.4	10.4	0.0	10.4
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		198.6	196.7	7.0	189.7

---

**Mission Statement**

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



---

**Vital Customers**

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

**Critical Processes**

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

Highlights of the Department's 2010-11 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
<b>Office of the Chief:</b>		
Implement strategies and tactics to achieve 20% reduction in homicides and violent crime	Public Safety	Fourth Quarter
<b>Operations:</b>		
Partner with Information Technology to expand and enhance the overt surveillance camera project by installing 20 additional cameras and implementing upgrades and analytics that allow for more effective use of the system	Public Safety	Fourth Quarter
<b>Administration:</b>		
Partner with Information Technology and Finance to implement Red Light Camera photo enforcement system	Public Safety	First Quarter

**Year-To-Year Comparison**

<u>Bureaus</u>	<u>Budget</u> 2009-10	<u>Budget</u> 2010-11	<u>Change</u>	<u>Percent</u> <u>Change</u>
Office of the Chief	5,266,900	4,620,200	-646,700	-12.3%
Operations	56,691,100	58,108,500	1,417,400	2.5%
Administration	15,731,300	15,776,000	44,700	0.3%
Total	77,689,300	78,504,700	815,400	1.0%
Employee Years	958.9	963.3	4.4	0.5%

**Change Detail**

<u>Salary &amp; 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>
1,656,700	124,600	-114,700	235,400	-4,300	-1,082,300	815,400

---

**Major Change Highlights**

Overtime funding reduced by 60% due to budget constraints	-1,724,700
Salary funding to accommodate overhire and number of sworn positions as required by COPS Hiring Recovery Program grant	1,123,400
Funds included for annual operating cost of Red Light Camera photo enforcement system	500,000
Operation IMPACT VI (Integrated Municipal Police Anti-Crime Teams) Grant funds expire	-463,800
Salary funds to provide in house Security coverage at City-managed parking garages creates 1 full time Supervising Security Guard, 7 full time Security Guards and 15 part time Security Guards	445,500
First and second platoon coverage for Security Road Patrol and alarm monitoring eliminated due to budget constraints, results in elimination of 2 full time Supervising Security Guards and 10 full time Security Guards	-383,000
Salary funding for spring recruit class is eliminated due to budget constraints	-193,800
Intrafund credit for City-sponsored special events overtime implemented	-150,000
Allocation for special events overtime reduced	-100,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-75,000



## POLICE DEPARTMENT

Assignment of Authorized Positions  
2001-02 to 2010-11

<u>Year</u>	<u>Office of the Chief &amp; Administration</u>			<u>Operations</u>			<u>Department Total</u>		
	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>
2010-11	46	98.5	144.5	695	53	748	741	151.5	892.5
2009-10	46	98.5	144.5	695	56	751	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914
2006-07	65	95	160	661	56	717	726	151	877
2005-06	63	103	166	642	58	700	705	161	866
2004-05	61	104	165	645	59	704	706	163	869
2003-04	68	117	185	639	49	688	707	166	873
2002-03	65	110	175	643	55	698	708	165	873
2001-02	64	115	179	644	57	701	708	172	880

Authorized Sworn Positions  
2006-07 to 2010-11

<u>Positions</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
Chief	1	1	1	1	1
Executive Deputy Chief	0	0	1	1	1
Deputy Chief	2	2	2	2	2
Commander	3	3	3	3	3
Captain	14	12	10	9	9
Lieutenant	35	34	34	34	34
Sergeant	88	88	88	88	88
Police Officer (Investigator)	57	57	57	57	57
Police Officer	<u>526</u>	<u>544</u>	<u>545</u>	<u>546</u>	<u>546</u>
Total	726	741	741	741	741

POLICE DEPARTMENT  
EXPENDITURE SUMMARY

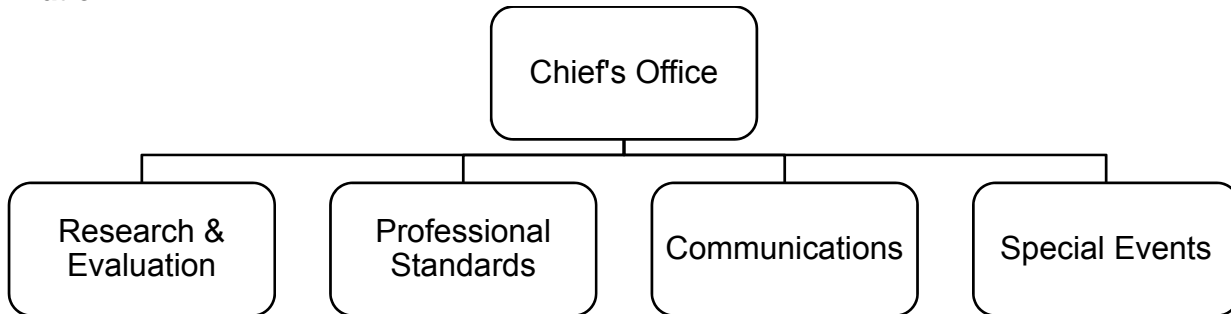
	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	68,323,259	66,928,400	66,539,100	67,193,300
Materials & Supplies	1,445,934	1,475,200	1,622,500	1,575,900
Services	9,561,481	8,937,000	9,527,700	9,735,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	79,330,674	77,340,600	77,689,300	78,504,700
Appropriation by Activity				
Office of the Chief	5,841,856	5,535,800	5,266,900	4,620,200
Operations	56,332,973	56,254,400	56,691,100	58,108,500
Administration	<u>17,155,845</u>	<u>15,550,400</u>	<u>15,731,300</u>	<u>15,776,000</u>
Total	79,330,674	77,340,600	77,689,300	78,504,700
Employee Years by Activity				
Office of the Chief	38.0	35.8	30.1	31.6
Operations	777.6	794.0	797.9	807.7
Administration	<u>151.8</u>	<u>137.2</u>	<u>130.9</u>	<u>124.0</u>
Total	967.4	967.0	958.9	963.3
NBD Allocation - Dollars				
	1,423,600	1,540,000	1,559,800	1,532,100
NBD Allocation - Employee Years				
	20.4	24.2	24.4	24.2

POLICE DEPARTMENT  
OFFICE OF THE CHIEF

### Mission Statement

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

### Organization



### Critical Processes

#### Chief's Office

- Conducts strategic planning, policy development, public relations
- Liaison with community and other Federal, State, and local law enforcement agencies
- Conducts labor relations and development projects

#### 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 Bureau of Human Resource Management in administration of department's health and safety program

#### Professional Standards

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

#### Communications

- Informs community and coordinates responses to inquiries from news media and public
- Supplies audio-visual and artwork assistance to production of promotional materials, annual reports, training programs
- Recruits civilians to unpaid positions in the department
- Administers internship program

**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

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Partner with RFD to develop comprehensive plan to significantly improve diversity in public safety ranks	Public Safety	Second Quarter
Implement strategies and tactics to achieve 20% reduction in homicides and violent crime	Public Safety	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
<b>Research &amp; Evaluation</b>				
Inspectional reports prepared	250	215	215	215
Grants administered	65	71	71	72
<b>Professional Standards</b>				
Incident reviews completed	20	30	25	25
Civil suit investigations completed	81	80	65	78
Accident reports completed	159	165	162	170
Subject resistance reports reviewed	852	880	832	845

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	5,266,900	4,620,200	-646,700
Employee Years	30.1	31.6	1.5

**Change Detail**

<b>Salary &amp; Wage Adjustment</b>	<b>General Inflation</b>	<b>Chargebacks</b>	<b>Vacancy Allowance</b>	<b>Miscellaneous</b>	<b>Major Change</b>	<b>Total</b>
67,400	7,500	1,300	-1,600	0	-721,300	-646,700

POLICE DEPARTMENT  
OFFICE OF THE CHIEF

---

---

**Major Change**

Operation IMPACT VI (Integrated Municipal Police Anti-Crime Teams) Grant funds expire	-463,800
Intrafund credit for City-sponsored special events overtime implemented	-150,000
Allocation for special events overtime reduced	-100,000
Public Relations Manager position added in 2009-10	60,800
Funding for Red Light Camera photo enforcement marketing campaign does not recur	-50,000
Overtime funds for Rochester City School District events do not recur	-30,000
Salary funding for on-call clerical position	20,700
Overtime funding reduced by 60% due to budget constraints	-10,000
Training funds transfer from Operations to consolidate expense	8,000
One time funding for Anti-Violence Community program does not recur	-7,000

POLICE DEPARTMENT  
OFFICE OF THE CHIEF  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	4,285,355	3,981,500	3,621,200	3,146,000
Materials & Supplies	73,330	70,100	70,500	14,400
Services	1,483,171	1,484,200	1,575,200	1,459,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5,841,856	5,535,800	5,266,900	4,620,200
Appropriation by Activity				
Chief's Office	2,531,670	2,445,600	2,585,200	2,586,100
Research & Evaluation	1,119,384	1,030,100	857,000	423,900
Professional Standards	1,801,738	1,836,100	816,200	817,400
Communications	141,838	99,100	168,500	234,800
Special Events	<u>247,226</u>	<u>124,900</u>	<u>840,000</u>	<u>558,000</u>
Total	5,841,856	5,535,800	5,266,900	4,620,200
Employee Years by Activity				
Chief's Office	9.0	9.9	11.0	11.0
Research & Evaluation	10.2	8.0	5.0	5.5
Professional Standards	14.3	14.1	9.1	9.1
Communications	2.5	2.0	3.0	4.0
Special Events	<u>2.0</u>	<u>1.8</u>	<u>2.0</u>	<u>2.0</u>
Total	38.0	35.8	30.1	31.6

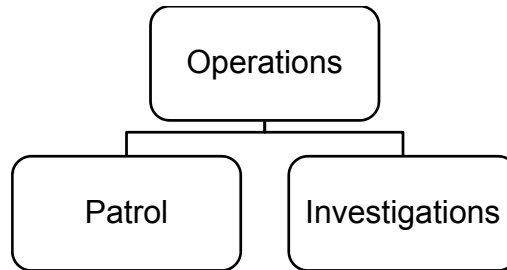
POLICE DEPARTMENT  
OFFICE OF THE CHIEF  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chiefs Office	Research & Evaluation	Professional Standards	Communi- cations	Special Events
Br.	Title	Budget 2009-10	Approved 2010-11					
98	Chief of Police	1	1	1				
197	Executive Deputy Chief	1	1	1				
97	Deputy Chief of Police	2	2	2				
94	Police Lieutenant	4	4	1	1	1		1
92	Police Sergeant	9	9	2	1	6		
90B	Police Officer (Investigator)	1	1	1				
90	Police Officer	4	4	1	1		1	1
25	Public Relations Manager	0	1				1	
24	Grants Specialist	1	1		1			
24	Police Program Grants Specialist	1	1		1			
20	Police Steno	2	2			2		
18	Police Artist	1	1				1	
18	Secretary to the Chief	1	1	1				
15	Volunteer Coordinator	1	1				1	
7	Clerk III with Typing	1	1	1				
<b>EMPLOYEE YEARS</b>								
Full Time		30.0	31.0	11.0	5.0	9.0	4.0	2.0
Overtime		0.1	0.1	0.0	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		0.2	0.7	0.0	0.7	0.0	0.0	0.0
Less: Vacancy Allowance		<u>0.2</u>	<u>0.2</u>	<u>0.0</u>	<u>0.2</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		30.1	31.6	11.0	5.5	9.1	4.0	2.0

**Mission**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by managing the Patrol Divisions East and West, Special Operations, Mounted Patrol, Youth Services, and Security units.

**Organization**



**2010-11 Fiscal Goals & Objectives Highlights**

Objective	Priorities Supported	Projected Completion
Partner with DES to prepare specifications for and purchase special teams vehicles (SCUBA, ETF, and Bomb Squad) using grant funds	Public Safety	First Quarter
Solicit request for proposals to evaluate efficiency of Security services	Public Safety	Second Quarter

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	56,691,100	58,108,500	1,417,400
Employee Years	797.9	807.7	9.8

**Change Detail**

Salary & Wage	General		Vacancy				Total
<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
1,282,800	25,400	9,100	375,500	-6,100	-269,300		1,417,400



POLICE DEPARTMENT  
OPERATIONS

---

---

**Major Change**

Overtime funding reduced by 60% due to budget constraints	-1,399,800
Salary funding to accommodate overhire and number of sworn positions as required by COPS Hiring Recovery Program grant	1,123,400
Salary funds to provide in house Security coverage at City-managed parking garages creates 1 full time Supervising Security Guard, 7 full time Security Guards and part time personnel	445,500
First and second platoon coverage for Security Road Patrol and alarm monitoring eliminated due to budget constraints, results in elimination of 2 full time Supervising Security Guards and 10 full time Security Guards	-383,000
Director of Business Intelligence added in 2009-10 to coordinate city-wide public safety data analysis	90,900
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-75,000
Net of grant funds expiration or reduction	-58,300
Funds for Security uniforms transfers to Administration to consolidate expense	-5,000
Training funds transfer to Chief's Office to consolidate expense	-8,000

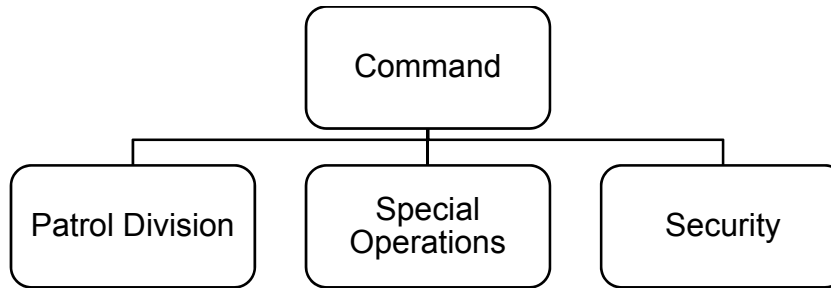
POLICE DEPARTMENT  
OPERATIONS  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	54,261,402	54,209,600	54,524,700	56,001,000
Materials & Supplies	577,656	562,600	597,500	599,300
Services	1,493,915	1,482,200	1,568,900	1,508,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	56,332,973	56,254,400	56,691,100	58,108,500
Appropriation by Activity				
Patrol	47,165,561	47,760,000	47,778,400	49,506,900
Investigations	<u>9,167,412</u>	<u>8,494,400</u>	<u>8,912,700</u>	<u>8,601,600</u>
Total	56,332,973	56,254,400	56,691,100	58,108,500
Employee Years by Activity				
Patrol	658.1	681.5	680.2	693.5
Investigations	<u>119.5</u>	<u>112.5</u>	<u>117.7</u>	<u>114.2</u>
Total	777.6	794.0	797.9	807.7

# POLICE DEPARTMENT OPERATIONS – PATROL

---

## Organization



## Critical Processes

### Patrol

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

### Special Operations

- Provides specialized field support services
- Tactical Unit provides directed patrol, crime-specific details, proactive investigative efforts, and technical equipment for specific crime problems
- K-9 unit provides canine support services to building searches and in tracking, as well as in nitrate and narcotic searches
- Mounted Patrol provides highly visible patrol and crowd control presence downtown, at special events, and in the event of disturbance
- Traffic Enforcement Unit
  - Enforces vehicle and parking regulations
  - Coordinates the School Traffic Officer program
  - Conducts alcohol-related enforcement counter measures and proactive traffic direction and control throughout the city
  - Handles complaints or suggestions concerning traffic-engineering deficiencies and transmits related data to Traffic Control Board
- Youth Services Unit
  - Develops and implements programs along with School Resource Officers (SROs) to prevent and control juvenile delinquency
  - Administers Department’s youth initiatives and serves as a liaison to Family Court and other social agencies
- Administers Bomb Squad, Emergency Task Force, SCUBA squad, Crisis Negotiation Team, Mobile Field Force

**Security**

- Provides guard service at key City facilities including City Hall, Department of Environmental Services' Operations Center and Bureau of Water, and during various City events
- Provides service at commercial and residential buildings acquired by City through foreclosure
- Mobile security patrol provides routine surveillance of City properties and secures firehouses and libraries when necessary
- Monitors security alarms at City facilities and some Rochester City School District buildings

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Partner with DES to prepare specifications for and purchase special teams vehicles (SCUBA, ETF, and Bomb Squad) using grant funds	Public Safety	First Quarter
Solicit request for proposals to evaluate efficiency of Security services	Public Safety	Second Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
<b>Eastside/Westside Patrol Divisions</b>				
Calls for service (all units):				
• Priority I	201,653	218,700	218,275	218,700
• All other	<u>194,230</u>	<u>223,300</u>	<u>223,300</u>	<u>223,300</u>
• Total calls	395,883	442,000	441,575	442,000
Calls handled by means other than dispatch	55,236	55,000	55,000	55,000
Motor vehicle accidents with injury	1,419	1,381	1,400	1,350
Investigations conducted:				
• Field & Closed	22,500	20,000	18,000	21,000
• Office	15,334	16,000	21,300	16,000
Uniform traffic summonses issued	40,143	30,500	39,500	31,000
Parking citations issued	94,238	60,500	98,500	20,000
Field information forms completed	11,451	17,000	11,000	17,000
Foot and bicycle patrol hours	26,900	40,000	20,300	45,000
Juvenile Warrants served	384	525	300	500
Juvenile arrests (under age 18)	2,234	2,500	2,900	2,500
Workload per officer:				
• Calls for service	1,036	1,217	1,199	1,139
• Reported crimes (Parts I and II)	106	115	90	100

**POLICE DEPARTMENT  
OPERATIONS – PATROL**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Percentage of crimes cleared (%)	56%	60%	44%	60%
Crimes cleared (#):				
• Homicide	27	15	27	20
• Rape	85	82	30	79
• Robbery	339	347	200	350
• Aggravated Assault	1,815	1,876	600	1,900
• Burglary	299	351	200	355
• Larceny	1,607	1,752	1,000	1,750
• Motor Vehicle Theft	307	301	165	300
• Arson	40	41	23	35
Firearms seized	687	800	900	800

**Security**

Response to alarms	400	600	350	200
Referrals to ECD for safety issues	1,800	2,000	1,300	700
Referrals to NBD for violations/board-ups	295	340	450	120

**CUSTOMER PERSPECTIVE**

Reported crimes:				
• Part I - Violent	3,307	3,026	1,880	2,420
• Part I - Property	11,299	10,556	11,410	8,445
• Part II	<u>26,987</u>	<u>28,140</u>	<u>19,900</u>	<u>28,100</u>
• Total reported crimes	41,593	41,722	33,190	38,965
Average response time (call to arrival) for Priority I calls (minutes)	12:19	12:00	12:00	12:00
Average response time (call to arrival) for Priority II calls (minutes)	21:11	21:00	51:00	20:00
Youth diverted	1,300	1,500	1,600	1,600
Youth picked up under curfew	1,281	0	350	0
Students picked up under truancy	494	610	650	650

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	47,778,400	49,506,900	1,728,500
Employee Years	680.2	693.5	13.3

POLICE DEPARTMENT  
OPERATIONS – PATROL

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
1,254,400	20,400	9,100	376,200	-6,100	74,500	1,728,500

**Major Change**

Salary funding to accommodate overhire and number of sworn positions as required by COPS	1,123,400
Hiring Recovery Program grant	
Overtime funding reduced by 60% due to budget constraints	-1,040,100
Salary funds to provide in house Security coverage at City-managed parking garages creates 1 full time Supervising Security Guard, 7 full time Security Guards and part time personnel	445,500
First and second platoon coverage for Security Road Patrol and alarm monitoring eliminated due to budget constraints, results in elimination of 2 full time Supervising Security Guards and 10 full time Security Guards	-383,000
Underage Tobacco grant funding expires	-27,000
Selective Traffic Enforcement Program (STEP) expires	-26,700
Training funds transfer to Chief's Office to consolidate expense	-8,000
Funds for Security uniforms transfers to Administration to consolidate expense	-5,000
Motor Vehicle Theft and Insurance Fraud Prevention grant funding expires	-4,600

**Program Change**

Parking citations issued decline due to transfer of civilian enforcement personnel to Finance in 2009-10. Intelligence-led policing leads to an increase in field information forms completed. Foot and bicycle patrol hours increase as a result of establishment of walking posts for downtown. Elimination of first platoon (12 a.m. to 8 a.m.) and second platoon (8 a.m. to 4 p.m.) coverage of Security Road Patrol reduces response to alarms and referrals for safety issues and board-ups. City facility alarm monitoring is consolidated with the Police Overt Digital Surveillance System (PODSS) center. Curfew law repealed in 2009-10.

POLICE DEPARTMENT  
OPERATIONS – PATROL  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	45,536,607	46,113,900	46,013,600	47,731,000
Materials & Supplies	428,994	436,100	442,300	442,200
Services	1,199,960	1,210,000	1,322,500	1,333,700
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	47,165,561	47,760,000	47,778,400	49,506,900
Appropriation by Activity				
Command	402,675	221,200	817,300	739,300
Patrol Division (Section Patrol)	34,590,254	35,329,700	34,680,800	36,059,700
Special Operations	10,402,203	10,439,200	10,343,500	10,721,900
Security	<u>1,770,429</u>	<u>1,769,900</u>	<u>1,936,800</u>	<u>1,986,000</u>
Total	47,165,561	47,760,000	47,778,400	49,506,900
Employee Years by Activity				
Command	4.2	3.6	7.0	7.0
Patrol Division (Section Patrol)	508.6	542.0	536.9	516.8
Special Operations	104.4	100.9	98.5	128.6
Security	<u>40.9</u>	<u>35.0</u>	<u>37.8</u>	<u>41.1</u>
Total	658.1	681.5	680.2	693.5

POLICE DEPARTMENT  
OPERATIONS – PATROL  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Division	Special Operations	Security
Br.	Title	Budget 2009-10	Approved 2010-11				
96	Police Commander	3	3	2		1	
95	Police Captain	7	7	3	4		
94	Police Lieutenant	25	25		22	3	
92	Police Sergeant	59	59	1	48	10	
90B	Police Officer (Investigator)	34	34		33	1	
90	Police Officer	479	479		368	111	
29	Chief of Security Operations	1	1				1
16	Supervising Security Guard	5	4				4
11	Secretary	1	1	1			
9	Clerk II	1	1			1	
7	Clerk III with Typing	2	2		2		
52	Security Guard	26	23				23
<b>EMPLOYEE YEARS</b>							
Full Time		643.0	639.0	7.0	477.0	127.0	28.0
Overtime		27.3	11.0	0.0	9.1	1.3	0.6
Part Time, Temporary, Seasonal		16.2	43.7	0.0	30.8	0.3	12.6
Less: Vacancy Allowance		6.3	0.2	0.0	0.1	0.0	0.1
Total		680.2	693.5	7.0	516.8	128.6	41.1

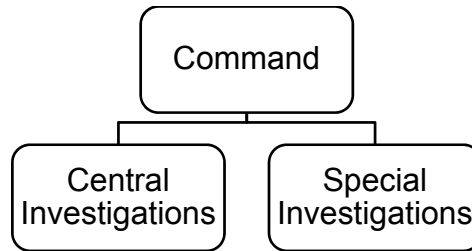
The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NSC offices and are shown here for reference only.			
Br.	Title	Budget 2009-10	Approved 2010-11
94	Police Lieutenant	4	4
90	Police Officer	20	20
<b>EMPLOYEE YEARS</b>			
Full Time		24.0	24.0
Overtime		0.4	0.2
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.4	24.2



**POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS**

---

**Organization**



**Investigations**

**Critical Processes**

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

**Central Investigations**

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

**Special Investigations Section**

- Investigates illegal narcotics activities, illegal sale and distribution of liquor and tobacco, vice (organized prostitution, pornography, gambling), illegal weapons, trafficking, organized crime
- Provides surveillance and intelligence services in support of investigations
- Work in joint task forces with Federal, State, and local law enforcement agencies
- Crime analysts review crime investigation reports, investigative action reports, and field interview forms
- Crime analysts work with Monroe Crime Analysis Center to develop intelligence products that improve ability to reduce Part I crime

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Collaborate with City Clerk and Law to implement enhanced monitoring of licensed towing contractors	Public Safety	First Quarter
Partner with Information Technology to expand and enhance the overt surveillance camera project by installing 20 additional cameras and implementing upgrades and analytics that allow for more effective use of the system	Public Safety	Fourth Quarter

POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS

9–21

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>INTERNAL OPERATIONS</b>				
<b>Central Investigations</b>				
Arson Investigations conducted	372	350	330	315
Arrests - Child Abuse	64	100	70	100
SAFIS identifications	253	271	275	275
<b>Special Investigations</b>				
Cases closed	910	1,400	1,200	1,200
Narcotics/Intelligence arrests	389	370	400	400
GRANET/FSU/VCT Arrests	157	380	200	200
Drugs seized:				
• Cocaine (kilograms)	20.0	8.0	20.0	20.0
• Heroin (grams)	414.6	140.0	500.0	500.0
• Marijuana (kilograms)	1,088	600.0	500.00	500.0
Weapons seized:				
• Handguns	114	50	60	60
• Shotguns and rifles	60	140	50	50
Vehicles seized	7	10	5	5
Arrests resulting from surveillance camera footage	N/A	300	N/A	250
N/A – Not applicable				

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	8,912,700	8,601,600	-311,100
Employee Years	117.7	114.2	-3.5

**Change Detail**

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
28,400	5,000	0	-700	0	-343,800	-311,100

POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS

---

---

**Major Change**

Overtime funding reduced by 60% due to budget constraints	-359,700
Director of Business Intelligence added in 2009-10 to coordinate city-wide public safety data analysis	90,900
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-75,000

**Program Change**

Increased public education and contact with Bivona Child Advocacy Center increases arrests for child abuse. Single arrest in 2009-10 included multiple shotguns and rifles seized. Management level position added in 2009-10 to coordinate public safety data analysis as it relates to city-wide public safety strategies and initiatives.

POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	8,724,795	8,095,700	8,511,100	8,270,000
Materials & Supplies	148,662	126,500	155,200	157,100
Services	293,955	272,200	246,400	174,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	9,167,412	8,494,400	8,912,700	8,601,600
Appropriation by Activity				
Command	446,084	422,200	297,600	298,000
Central Investigations	3,950,313	3,674,700	3,875,100	3,774,900
Special Investigations	<u>4,771,015</u>	<u>4,397,500</u>	<u>4,740,000</u>	<u>4,528,700</u>
Total	9,167,412	8,494,400	8,912,700	8,601,600
Employee Years by Activity				
Command	2.8	2.8	1.0	1.0
Central Investigations	59.5	54.3	56.0	54.4
Special Investigations	<u>57.2</u>	<u>55.4</u>	<u>60.7</u>	<u>58.8</u>
Total	119.5	112.5	117.7	114.2

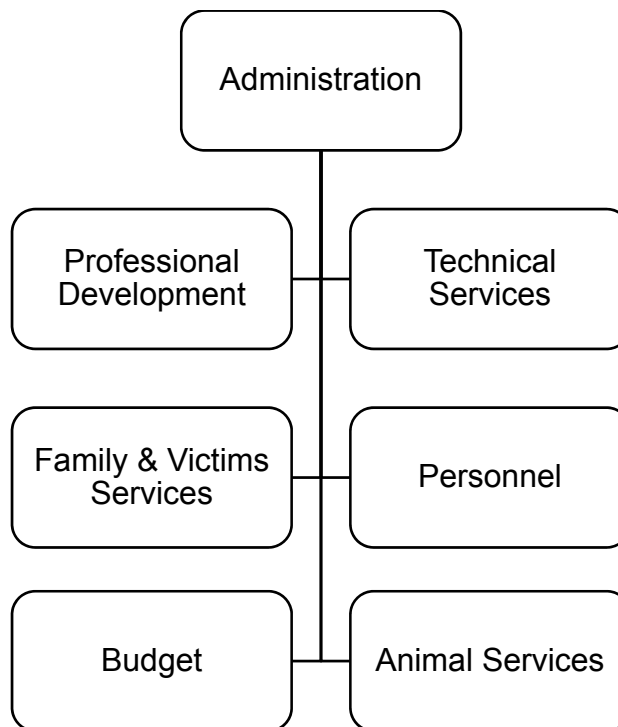
POLICE DEPARTMENT  
OPERATIONS – INVESTIGATIONS  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Central Investigations	Special Investigations
Br.	Title	Budget 2009-10	Approved 2010-11			
95	Police Captain	2	2	1		1
94	Police Lieutenant	3	3		1	2
92	Police Sergeant	14	14		5	9
90B	Police Officer (Investigator)	22	22		20	2
90	Police Officer	48	48		12	36
33	Director of Business Intelligence	0	1			1
27	Senior Crime Research Specialist	1	1			1
24	Crime Research Specialist	3	3			3
16	Police Evidence Technician	7	7		7	
16	Supervisor Police Photo Lab	1	1		1	
11	Secretary	1	1			1
11	Senior Photo Lab Technician	1	1		1	
9	Clerk II	4	4		3	1
7	Clerk III with Typing	2	2		2	
<b>EMPLOYEE YEARS</b>						
	Full Time	109.0	110.0	1.0	52.0	57.0
	Overtime	7.6	3.1	0.0	1.1	2.0
	Part Time, Temporary, Seasonal	1.5	1.5	0.0	1.5	0.0
	Less: Vacancy Allowance	<u>0.4</u>	<u>0.4</u>	<u>0.0</u>	<u>0.2</u>	<u>0.2</u>
	<b>Total</b>	<b>117.7</b>	<b>114.2</b>	<b>1.0</b>	<b>54.4</b>	<b>58.8</b>

**Mission**

To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by providing administrative support services necessary to Department operations, and by overseeing the Officer Assistance Program that provides crisis intervention and stress counseling services to members and their families.

**Organization**



**Critical Processes**

- ❑ **Professional Development** administers the department's training programs, including roll call, recruit, civilian (pre-service) and in-service training.
  - Firearms Training Unit coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records.
  - In-Service Training Unit plans and develops training and special programs.
  - Recruitment and Field Training Unit coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division.
  - Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants.
  - Background and Recruitment Unit actively works with the Bureau of Human Resource Management to recruit new officers and conduct background research.
- ❑ **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets.
  - Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles.
  - Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies.
  - Firearms Investigation Unit examines firearms coming into the custody of the department and conducts background investigations per federal law on all individuals requesting to purchase handguns within the city.

POLICE DEPARTMENT  
ADMINISTRATION

---

- The Headquarters and Records Unit houses criminal and accident records, and conducts manual and automated record and warrant checks, using both local files and the statewide New York State Police Information Network (NYSPIN) system.
  - Provides central duplication services, responds to walk-up complaints and information requests, and issues copies of reports as legally required.
  - Information Services unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval, and security of Department reports.
  - Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records.
  - Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems.
  - Court Liaison unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings.
  - Call Reduction Unit provides sworn personnel to handle calls referred from the 311 non-emergency response number and to take police reports over the phone.
  - Identification Unit takes fingerprints and maintains manual and automated photograph and fingerprint files.
  - Paralegal Unit assists sworn personnel in the preparation of selected forms and reports for Grand Jury packages, tracking felony cases submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court.
  - Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communication with police officers on the street.
- **Family & Victims Services** provides direct public services through the Family Crisis Intervention Team (FACIT), which assists patrol officers responding to reported family disputes, and the Victim Assistance Unit (VAU), which counsels crime victims and assists them in dealing with the justice system.
  - Coordinates the "Restorative Justice" project under the Juvenile Accountability Block Grant (JABG).
  - Unit costs are partially underwritten by the New York State Crime Victims Board.
- **Personnel** provides personnel management, including job classification, hiring and promotion, payroll, and record maintenance
- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.
  - Reviews all claims, requisitions, and contracts, and purchases central supplies and services.
- **Animal Services** responds to animal-related complaints, impounds unleashed, surrendered, and stray pets, issues summonses for animal ordinance violations, and deals with injured or menacing animals.
  - Makes available unclaimed dogs and cats for public adoption
  - Enforces laws against vicious animals
  - Provides shelter and veterinary care for impounded animals after a specified holding period
  - Assists department in hazardous situations involving animals
  - Operates low-income spay/neuter program

---

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Partner with Information Technology and Finance to implement Red Light Camera photo enforcement system	Public Safety	First Quarter
Recruit and hire Police Officers for Summer recruit class	Public Safety	First Quarter
Partner with RFD to develop comprehensive plan to significantly improve diversity in public safety ranks	Public Safety	Second Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>LEARNING AND INNOVATION</b>				
<b>Professional Development</b>				
Recruit training slots	80	23	0	25
Applicants for Police Officer exam	2,292	3,300	2,800	3,000
New officers trained:				
• Academy	80	23	0	25
• Field Training	57	23	38	25
<b>INTERNAL OPERATIONS</b>				
<b>Technical Services</b>				
Property lots disposed	6,400	14,700	8,800	20,000
Vehicles disposed of:				
• Sold at auction	1,592	1,500	1,200	1,200
• Sold for salvage	31	10	30	10
<b>FINANCIAL/COST</b>				
Average sale price (vehicles)	343	215	320	200
<b>INTERNAL OPERATIONS</b>				
<b>Family &amp; Victims Services</b>				
FACIT responses	4,174	5,500	5,100	5,145
Victim assistance contacts	3,639	4,800	5,200	5,300



**POLICE DEPARTMENT  
ADMINISTRATION**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>Animal Services</b>				
Service requests	15,624	15,800	15,000	15,500
Tickets issued	1,899	1,750	1,800	1,700

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	15,731,300	15,776,000	44,700
Employee Years	130.9	124.0	-6.9

**Change Detail**

	<u>General</u>			<u>Vacancy</u>		<u>Total</u>
	<u>Adjustment</u>	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	
	306,500	91,700	-125,100	-138,500	1,800	-91,700
					<u>Major Change</u>	

**Major Change**

Funds included for annual operating cost of Red Light Camera photo enforcement system	500,000
Overtime funding reduced by 60% due to budget constraints	-314,900
Salary funding for spring recruit class is eliminated due to budget constraints	-193,800
A vacant personnel position is eliminated as an efficiency measure	-67,600
Funds for towing services are reduced due to historical use patterns	-65,000
Salary funding for part time clerical positions to assist with data entry	35,200
Funding for on call Police Identification Technician	9,400
Funds for Security uniforms transfers from Operations to consolidate expense	5,000

**Program Change**

Property lots disposed increase as new location for drug burns allows for large backlog of drug lots to be destroyed. Reduction in price of steel reduces average sale price for surplus vehicles. City facility alarm monitoring is consolidated with the Police Overt Digital Surveillance System (PODSS) center. FACIT responses and victims assistance contacts increase with administration of Stop Violence Against Women Recovery Act (VAWA) grant and Domestic Abuse Response Team (DART) grant.

POLICE DEPARTMENT  
ADMINISTRATION  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	9,776,502	8,737,300	8,393,200	8,046,300
Materials & Supplies	794,948	842,500	954,500	962,200
Services	6,584,395	5,970,600	6,383,600	6,767,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	17,155,845	15,550,400	15,731,300	15,776,000
Appropriation by Activity				
Professional Development	3,574,102	2,335,900	3,126,000	2,646,400
Technical Services	9,447,858	9,929,600	9,047,900	9,546,000
Family & Victim Services	737,713	721,300	820,400	790,700
Personnel	1,128,848	681,100	691,600	731,500
Budget	1,225,255	755,500	888,900	913,200
Animal Services	<u>1,042,069</u>	<u>1,127,000</u>	<u>1,156,500</u>	<u>1,148,200</u>
Total	17,155,845	15,550,400	15,731,300	15,776,000
Employee Years by Activity				
Professional Development	20.3	7.3	17.8	11.6
Technical Services	89.9	88.7	70.3	70.2
Family & Victim Services	13.1	12.2	13.7	14.2
Personnel	4.4	4.3	4.3	3.8
Budget	2.9	3.3	3.4	3.4
Animal Services	<u>21.2</u>	<u>21.4</u>	<u>21.4</u>	<u>20.8</u>
Total	151.8	137.2	130.9	124.0

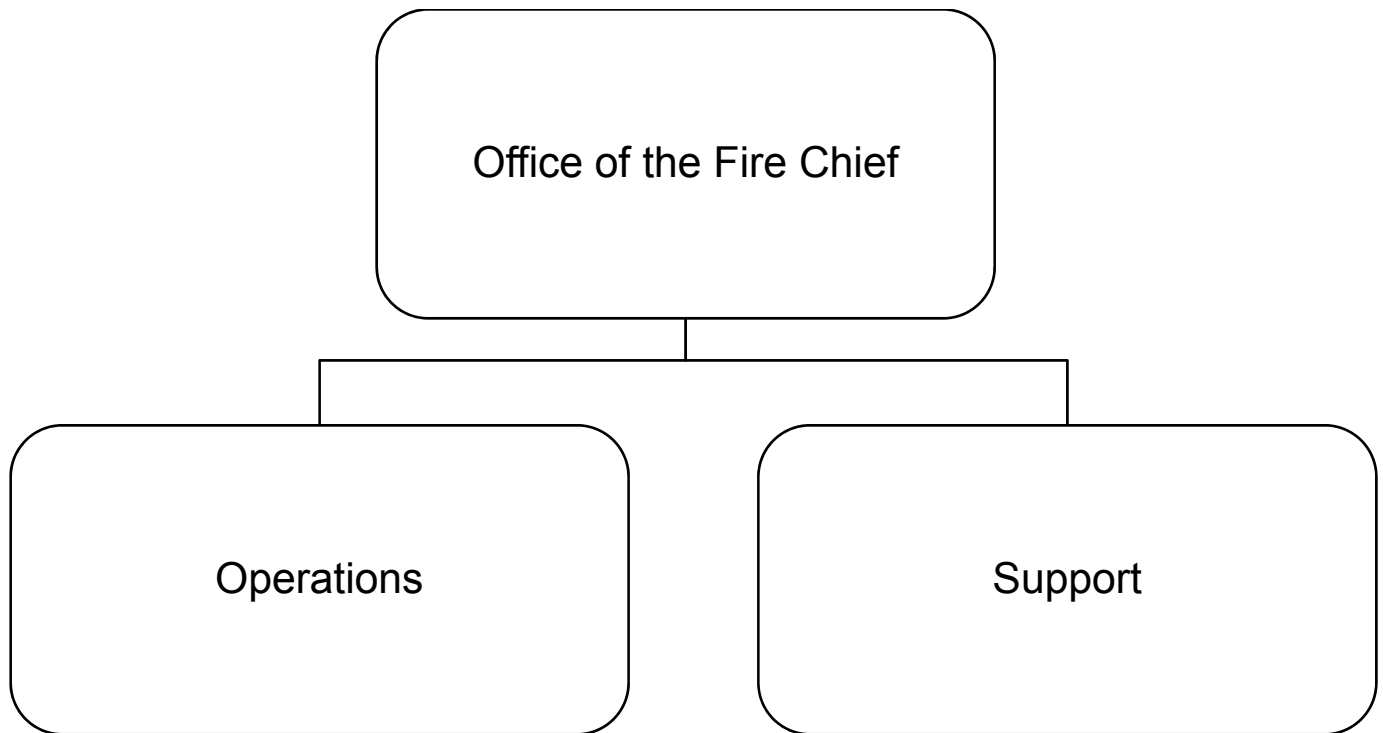
**POLICE DEPARTMENT  
ADMINISTRATION  
PERSONNEL SUMMARY**

FULL TIME POSITIONS				Professional Development	Technical Services	Family & Victim Services	Personnel	Budget	Animal Services
Br.	Title	Budget 2009-10	Approved 2010-11						
94	Police Lieutenant	2	2	1	1				
92	Police Sergeant	6	6	3	3				
90	Police Officer	15	15	5	10				
29	Principal Staff Assistant	0.5	0.5					0.5	
26	Associate Administrative Analyst	1	1					1	
26	Director of Animal Services	1	1						1
26	Manager of Police Property	1	1		1				
24	Associate Personnel Analyst	1	0						
24	Police Program Coordinator	1	1						
20	Victim Services Coordinator	1	1						
18	Counseling Specialist	5	5						
18	Supervisor of Animal Control	1	1						1
16	Animal Shelter Manager	1	1						1
16	Fleet Maintenance Technician	1	1		1				
16	Payroll Associate	1	1				1		
16	Senior Property Clerk	2	2		2				
14	Assistant Supervisor of Animal Control	1	1						1
14	Police Paralegal	2	2		2				
14	Police Paralegal Bilingual	1	1		1				
14	Victim Assistance Counselor	4	4				4		
12	Animal Control Officer	7	7						7
11	Assistant Shelter Manager	1	1						1
11	Clerk I	1	1		1				
11	Lead Police Information Clerk	3	3		3				
11	Police Identification Technician Trick	4	4		4				
11	Secretary	1	1	1					
10	Sr. Finance Clerk	1	1					1	
10	Veterinary Technician	1	1						1
9	Clerk II	2	2		1			1	
9	Clerk II with Typing	4	4	1	3				
9	Lot Attendant	5	5		5				
9	Police Information Clerk	16	16		16				
9	Property Clerk	4	4		4				
7	Clerk III with Typing	9	9		6	1	2		
6	Receptionist Typist	1	1						1
2	Animal Care Technician	5	5						5
<b>EMPLOYEE YEARS</b>									
Full Time		113.5	112.5	11.0	64.0	12.0	3.0	3.5	19.0
Overtime		6.8	2.9	1.2	1.0	0.2	0.1	0.0	0.4
Part Time, Temporary, Seasonal		12.5	15.0	4.2	5.9	2.3	0.8	0.0	1.8
Less: Vacancy Allowance		1.9	6.4	4.8	0.7	0.3	0.1	0.1	0.4
Total		130.9	124.0	11.6	70.2	14.2	3.8	3.4	20.8

---

**Mission Statement**

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



---

**Vital Customers**

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

**Critical Processes**

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

Highlights of the Department's 2010-11 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Office of the Fire Chief:		
Develop comprehensive plan to significantly improve diversity in public safety ranks	Public Safety	Second Quarter
Operations:		
Monitor and analyze results of phases one through three of a four-year transition to Engine/Truck service delivery model and prepare for implementation of phase four	Public Safety	Ongoing
Support:		
Study alternatives to maximize efficiency of DES/RFD vehicle service and maintenance	Customer Service	Second Quarter

**Year-To-Year Comparison**

<u>Bureaus</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>	<u>Change</u>	Percent <u>Change</u>
Office of the Fire Chief	1,677,300	1,929,700	252,400	15.0%
Operations	36,931,100	36,805,300	-125,800	-0.3%
Support	3,319,300	3,175,500	-143,800	-4.3%
Total	41,927,700	41,910,500	-17,200	0.0%
Employee Years	534.9	525.2	-9.7	-1.8%

**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>
485,600	114,500	-66,600	0	300	-551,000	-17,200

**Major Change Highlights**

Phase three of conversion to Fire Command's preferred operational service delivery model eliminates eight firefighter positions as an efficiency measure	-542,400
Overtime funding reduced by 37% due to budget constraints	-298,300
A one-time budget reduction in 2009-10 does not recur	215,000
Two floating Lieutenant positions restored in 2009-10 to reduce overtime	137,700
Director of Fire Administration is created in 2009-10 to perform administrative duties and assume project leadership	117,400
Captain position is eliminated in conjunction with decommissioning the Emergency Training and Information Network (ETIN)	-86,900
Urban Area Security Initiative (UASI) 2008 completed	-62,900
Deputy Fire Chief overtime is eliminated as an efficiency measure	-30,200
Productivity improvements result in savings	-400

Assignment of Authorized Positions  
2001-02 to 2010-11

Year	Office of the Chief & Support			Operations			Department		
	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>	<u>Uniform</u>	<u>Civilian</u>	<u>Total</u>
2010-11	41	21	62	447	2	449	488	23	511
2009-10	41	20	61	454	2	456	495	22	517
2008-09	41	23	64	454	2	456	495	25	520
2007-08	40	24	64	471	2	473	511	26	537
2006-07	42	24	66	473	2	475	515	26	541
2005-06	45	25	70	475	2	477	520	27	547
2004-05	46	26	72	475	2	477	521	28	549
2003-04	48	27	75	474	1	475	522	28	550
2002-03	30	21	51	499	7	506	529	28	557
2001-02	31	22	53	504	7	511	535	29	564

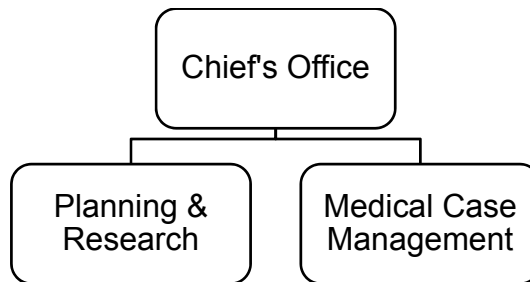
FIRE DEPARTMENT  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	39,838,433	38,634,900	38,449,100	38,402,900
Materials & Supplies	628,099	687,000	732,800	713,800
Services	2,251,582	2,463,900	2,745,800	2,793,800
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	42,718,114	41,785,800	41,927,700	41,910,500
Appropriation by Activity				
Office of the Fire Chief	1,674,406	1,644,400	1,677,300	1,929,700
Operations	37,487,127	36,538,300	36,931,100	36,805,300
Support	<u>3,556,581</u>	<u>3,603,100</u>	<u>3,319,300</u>	<u>3,175,500</u>
Total	42,718,114	41,785,800	41,927,700	41,910,500
Employee Years by Activity				
Office of the Fire Chief	20.2	19.5	19.7	21.6
Operations	470.8	468.5	470.0	460.5
Support	<u>47.1</u>	<u>48.3</u>	<u>45.2</u>	<u>43.1</u>
Total	538.1	536.3	534.9	525.2

**Mission Statement**

To support the City of Rochester’s *One City 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
- Analyzes operations and reporting systems
- Evaluates programs and develops recommendations for modifying procedures
- Assists in implementing new methods and techniques
- Oversees information systems
- Acts as liaison with City’s Information Technology Department, Emergency Communications Department, and Monroe County Public Safety Communications
- Maintains Rochester’s radio fire alarm system
- Makes payments to disabled but not yet retired firefighters, as well as to personnel on long-term sick or injured status

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Review the recommendations in the Analysis of EMS Service Provision report and determine next steps	Public Safety	First Quarter
Fully integrate data with Monroe Crime Analysis Center to allow for comprehensive trend and investigation analysis	Public Safety	First Quarter
Develop comprehensive plan to significantly improve diversity in public safety ranks	Public Safety	Second Quarter
Improve safety of publicly and privately owned vacant structures	Public Safety	Fourth Quarter
Improve efficiency through IT initiatives, including Permit, Arson Investigation and EMS/Training modules	Customer Service	Fourth Quarter



FIRE DEPARTMENT  
OFFICE OF THE FIRE CHIEF

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Reduce arson structure fires by 10%	Public Safety	Fourth Quarter
Implement electronic tablets in fire apparatus for call data, inspection results and pre-plan information	Public Safety	Fourth Quarter

### Year-To-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,677,300	1,929,700	252,400
Employee Years	19.7	21.6	1.9

### Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
19,300	4,200	100	0	400	228,400	252,400

### Major Change

Director of Fire Administration is created in 2009-10 to perform administrative duties and assume project leadership	117,400
Fire Communications division transfers from Support	103,500
Overtime funding reduced by 37% due to budget constraints	-23,500
A one-time budget reduction in 2009-10 does not recur	20,000
Funding for recruitment efforts transfers from Operations	11,100
Productivity improvements result in savings	-100

FIRE DEPARTMENT  
OFFICE OF THE FIRE CHIEF  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,440,102	1,439,900	1,432,900	1,625,200
Materials & Supplies	101,310	35,300	40,100	58,100
Services	132,994	169,200	204,300	246,400
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1,674,406	1,644,400	1,677,300	1,929,700
Appropriation by Activity				
Chief's Office	983,749	1,024,100	959,500	1,119,300
Planning and Research	210,575	280,100	298,600	390,900
Medical Case Management	<u>480,082</u>	<u>340,200</u>	<u>419,200</u>	<u>419,500</u>
Total	1,674,406	1,644,400	1,677,300	1,929,700
Employee Years by Activity				
Chief's Office	10.1	10.4	10.6	11.3
Planning and Research	4.1	3.1	3.1	4.3
Medical Case Management	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>
Total	20.2	19.5	19.7	21.6

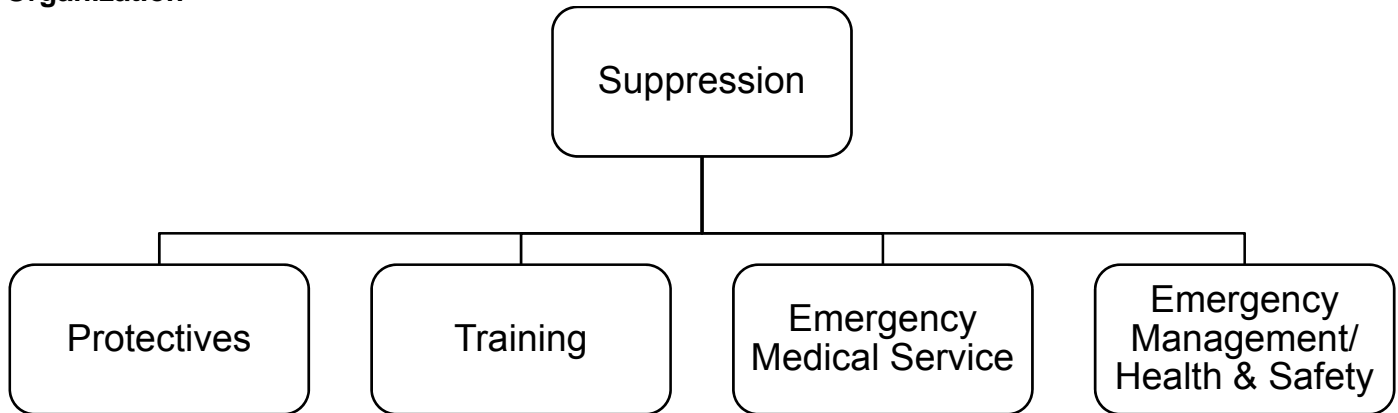
FIRE DEPARTMENT  
OFFICE OF THE FIRE CHIEF  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2009-10	Approved 2010-11			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	1	1		
86	Director of Fire Administration	0	1	1		
84	Fire Captain	3	3	2	1	
82	Fire Lieutenant	2	2			2
80	Firefighter	5	5		1	4
75	Fire Communications Technician	0	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
16	Payroll Associate	1	1	1		
9	Clerk II	2	2	2		
EMPLOYEE YEARS						
Full Time		19.0	21.0	11.0	4.0	6.0
Overtime		0.6	0.5	0.2	0.3	0.0
Part Time, Temporary, Seasonal		0.1	0.1	0.1	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		19.7	21.6	11.3	4.3	6.0

**Mission Statement**

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

**Organization**



**Critical Processes**

**Suppression**

- Responds to fire incidents and performs rescues
- Controls hazardous materials that threaten public safety with a specialized Hazardous Materials Response Team
- Trains as Certified First Responders and Emergency Medical Technicians
- Conducts code enforcement inspections
- Operates public education programs in cooperation with the Community Relations & Education Unit (CREU)

**Protectives**

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

**Training**

- 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 Firefighter Trainee program in conjunction with Rochester City School District
- Through Special Operations, oversees six specialty teams: Hazardous Materials Response, Confined Space Rescue, High Rise, Water Rescue, Extrication, and Heavy Rescue
- Develops and maintains Metropolitan Medical Response System program

**Emergency Medical Service**

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

## FIRE DEPARTMENT OPERATIONS

### Emergency Management/Health & Safety

- Ensures compliance with all Occupational and Safety Health Administration (OSHA) and other regulations
- Inspects facilities, apparatus, and equipment for compliance with Federal, State, and local safety regulations
- Provides oversight at the scene of emergency incidents
- Recommends changes in procedures to reduce the risk of injury to firefighting personnel
- 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
- Monitors work place health and safety requirements per 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

### 2010-11 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Revise Firefighter Trainee Program	Public Safety	Second Quarter
Oversee Engine 7 Genesee Street station kitchen and bathroom renovation	Public Safety	Third Quarter
Monitor and analyze results of phases one through three of a four-year transition to Engine/Truck service delivery model and prepare for implementation of phase four	Public Safety	Ongoing

### Key Performance Indicators

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
--	---------------------------	------------------------------	---------------------------	---------------------------

### INTERNAL OPERATIONS

#### Emergency Medical Service

Cardiopulmonary Resuscitation (CPR) certifications completed	384	53	50	430
Number of Emergency Medical Technician (EMT) re-certifications	57	140	431	100
Number of Certified First Responders (CFR)	0	0	52	50

#### Emergency Management/Health & Safety

Firefighter injury reviews	108	115	125	115
Incident responses by line safety officer-Car 99	770	1,350	660	1,400

FIRE DEPARTMENT  
OPERATIONS

10-11

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
<b>Suppression</b>				
Incidents:				
• Structure fire	754	700	670	700
• Outside fire	643	625	810	640
• Overpressure, rupture	326	402	N/A	400
• Rescue & EMS	15,448	15,550	15,550	15,700
• Hazardous condition	4,629	3,950	N/A	4,100
• Service call	3,556	2,850	N/A	3,100
• Good intent call	1,522	1,850	N/A	1,700
• False alarm & false call	3,343	3,100	3,750	3,000
• Severe Weather	18	15	N/A	10
• Other	2,262	3,200	13,425	3,000
• Total incidents	32,501	32,242	34,205	32,400
Vacant structure fires	107	80	110	85
Unit responses by fire station and unit:				
• 272 Allen Street (Engine 13, Truck 10)	3,532	3,700	4,100	3,700
• 185 N. Chestnut St (Engine 17, Rescue 11)	4,273	4,300	4,500	4,385
• 1207 N. Clinton Ave (Quint 6, Midi 6)	5,694	5,600	5,750	5,750
• 1477 Dewey Ave (Engine 10, Truck 2)	3,596	3,625	3,900	3,810
• 1051 Emerson St (Engine 3)	1,392	1,275	1,450	1,280
• 57 Gardiner Ave (Truck 5)	4,071	3,510	4,100	3,100
• 873 Genesee St (Engine 7)	2,457	2,450	2,400	2,515
• 740 N Goodman St (Quint 7, Midi 7)	4,627	4,800	4,750	4,830
• 704 Hudson Ave (Engine 16)	3,781	3,675	3,900	3,800
• 4090 Lake Ave (Engine 19)	1,334	1,120	1,300	1,000
• 450 Lyell Ave (Engine 5)	2,938	3,000	3,000	3,025
• 315 Monroe Ave (Engine 1)	4,762	3,825	4,100	3,200
• 1281 South Ave (Engine 8, Truck 3)	2,473	2,910	3,000	2,100
• 977 University Ave (Truck 4)	2,742	2,135	2,900	1,875
• 160 Wisconsin St (Engine 12)	1,555	1,595	1,700	1,610
• Battalion 1	1,162	1,240	1,200	1,200
• Battalion 2	1,307	1,380	1,400	1,350
• Battalion 3	<u>914</u>	<u>950</u>	<u>1,000</u>	<u>950</u>
• Total responses	52,610	51,090	54,450	49,480

## FIRE DEPARTMENT OPERATIONS

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Smoke detector installation	1,932	2,100	2,200	2,300
CO detector installations	565	1,986	1,400	2,000

### LEARNING AND INNOVATION

#### Training

Recruits trained	15	15	15	15
Uniformed personnel trained	499	450	450	502
Special Operations drills held	537	600	N/A	650
N/A - Not Applicable				

#### Year-To-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	36,931,100	36,805,300	-125,800
Employee Years	470.0	460.5	-9.5

#### 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>		
466,700	104,300	-66,700	0	-200	-629,900	-125,800	

#### Major Change

Phase three of conversion to Fire Command's preferred operational service delivery model eliminates eight Firefighter positions as an efficiency measure	-542,400
Overtime funding reduced by 37% due to budget constraints	-219,100
A one-time budget reduction in 2009-10 does not recur	195,000
Two floating Lieutenant positions restored in 2009-10 to reduce overtime	137,700
Captain position is eliminated in conjunction with decommissioning the Emergency Training and Information Network (ETIN)	-86,900
Urban Area Security Initiative (UASI) 2008 completed	-62,900
Deputy Fire Chief overtime is eliminated as an efficiency measure	-30,200
Funding for recruitment efforts transfers to Office of the Fire Chief	-11,100
Funding for supplies and services transfers to Support	-10,000

---

**Program Change**

Phase three of a four-year transition to an Engine/Truck service delivery model is implemented by the following restructuring:

- One Quint/Midi station converts to Engine 19– Lake Avenue
- One Quint/Midi station converts to Truck 5– Gardiner Avenue

With this reorganization, the number of quint/midi stations will be reduced from four to two; single engine stations will increase from seven to eight; engine/truck stations will remain at three; and the number of truck stations will increase from one to two. This reorganization will keep the current fifteen fire stations open and is consistent with national safety standards. It allows for a supervisor to be with each unit on scene.

Equipment assignments at N. Clinton Avenue, N. Goodman Street, and Hudson Avenue subject to change pending completion of station construction and/or implementation of phase four of a four-year transition to Engine/Truck service delivery model.

Legislation was effective February 22, 2010 mandating carbon monoxide detectors in every dwelling unit.

The method of reporting the number of special operation drills held has changed. Budget 2009-10 numbers reflect the number of groups going through training. Actual 2008-09, estimated 2009-10, and Budget 2010-11 numbers reflect number of drills/exercises held.

CPR protocols will change in 2010. Firefighters were certified in one year in anticipation of the re-training with the 2010 changes.

The method of reporting the number of EMTs has changed. The budget 2009-10 number represents the number of certified EMTs. The actual 2008-09, estimated 2009-10, and budget 2010-11 numbers represent EMT certification provided by the EMS office for original, challenge, or refresher, CME based.

No CFR courses were offered 2009-10. The remaining 50 CFRs will be offered recertification in 2010-11.



FIRE DEPARTMENT  
OPERATIONS  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	35,153,133	33,924,400	34,035,400	33,932,100
Materials & Supplies	259,608	366,700	414,200	379,700
Services	2,074,386	2,247,200	2,481,500	2,493,500
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	37,487,127	36,538,300	36,931,100	36,805,300
Appropriation by Activity				
Suppression	35,159,792	33,879,800	34,397,700	34,429,500
Protectives	47,512	50,700	48,700	49,500
Training	1,598,567	1,838,400	1,766,200	1,608,300
Emergency Medical Service	181,133	240,800	191,400	189,800
Emergency Management/Health & Safety	<u>500,123</u>	<u>528,600</u>	<u>527,100</u>	<u>528,200</u>
Total	37,487,127	36,538,300	36,931,100	36,805,300
Employee Years by Activity				
Suppression	450.5	445.0	448.4	440.1
Training	12.2	14.1	13.3	12.2
Emergency Medical Service	2.0	3.1	2.1	2.1
Emergency Management/Health & Safety	<u>6.1</u>	<u>6.3</u>	<u>6.2</u>	<u>6.1</u>
Total	470.8	468.5	470.0	460.5

FIRE DEPARTMENT  
OPERATIONS  
PERSONNEL SUMMARY

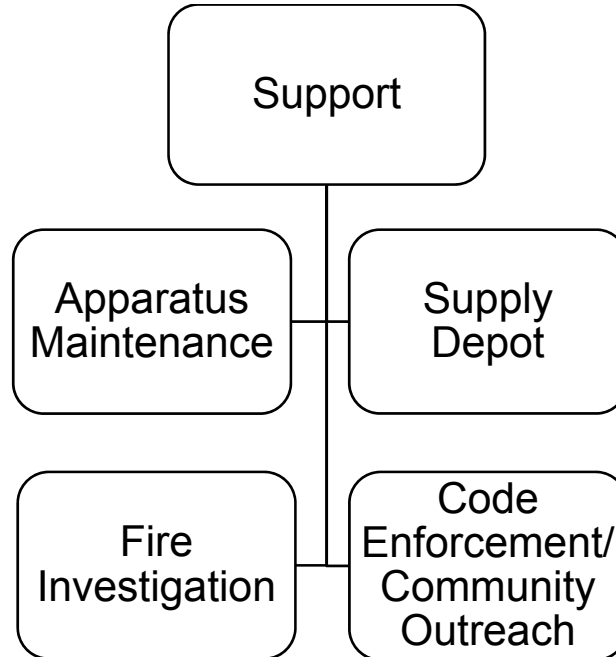
FULL TIME POSITIONS				Suppression	Training	Emergency Medical Service	Emergency Management/ Health & Safety
Br.	Title	Budget 2009-10	Approved 2010-11				
86	Deputy Fire Chief	6	6	4	1		1
85	Battalion Chief	15	15	14	1		
84	Fire Captain	35	34	27	2	1	4
82	Fire Lieutenant	63	65	61	4		
80	Firefighter	335	327	326		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		456.0	449.0	432.0	9.0	2.0	6.0
Overtime		8.0	5.5	5.1	0.2	0.1	0.1
Part Time, Temporary, Seasonal		6.0	6.0	3.0	3.0	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		470.0	460.5	440.1	12.2	2.1	6.1

## FIRE DEPARTMENT SUPPORT

### Mission Statement

To support the City of Rochester's *One City 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

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

#### Supply Depot

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

#### Fire Investigation

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

**Code Enforcement/Community Outreach**

- Inspects residential, commercial, industrial, and institutional properties
- Seeks 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
- Assists Neighborhood and Business Development quadrant teams in "Project Uplift"
- Issues permits for maintaining, storing, handling, and transporting hazardous materials; inspects vehicles, buildings, and storage places that will be used
- Maintains information file on structures that records inspections, permit issuance, fire prevention measures
- Conducts educational programs through the Community Relations and Education Unit (CREU) to develop public awareness of fire and fire safety

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Develop monthly safety programs for neighborhood groups, City 12, etc.	Customer Service Education Public Safety	First Quarter
Develop specifications and initiate purchasing process for new apparatus, Hazardous Materials Response vehicle and other vehicles	Public Safety	First Quarter
Study alternatives to maximize efficiency of DES/RFD vehicle service and maintenance	Customer Service	Second Quarter
Fully implement new inspection module	Customer Service	Second Quarter
In conjunction with Monroe Crime Analysis Center (MCAC), develop and implement integrated fire investigation module	Public Safety	Third Quarter
Develop comprehensive Inventory Management system	Customer Service	Third Quarter
Implement third grade fire safety program in City schools	Education Public Safety	Fourth Quarter
Deliver eight Community Emergency Response Teams (CERT) training sessions to City high schools	Education Public Safety	Fourth Quarter

**FIRE DEPARTMENT  
SUPPORT**

---

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>INTERNAL OPERATIONS</b>				
<b>Apparatus Maintenance</b>				
Apparatus maintenance and repairs	2,256	2,210	2,210	2,500
Vehicle and small equipment repairs	1,243	1,370	1,370	1,420
<b>Supply Depot</b>				
Breathing apparatus repair and testing	2,334	2,500	3,000	3,000
Turnout Gear repairs	5,324	5,500	4,000	4,000
<b>Fire Investigation</b>				
Initial fire investigations performed	1,021	1,043	952	1,100
Arson or incendiary fires (adult & juvenile)	291	250	260	230
Fires with undetermined cause	61	50	65	60
Juvenile fire-setter incidents	113	180	182	180
Fire investigations closed	457	660	660	630
Preventable fire incidents	347	295	298	280
Juvenile contacts	294	325	385	450
Arrests:				
• Adult	33	75	40	90
• Juvenile	23	35	35	35
Juvenile Diversions	19	15	20	20
<b>Code Enforcement</b>				
Permits issued	4,833	4,350	4,500	4,500
Property inspections conducted	10,449	9,500	9,000	12,000
License inspections	675	660	N/A	670
<b>Community Outreach</b>				
Fire Safety Presentations	175	280	285	290
N/A - Not Applicable				

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	3,319,300	3,175,500	-143,800
Employee Years	45.2	43.1	-2.1

FIRE DEPARTMENT  
SUPPORT

10-19

---

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
-400	6,000	0	0	100	-149,500	-143,800

**Major Change**

Fire Communications division transfers to Planning and Research in Office of the Fire Chief	-103,500
Overtime funding reduced by 37% due to budget constraints	-55,700
Funding for supplies and services transfers from Operations	10,000
Productivity improvements result in savings	-300
Vacant Deputy Fire Chief position is filled to fulfill Fire Marshal duties	0

**Program Change**

Fire Communications division moves to Planning and Research division in the Office of the Fire Chief. Implementation of Red NMX Field Inspection component will result in improved inspection reporting function.

FIRE DEPARTMENT  
SUPPORT  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	3,245,198	3,270,600	2,980,800	2,845,600
Materials & Supplies	267,181	285,000	278,500	276,000
Services	44,202	47,500	60,000	53,900
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,556,581	3,603,100	3,319,300	3,175,500
Appropriation by Activity				
Apparatus Maintenance	637,600	676,300	689,400	687,100
Supply Depot	381,223	379,400	339,300	355,300
Fire Communications	97,122	95,800	103,300	0
Fire Investigation	857,211	942,500	757,000	759,200
Code Enforcement/Community Outreach	<u>1,583,425</u>	<u>1,509,100</u>	<u>1,430,300</u>	<u>1,373,900</u>
Total	3,556,581	3,603,100	3,319,300	3,175,500
Employee Years by Activity				
Apparatus Maintenance	8.7	8.7	8.8	8.5
Supply Depot	3.6	3.7	3.6	3.6
Fire Communications	1.4	1.4	1.4	0.0
Fire Investigation	11.4	14.1	11.4	11.3
Code Enforcement/Community Outreach	<u>22.0</u>	<u>20.4</u>	<u>20.0</u>	<u>19.7</u>
Total	47.1	48.3	45.2	43.1

FIRE DEPARTMENT  
SUPPORT  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Community Outreach
Br.	Title	Budget 2009-10	Approved 2010-11				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	4	4		1	1	2
80	Firefighter	23	23		2	9	12
78	Fire Equipment Maint. Supervisor	1	1	1			
75	Fire Communications Technician	1	0				
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
27	Supt. Fire Equipment Maintenance	1	1	1			
9	Clerk II with Typing	3	3			1	2
9	Clerk II	1	1				1
<b>EMPLOYEE YEARS</b>							
Full Time		42.0	41.0	8.0	3.0	11.0	19.0
Overtime		2.7	1.6	0.5	0.1	0.3	0.7
Part Time, Temporary, Seasonal		0.5	0.5	0.0	0.5	0.0	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total		45.2	43.1	8.5	3.6	11.3	19.7



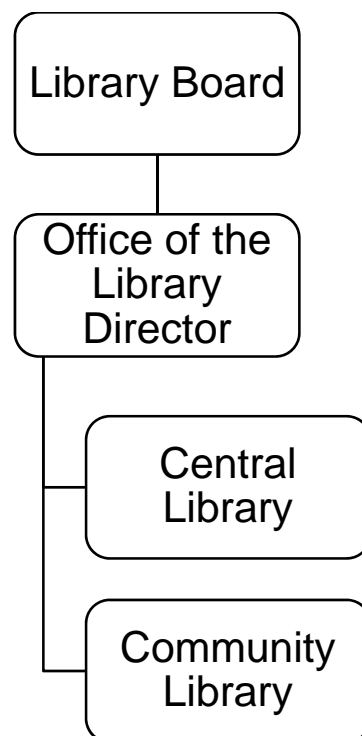
---

**Mission Statement**

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

**Organization**

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



---

**Vital Customers**

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

**Critical Processes**

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

Highlights of the Department's 2010-11 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Central:		
Analyze the use of the Central Library and develop a strategic plan to enhance services provided to member libraries of the Monroe County Library System.	Customer Service	First Quarter
Explore expanding collaborations with other City Departments at the Rundel Library	Customer Service	First Quarter
Community:		
Promote literacy through increased programming and expanded outreach efforts at Branch Libraries	Customer Service	First Quarter
Collaborate with the Department of Recreation and Youth Services and Rochester City School District on capital initiatives and service delivery	Customer Service	Second Quarter

**Year-To-Year Comparison**

Bureau	Budget		Change	Percent Change
	2009-10	2010-11		
Central Library	7,961,000	7,903,100	-57,900	-0.7%
Community Library	3,209,200	3,513,600	304,400	8.7%
Total	11,170,200	11,416,700	246,500	2.2%
Employee Years	166.6	168.4	1.8	1.1%

**Change Detail**

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
253,300	21,100	-900	-8,100	-9,100	-9,800	246,500

---

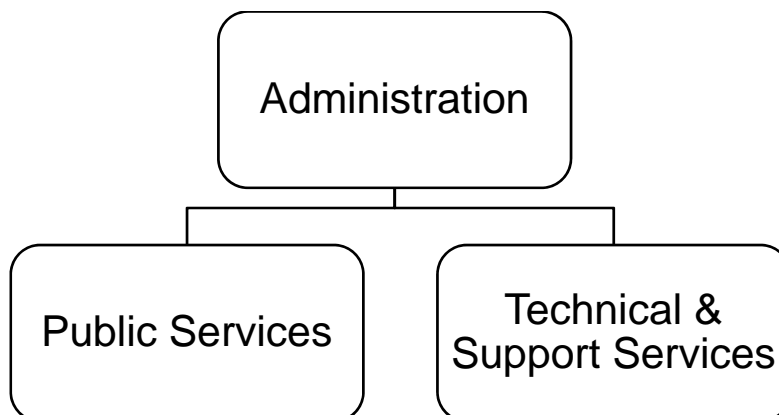
**Major Change Highlights**

Budget Constraints necessitated by Monroe County result in reduced personnel allocations and the elimination of Sunday hours at Central Library	-108,900
A full time position and three part time positions added for expanded hours and literacy programming at Sully Branch	92,200
A full time position and two part time positions added to help operate literacy on the move programming	67,700
Allotment for Library materials decreases at Central Library due to Monroe County funding	-59,300
Funding decreases for utilities	-30,000
Funding included for two part time clerical position at Maplewood and at Wheatley branches to support increased circulation	20,400
Security services increase due to need for additional coverage at branch libraries	16,100
Funding decreases for maintenance fee for branch computers	-7,400
Professional services decrease	-6,800
Funding increases for on call snow removal laborers	4,000
Funding is included for increased phone maintenance	2,600
Funding is included for telecommunications systems maintenance	1,100

PUBLIC LIBRARY  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	8,103,313	8,512,900	8,143,500	8,535,500
Materials & Supplies	909,320	933,100	947,500	887,200
Services	1,693,204	1,561,200	1,939,400	1,924,000
Other	<u>0</u>	<u>30,100</u>	<u>139,800</u>	<u>70,000</u>
Total	10,705,837	11,037,300	11,170,200	11,416,700
Appropriation by Activity				
Central Library	7,717,353	7,903,000	7,961,000	7,903,100
Community Library	<u>2,988,484</u>	<u>3,134,300</u>	<u>3,209,200</u>	<u>3,513,600</u>
Total	10,705,837	11,037,300	11,170,200	11,416,700
Employee Years by Activity				
Central Library	120.4	119.5	120.5	119.5
Community Library	<u>42.3</u>	<u>46.1</u>	<u>46.1</u>	<u>48.9</u>
Total	162.7	165.6	166.6	168.4

**Organization**



**Critical Processes**

- Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- Provide support and outreach services to members of the Monroe County Library System
- Provide Internet service to libraries county-wide, the City of Rochester, and the County of Monroe

**2010-11 Fiscal Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Analyze the use of the Central Library and develop a strategic plan to enhance services provided to member libraries of the Monroe County Library System	Customer Service	First Quarter
Reorganize the work processes of the stacks and retrieval department	Customer Service	First Quarter
Explore expanding collaborations with the Office of Public Integrity at the Rundel Library	Customer Service	First Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>Public Services</b>				
Users:				
• Monday through Saturday	696,846	700,000	715,000	710,000
• Sunday	37,023	38,000	36,000	0
• Total Users	729,869	738,000	751,000	710,000
Users per service hour:				
• Monday through Saturday	240	244	249	247
• Sunday	231	232	225	0
Circulation per service hour:				

PUBLIC LIBRARY  
CENTRAL LIBRARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
• Monday through Saturday	233	242	235	247
• Sunday	192	197	200	0
Reference assistance per service hour:				
• Monday through Saturday	69	79	66	81
• Sunday	64	72	59	0
Reference transactions per capita				
Internet sessions per service hour:				
• Monday through Saturday	64	60	73	63
• Sunday	56	58	56	0
Average attendance per program:				
• Monday through Saturday	34	41	39	41
• Sunday	23	19	15	0
Total circulation:				
• Monday through Saturday	672,368	694,350	675,000	708,300
• Sunday	30,684	32,319	32,000	0
• Total	703,052	726,669	707,000	708,300
Technical & Support Services				
Registered borrowers	417,084	494,000	482,350	495,000
Titles in database	980,585	875,320	980,000	880,000
Items available for circulation (000)	2,949	2,930	3,096	2,980
Items circulated (000)	8,857	9,211	8,808	9,579
Items delivered (000)	3,954	4,087	8,088	4,291

### Year-To-Year Comparison

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	7,961,000	7,903,100	-57,900
Employee Years	120.5	119.5	-1.0

### Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
157,900	9,700	-15,200	-2,300	-6,700	-201,300	-57,900

---

**Major Change**

Budget Constraints necessitated by Monroe County result in reduced personnel allocations at the Central Library	-108,900
Allotment for Library materials decreases due to Monroe County funding	-59,300
Funding decreases for utilities	-30,000
Professional services decrease	-6,800
Funding is included for increased phone maintenance	2,600
Funding is included for telecommunications systems maintenance	1,100

**Program Change**

Central branch closed on Sundays due to Monroe County funding. Stacks and retrieval center will be closed and work reallocated to subject departments.

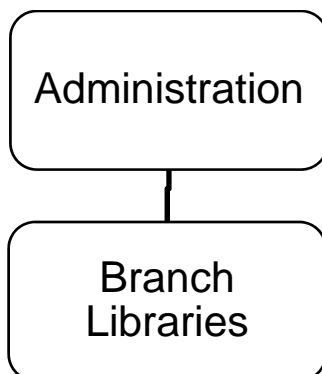
PUBLIC LIBRARY  
CENTRAL LIBRARY  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	5,763,942	5,758,500	5,691,000	5,809,600
Materials & Supplies	857,077	901,200	877,500	816,700
Services	1,096,334	1,213,200	1,252,700	1,206,800
Other	<u>0</u>	<u>30,100</u>	<u>139,800</u>	<u>70,000</u>
Total	7,717,353	7,903,000	7,961,000	7,903,100
Appropriation by Activity				
Administration	2,114,482	2,215,600	2,220,800	2,197,300
Public Services	3,941,107	4,000,100	4,031,900	3,963,200
Technical & Support Services	<u>1,661,764</u>	<u>1,687,300</u>	<u>1,708,300</u>	<u>1,742,600</u>
Total	7,717,353	7,903,000	7,961,000	7,903,100
Employee Years by Activity				
Administration	25.8	26.8	27.8	25.8
Public Services	57.8	57.9	57.9	58.5
Technical & Support Services	<u>36.8</u>	<u>34.8</u>	<u>34.8</u>	<u>35.2</u>
Total	120.4	119.5	120.5	119.5



PUBLIC LIBRARY  
CENTRAL LIBRARY  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2009-10	Approved 2010-11			
36	Library Director	1	1	1		
31	Assistant Library Director III	2	2		1	1
31	Manager of Library Finance	0	1	1		
26	Associate Administrative Analyst	1	0			
24	Assistant to the Library Director	1	0			
24	Childrens Service Consultant	0	1		1	
24	Computer Operations Supervisor	1	1			1
24	Librarian IV	1	1		1	
23	Principal Graphic Designer	1	0			
23	Supervisor Library Buildings	1	1	1		
22	Librarian III	6	5		5	
21	Human Resource Consultant II Bilingual	0	1	1		
21	Senior Graphic Designer	0	1	1		
20	Administrative Analyst	1	1	1		
20	Librarian II	10	12		10	2
19	Circulation Supervisor	1	1		1	
19	Supervising Library Materials Handler	1	1			1
18	Computer Communications Technician	3	3			3
18	Directory Editor	1	1	1		
18	Librarian I	16	13		12	1
18	Library Automation Specialist	2	2			2
18	Secretary to Library Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Supervising Security Guard	0	1	1		
15	Supervisor Audio Visual Services	1	1		1	
14	Library Assistant	4	4		3	1
14	Mailroom Coordinator	1	1			1
13	Library Automation Assistant	1	1			1
13	Sr. Maintenance Mechanic Buildings	1	1	1		
11	Building Maintenance Foreman	1	1	1		
11	Secretary	2	2		1	1
9	Clerk II with Typing	2	2		1	1
9	Library Catalog Clerk II	1	1			1
8	Truck Driver	3	3			3
7	Clerk III	1	1			1
7	Clerk III with Typing	9	9		5	4
7	Maintenance Worker - Library	2	2	2		
3	Materials Processor	3	3			3
2	Senior Library Page	6	6	1	4	1
1	Cleaner	3	3	3		
57	Senior Security Guard	1	1	1		
52	Security Guard	4	3	3		
EMPLOYEE YEARS						
Full Time		98.0	97.0	22.0	46.0	29.0
Overtime		1.7	1.7	0.3	1.0	0.4
Part Time, Temporary, Seasonal		24.1	24.1	4.0	13.6	6.5
Less: Vacancy Allowance		<u>3.3</u>	<u>3.3</u>	<u>0.5</u>	<u>2.1</u>	<u>0.7</u>
Total		120.5	119.5	25.8	58.5	35.2

**Organization****Critical Processes**

- Acquire materials, schedules and deploy personnel to branch libraries
- Maintain and repair branch libraries
- Provide convenient access to library services through:
  - Loans of printed materials, audio tapes, compact discs, dvds, and video tapes
  - Collections of popular interest for area residents
  - Reference services with access to the resources of the Monroe County Library System
  - Programs such as story hours, lectures, and artistic performances
  - Referral services to community agencies
  - Facilities for meetings and programs sponsored by non-library groups
  - Access to the Internet and personal computing needs

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Promote literacy through increased programming and expanded outreach efforts at Branch Libraries	Customer Service Education	First Quarter
Establish yet to be named mobile service focused on expanding children's literacy initiatives	Customer Service Education	First Quarter
Expand service hours at Sully Branch	Customer Service Education	First Quarter
Collaborate with the Department of Recreation and Youth Services and Rochester City School District on capital initiatives and service delivery	Customer Service Education	Second Quarter

PUBLIC LIBRARY  
COMMUNITY LIBRARY

11-11

**Key Performance Indicators**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>Arnett</b>				
Internet sessions	25,440	28,801	26,000	29,000
Reference assistance per service hour	5	6	4	6
Average attendance per program	50	59	45	57
Circulation per service hour	23	25	22	25
Program attendance	7,260	9,000	5,000	8,000
Library materials circulated	47,339	52,000	44,000	55,000
Door count	85,006	94,000	87,000	98,000
Library card registrations	714	770	750	790
<b>Charlotte</b>				
Internet sessions	11,578	12,250	13,000	13,000
Reference assistance per service hour	9	11	8	10
Average attendance per program	11	22	11	23
Circulation per service hour	50	53	57	57
Program attendance	2,036	3,842	1,500	3,900
Library materials circulated	98,863	112,000	115,000	115,000
Door count	79,991	88,000	87,000	93,000
Library card registrations	481	466	600	500
<b>Highland</b>				
Internet sessions	17,642	17,116	19,200	18,000
Reference assistance per service hour	3	3	3	3
Average attendance per program	9	9	8	9
Circulation per service hour	46	48	51	50
Program attendance	4,238	3,605	3,900	3,700
Library materials circulated	83,136	92,000	92,000	94,000
Door count	73,646	72,322	80,000	76,000
Library card registrations	371	338	400	500

PUBLIC LIBRARY  
COMMUNITY LIBRARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Lincoln				
Internet sessions	23,258	27,981	24,000	28,000
Reference assistance per service hour	6	6	5	6
Average attendance per program	27	30	21	30
Circulation per service hour	32	33	32	33
Program attendance	16,276	17,217	11,700	17,400
Library materials circulated	59,724	74,000	64,000	76,000
Door count	101,232	112,000	109,000	120,000
Library card registrations	1,305	1,261	1,250	1,300
Lyell				
Internet sessions	19,110	22,178	21,000	24,000
Reference assistance per service hour	4	4	3	4
Average attendance per program	15	14	18	14
Circulation per service hour	33	38	35	38
Program attendance	3,395	3,716	4,200	3,800
Library materials circulated	58,727	68,000	64,000	70,000
Door count	80,600	91,000	91,000	93,000
Library card registrations	690	634	820	640
Maplewood				
Internet sessions	34,659	36,632	32,000	37,000
Reference assistance per service hour	5	5	5	5
Average attendance per program	33	39	34	38
Circulation per service hour	38	40	40	40
Program attendance	15,491	17,670	7,400	17,700
Library materials circulated	76,449	80,000	80,000	82,000
Door count	155,780	156,317	141,000	160,000
Library card registrations	987	1,000	1,000	1,100

PUBLIC LIBRARY  
COMMUNITY LIBRARY

11-13

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Monroe				
Internet sessions	19,208	19,000	21,000	19,000
Reference assistance per service hour	6	7	5	6
Average attendance per program	17	15	24	15
Circulation per service hour	61	57	63	58
Program attendance	1,289	1,275	2,400	1,500
Library materials circulated	122,561	114,000	127,000	120,000
Door count	90,821	85,051	95,000	90,000
Library card registrations	712	693	660	680
Sully				
Internet sessions	15,246	16,745	17,850	32,000
Reference assistance per service hour	2	3	2	3
Average attendance per program	12	32	11	32
Circulation per service hour	17	21	19	21
Program attendance	2,711	7,702	2,900	9,600
Library materials circulated	31,466	37,000	35,000	68,000
Door count	58,051	100,000	70,000	180,000
Library card registrations	594	732	683	700
Wheatley				
Internet sessions	19,285	32,000	23,000	35,000
Reference assistance per service hour	5	8	5	8
Average attendance per program	52	62	34	49
Circulation per service hour	10	14	12	17
Program attendance	8,428	6,970	8,200	7,400
Library materials circulated	22,054	32,000	25,000	36,000
Door count	64,395	82,000	82,000	84,000
Library card registrations	577	652	690	650

PUBLIC LIBRARY  
COMMUNITY LIBRARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
Winton				
Internet sessions	18,037	18,107	21,000	18,100
Reference assistance per service hour	6	8	4	7
Average attendance per program	16	14	15	15
Circulation per service hour	83	82	99	84
Program attendance	1,341	1,318	1,600	1,600
Library materials circulated	168,457	164,537	200,000	180,000
Door count	107,679	98,346	125,000	110,000
Library card registrations	631	633	805	700
Total All Branches				
Internet sessions	203,463	230,810	218,050	253,100
Reference assistance per service hour	50	60	45	60
Average attendance per program	23	28	20	26
Circulation per service hour	390	410	429	430
Program attendance	62,465	72,315	48,800	74,600
Library materials circulated	768,776	825,537	846,000	896,000
Door count	897,201	979,036	967,000	1,104,000
Library card registrations	7,062	7,179	7,658	7,560

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	3,209,200	3,513,600	304,400
Employee Years	46.1	48.9	2.8

**Change Detail**

<u>Salary &amp; 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>
95,400	11,400	14,300	-5,800	-2,400	191,500	304,400

---

**Major Change**

A full time position and three part time positions added for expanded hours at Sully Branch	92,200
A full time position and two part time positions added to help operate literacy on the move	67,700
Funding included for two part time clerical positions at Maplewood and at Wheatley branches to support increased circulation	20,400
Security services increase due to the need for additional coverage	16,100
Funding decreases for computer maintenance fee	-7,400
Funding increases for on call snow removal laborers	4,000
Funding decreases for mileage that supported Vista Workers	-2,100
Professional fees increase to cover cost of per capita formula for Monroe County Library Services agreement	600

**Program Change**

Increased activity at Arnett Branch due to new mobile initiative, yet to be named. Weekly service hours increase by 34 hours at Sully branch due to increased traffic demand at Ryan Center. This results in an increase in programs planned, reference questions, and anticipated door count. Sully Hours of service proposed to be 9 a.m. to 9 p.m. Monday-Friday; Saturday & Sunday 12 p.m. to 5 p.m. In 2009-10 the hours were: Monday & Thursday 12-6 p.m.; Tuesday & Wednesday 11 a.m.-6 p.m.; Friday 11 a.m.-5 p.m.; Saturday 10 a.m.-2 p.m.

PUBLIC LIBRARY  
COMMUNITY LIBRARY  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	2,339,371	2,754,400	2,452,500	2,725,900
Materials & Supplies	52,243	31,900	70,000	70,500
Services	596,870	348,000	686,700	717,200
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	2,988,484	3,134,300	3,209,200	3,513,600
Appropriation by Activity				
Administration	594,788	533,300	522,600	534,100
Branch Libraries	<u>2,393,696</u>	<u>2,601,000</u>	<u>2,686,600</u>	<u>2,979,500</u>
Total	2,988,484	3,134,300	3,209,200	3,513,600
Employee Years by Activity				
Administration	3.6	3.6	3.6	3.6
Branch Libraries	<u>38.7</u>	<u>42.5</u>	<u>42.5</u>	<u>45.3</u>
Total	42.3	46.1	46.1	48.9



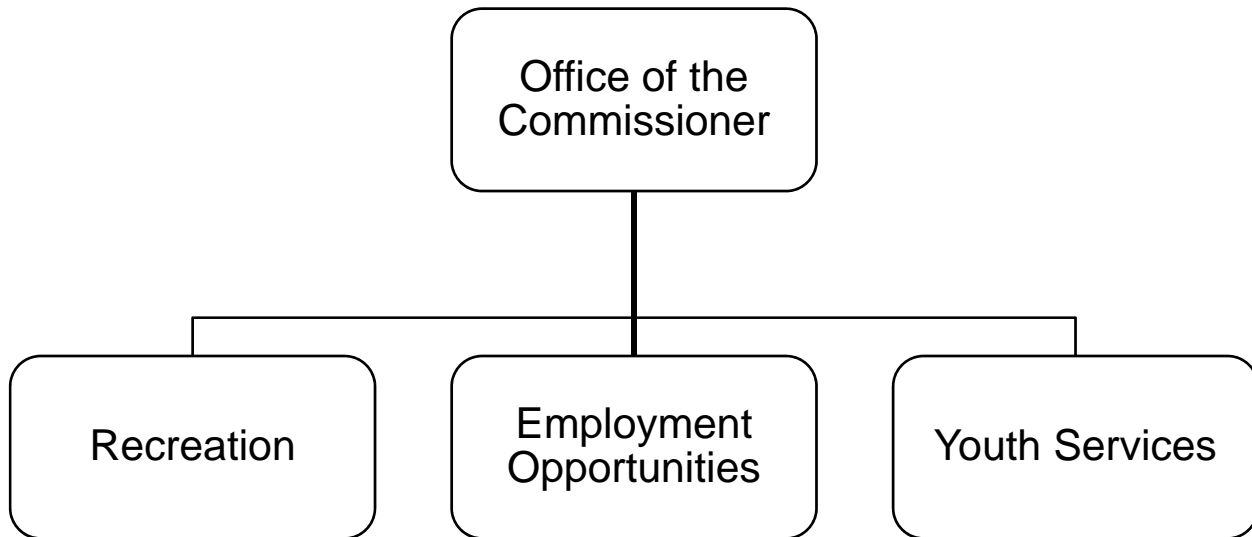
PUBLIC LIBRARY  
COMMUNITY LIBRARY  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2009-10	Approved 2010-11		
31	Assistant Library Director III	1	1	1	
24	Librarian IV	4	4		4
20	Librarian II	7	7		7
20	Youth Services Coordinator	1	1		1
18	Librarian I	5	8		8
18	Librarian I Bilingual	1	0		
14	Library Assistant	1	1		1
13	Sr. Maintenance Mechanic Buildings	1	1	1	
11	Secretary	1	1	1	
1	Cleaner	1	1		1
<b>EMPLOYEE YEARS</b>					
Full Time		23.0	25.0	3.0	22.0
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		23.2	24.0	0.7	23.3
Less: Vacancy Allowance		<u>0.4</u>	<u>0.4</u>	<u>0.1</u>	<u>0.3</u>
Total		46.1	48.9	3.6	45.3

---

**Mission Statement**

The Department of Recreation and Youth Services supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* through the administration of programs, social activities and support services. The activities are carried out with a focus on customer service excellence.



---

**Vital Customers**

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

**Critical Processes**

- Provide Youth Services and Youth Employment
- Provide Recreational Programs and Services
- Provide Market Services
- Provide Facility Rentals

Highlights of the Department's 2010-11 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

<b>Highlights</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
<b>Commissioner's Office:</b>		
Expand the Dept. of Recreation and Youth Services/Libraries/Schools operational and capital collaborations	Education	Fourth Quarter
<b>Recreation:</b>		
Initiate Recreation on the Move	Customer Service Public Safety	Second Quarter
Complete parking and access improvements at the Public Market	Customer Service Neighborhood & Business Development	Fourth Quarter
<b>Office of Employment Opportunities:</b>		
Complete grant funded Operation SNUG anti-violence program	Public Safety	Third Quarter

**Year-To-Year Comparison**

<u>Bureau</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Office of the Commissioner	1,903,600	521,200	-1,382,400	-72.6%
Recreation	8,482,800	7,554,200	-928,600	-10.9%
Employment Opportunities	0	1,602,800	1,602,800	N/A
Youth Services	<u>3,546,900</u>	<u>2,301,500</u>	<u>-1,245,400</u>	-35.1%
Total	13,933,300	11,979,700	-1,953,600	-14.0%
Employee Years	194.8	192.9	-1.9	-1.0%

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
173,300	80,000	132,400	0	-6,200	-2,333,100	-1,953,600

**Major Change Highlights** As proposed by the Mayor:

The Cemetery Division transfers to the Department of Environmental Services	-1,195,500
Funding from the Rochester City School District for the Hillside Work Scholarship Program reduces due to Rochester City School District budget constraints	-600,000
The Curfew program was determined to be unconstitutional during 2009-10, thus eliminating expense	-202,000
A new grant from the New York State Department of Health will assist in health education of youth	193,700
Deputy Commissioner position eliminated due to departmental reorganization as an efficiency measure	-106,200

 As amended by City Council:

Funds are transferred from City Council & Clerk, Mayor's Office, Management & Budget, and Undistributed for staffing at the Ryan Center	100,300
Funds are transferred from Contingency for Youth Development initiatives: Teen Empowerment, Emerging Leaders Program, Pop Warner League Monroe County Cowboys, Tuck-Murphy's Basketball Tournament, Building Strong Communities Sports Camp, Corn Hill Navigation, Mighty Liberators II Drum Corps, and Partners in Community Development	23,500

DEPARTMENT OF RECREATION & YOUTH SERVICES  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	6,808,118	6,802,600	6,878,500	6,237,300
Materials & Supplies	443,764	429,500	449,700	356,900
Services	9,359,847	5,717,800	6,438,000	5,239,800
Other	<u>69,858</u>	<u>85,100</u>	<u>167,100</u>	<u>145,700</u>
Total	16,681,587	13,035,000	13,933,300	11,979,700
Appropriation by Activity				
Office of the Commissioner	2,210,669	1,161,700	1,903,600	521,200
Recreation	8,530,243	8,518,100	8,482,800	7,554,200
Special Services	2,612,677	0	0	0
Employment Opportunities	0	0	0	1,602,800
Youth Services	<u>3,327,998</u>	<u>3,355,200</u>	<u>3,546,900</u>	<u>2,301,500</u>
Total	16,681,587	13,035,000	13,933,300	11,979,700
Employee Years by Activity				
Office of the Commissioner	21.1	11.9	14.9	6.0
Recreation	165.2	175.8	167.0	153.0
Special Services	0.0	0.0	0.0	0.0
Employment Opportunities	0.0	0.0	0.0	26.4
Youth Services	<u>8.2</u>	<u>12.0</u>	<u>12.9</u>	<u>7.5</u>
Total	194.5	199.7	194.8	192.9

**Mission Statement**

The Commissioner's Office supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* through management policy and sets 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.

**Vital Customers**

- Internal staff
- City Council
- Rochester City School District
- Community agencies
- City youth

**2010-11 Strategic Goals & Objectives**

Objective	Priorities Supported	Projected Completion
Expand the Department of Recreation and Youth Services/Libraries/Schools operational and capital collaborations	Education	Fourth Quarter

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,903,600	521,200	-1,382,400
Employee Years	14.9	6.0	-8.9

**Change Detail**

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,600	7,100	-400	0	1,400	-1,395,100	-1,382,400

**Major Change**

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF THE COMMISSIONER

---

As proposed by the Mayor:

The Pathways To Peace unit transfers to the new Office of Employment Opportunities	-1,074,200
The Curfew program was determined to be unconstitutional during 2009-10, thus eliminating expense	-202,000
Deputy Commissioner position eliminated due to departmental reorganization as an efficiency measure	-106,200
An administrative position is funded to assist with youth initiatives	47,100
Truancy advertising is eliminated due to budget constraints	-44,000
A one-time budget reduction in 2009-10 does not recur	34,400
One time equipment maintenance is complete	-30,300
Transfer shared clerical position to the Bureau of Youth Services	-11,500
Productivity improvements reduce expense	-5,900
Contract labor is eliminated as an efficiency measure	-4,000
Cell telephone expenses reduce due to reduced personnel in Commissioner's Office	-1,500

As amended by City Council:

Funds are transferred from Contingency for Youth Development initiatives: Mighty Liberators II Drum Corps	3,000
---	-------

**Program Change**

The Commissioner's Office will implement a comprehensive strategic planning process to frame the future operations of the department.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF THE COMMISSIONER  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	1,120,762	919,800	1,168,300	383,100
Materials & Supplies	11,728	5,000	38,000	2,200
Services	1,078,179	222,900	615,700	135,900
Other	0	14,000	81,600	0
Total	<u>2,210,669</u>	<u>1,161,700</u>	<u>1,903,600</u>	<u>521,200</u>
Appropriation by Activity				
Commissioner's Office	848,621	573,500	829,400	521,200
Special Events	804,135	0	0	0
Pathways to Peace	557,913	588,200	1,074,200	0
Total	<u>2,210,669</u>	<u>1,161,700</u>	<u>1,903,600</u>	<u>521,200</u>
Employee Years by Activity				
Commissioner's Office	8.3	5.9	6.3	6.0
Special Events	5.6	0.0	0.0	0.0
Pathways to Peace	7.2	6.0	8.6	0.0
Total	<u>21.1</u>	<u>11.9</u>	<u>14.9</u>	<u>6.0</u>



DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF THE COMMISSIONER  
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2009-10	Approved 2010-11
36	Commissioner of Recreation & Youth Services	1.0	1.0
35	Deputy Commissioner of Recreation & Youth Services	1.0	0.0
28	Manager of Administrative Support	1.0	1.0
26	Youth Intervention Supervisor	1.0	0.0
20	Sr. Youth Intervention Specialist	1.0	0.0
18	Municipal Assistant	0.0	1.0
18	Secretary to Commissioner	1.0	1.0
18	Youth Intervention Specialist	3.0	0.0
18	Youth Intervention Specialist Bilingual	1.0	0.0
11	Secretary Bilingual	0.3	0.0
7	Clerk III with Typing	1.0	1.0
6	Receptionist Typist	1.0	1.0
<b>EMPLOYEE YEARS</b>			
Full Time		12.3	6.0
Overtime		0.2	0.0
Part Time, Temporary, Seasonal		2.4	0.0
Less: Vacancy Allowance		<u>0.0</u>	<u>0.0</u>
Total		14.9	6.0

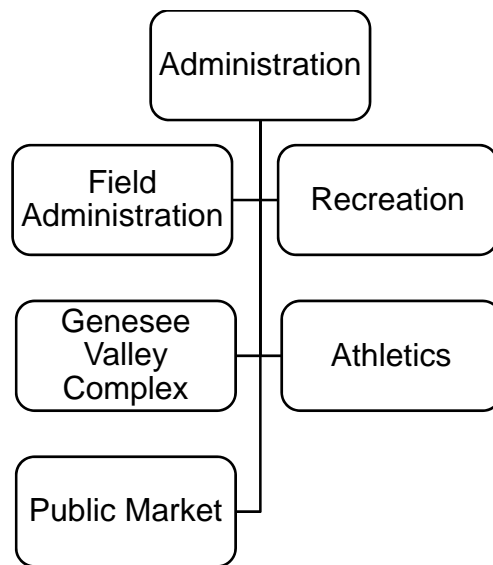
---

## Mission Statement

The Bureau of Recreation supports the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through providing quality leisure time programs and services to residents of all ages with an emphasis on youth. This is accomplished by utilizing a youth development philosophy with a focus on: competence, usefulness, belonging, and power of influence. The Bureau acts as stewards, interpreters and champions of our City's recreational and horticultural resources including parks, playgrounds, green spaces and related facilities. It plans and implements capital improvement projects in parks, recreation facilities, and the Public Market.

The Bureau also manages and operates the Rochester Public Market in a manner that: ensures its financial viability, fosters local economic development, promotes and sustains farmers and vendors, and provides consumers with access to a fresh, nutritious, and affordable food source.

## Organization



## Vital Customers

- Residents and visitors of all ages
- Vendors and customers at the Public Market
- City youth and their families
- Citizens of Rochester
- Parks patrons

**DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION**

**Critical Processes**

- Maintain Employee Professional Development System (EPDS), including skill inventory
- Conduct Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis annually at each site with all staff
- Hold Town meetings bi-annually to engage the public in service feedback
- Conduct surveys annually for youth who do not attend our centers and semi-annually with youth who do attend
- Hold semi-annual meetings with vendors at the Public Market
- Conduct Rapid Market Assessments on a bi-annual basis at the Public Market

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Initiate Recreation on the Move	Customer Service Public Safety	Second Quarter
Complete parking and access improvements at the Public Market	Customer Service Neighborhood & Business Development	Fourth Quarter

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
<b>Recreation</b>				
Registrations:				
• Adams/Gardiner	4,331	2,400	2,500	3,000
• Avenue D	2,405	2,620	2,600	2,600
• Campbell	1,398	1,570	1,500	1,500
• Carter/Norton Village	2,109	2,000	2,000	2,000
• Edgerton/Pierpont/Charlotte/LaGrange	3,098	3,211	2,700	3,200
• Flint	3,033	3,700	3,000	3,700
• North Street	2,406	2,500	2,500	2,500
• South/Field/Cobbs Hill	2,152	2,400	2,400	2,400
• Thomas P. Ryan/Humboldt	<u>1,824</u>	<u>3,500</u>	<u>2,700</u>	<u>3,500</u>
• Total registrations	22,756	23,901	21,900	24,400
Attendance per year:				
• Adams/Gardiner	48,001	37,000	33,000	43,000
• Avenue D	61,998	45,000	45,000	45,000
• Campbell	43,606	34,000	45,000	34,000

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION

12-11

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
• Carter/Norton Village	50,720	38,000	40,000	40,000
• Edgerton/Pierpont/Charlotte/LaGrange	66,742	87,700	76,000	87,000
• Flint	62,973	59,100	70,000	62,000
• North Street	55,359	37,500	31,000	39,000
• South/Field/Cobbs Hill	64,992	39,000	51,000	39,000
• Thomas P. Ryan/Humboldt	<u>61,035</u>	<u>75,000</u>	<u>50,000</u>	<u>70,000</u>
• Total attendance	515,426	452,300	441,000	459,000
 <b>Genesee Valley Park Complex</b>				
Registrations - Special Events	816	800	850	850
Attendance per year:				
• GVP Ice Rink	38,684	45,658	40,000	40,000
• GVP Pool	11,167	9,720	12,500	11,000
• Manhattan Square Ice Rink	16,239	51,791	20,000	50,000
 <b>Athletics</b>				
Adult softball games held	1,310	1,310	1,310	1,310
Aquatics attendance per year:				
• Charlotte	0	0	0	0
• Douglass	0	1,754	700	3,000
• Durand Beach	80,406	74,651	80,000	78,000
• East	2,755	0	0	0
• Franklin	2,821	1,714	3,000	3,400
• Freddie Thomas	2,435	0	0	0
• Jefferson	3,018	0	0	0
• Madison	1,960	2,751	1,800	3,000
• Marshall	65	2,891	2,000	2,300
• Monroe	35	1,021	1,400	1,800
 <b>Public Market</b>				
Market days held	156	155	155	155
Special event days	34	47	33	33
Occupancy Rate (%):				
• Shed A	100	100	100	100
• Shed C	100	100	100	100

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
• Winter Shed	100	100	100	100

**FINANCIAL/COST****Public Market**

Public market revenue (\$)	682,225	776,500	823,300	768,600
----------------------------	---------	---------	---------	---------

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	8,482,800	7,554,200	-928,600
Employee Years	167.0	153.0	-14.0

**Change Detail**

<u>Salary &amp; 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>
108,200	24,600	130,600	0	-6,500	-1,185,500	-928,600

**Major Change**

As proposed by the Mayor:

The Cemetery Division transfers to the Department of Environmental Services	-1,195,500
A new grant from the New York State Department of Health will assist in sexual health education of youth to prevent HIV and STI infections	193,700
Reorganization to the quadrant model decreases expense with a net reduction of five full time positions	-108,300
Quad A for Kids agreement for after school programs is complete	-50,000
A new program, Recreation On The Move, will provide mobile recreation services in neighborhoods, at special events, and support public safety initiatives	49,500
Delay opening Durand Park Beach for one month in Summer 2011 and reduce supplies due to budget constraints	-35,100
One time After School Program grant from the Rochester Area Community Foundation is complete	-35,000
One time agreement with the Rochester Area Community Foundation for transportation of pre-kindergarten children is complete	-30,000
Relocation of the Commissioner's Office to 400 Dewey Ave. enables the reorganization of clerical staff and the elimination of one full time position	-28,900
Eliminate a full time aquatics position and replace with seasonal and part time staff due to budget constraints	-25,300
Add one part time position to assist with media relations, advertising and internet updates	20,900
Adams St. pool reopens for Summer 2010 after being closed for renovations	20,000

---

**Major Change**

Add one seasonal position to handle summer recreation hiring process	17,700
Productivity improvements reduce expense	-17,200
Reduce trailer rental costs at Durand Park Beach based on historical experience	-15,000
Eliminate funding for bus transportation to Durand Park Beach due to budget constraints	-10,000
Eliminate two security guard positions at Durand Park Beach due to budget constraints	-9,600
Reduce security at the Public Market due to budget constraints	-9,500
Increase Summer seasonal hours at the Public Market due to workload	9,500
One time Health Foundation Grant for fitness equipment at Avenue D Recreation Center is complete	-7,500
Eliminate Youth Sports Enhancement program due to budget constraints	-7,500
Reduce number of Nextel pagers as an efficiency measure	-6,300
Add tram operations expense at the Public Market	5,000
Reduce training for recreation staff due to budget constraints	-5,000
Delay full time staff uniform allowance for one year	-4,500
One time Courtside Scouting contract is complete	-3,000
Reduce Flint St. pool program by one week due to budget constraints	-2,700
One time Tuck Murphy basketball contract is complete	-2,500
One time Pop Warner football contract is complete	-2,000
One time Baden St. senior transportation agreement is complete	-2,000
Eliminate senior program at Carter St. Community Center due to budget constraints	-1,700
<input type="checkbox"/> As amended by City Council:	
Funds are transferred from City Council & Clerk, Mayor's Office, Management & Budget, and Undistributed for staffing at the Ryan Center	100,300
Funds are transferred from Contingency for Youth Development initiatives: Pop Warner League Monroe County Cowboys, Tuck-Murphy's Basketball Tournament, Building Strong Communities Sports Camp, and Corn Hill Navigation	12,000

**Program Change**

The Bureau of Recreation reorganizes to the Quadrant Model, which will allow for better coordination of services for youth, customers and internal/external partners with the Neighborhood Service Centers in each City quadrant. This will be done through the Recreation Coordinators' participation in meetings and projects in their assigned quadrants which will lead to sharing of resources, opportunities and information. Area Coordinators will also have the ability to better develop, mentor and supervise recreation staff in their assigned quadrants.

As part of the reorganization, the staff of the former Field Administration unit consolidates with Administration.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION

---

Recreation on the Move will take recreation to the people and promote the City's commitment to every neighborhood. Mobile recreation will create positive experiences for city residents who have not traditionally used, or who do not have access to, recreation facilities. The mobile unit allows City staff to connect with communities that are underserved in recreation or negatively impacted by disengaged youth and families. Services offered will include: sports and physical engagement, educational enhancement, health and wellness promotion, interactive play, performance arts, and positive tickets. The mobile unit will have equipment, materials, staff and service partners available for convenient set-up at parks, vacant lots, schools, and other facilities on a regular schedule. It can also be deployed in response to certain service needs and for community events. The number of visits by patrons will be tracked and documented using a portable EZ Rec Pass unit.

A new grant from the New York State Department of Health will fund a program aimed at supporting and promoting optimal sexual health for young people. The program will involve youth leaders, parents, health clinics and community volunteers. Project staff will engage youth leaders and volunteers from all community sectors to conduct needs assessment, identify barriers to youth access to sexual health care services, engage with local health care providers, and participate on health systems planning bodies to implement youth-friendly service delivery of health care.

The Thomas P. Ryan Community Center water spray park will be activated for the first time in Summer 2010. The Edgerton Community Center's water spray park and new play apparatus will be activated in Summer 2010.

The North St. Community Center will undergo the design process of its' interior space renovation, through collaborative funding by the Daisy Marquis Jones Foundation, the New York State Dormitory Authority and the City.

The Durand Beach opening for Summer 2011 is deferred from Memorial Day to July 1, 2011. The attendance for Summer 2009 was reduced due to bad weather and water conditions closing the beach for 19 days during the season. The average closure is 6 to 8 days per season.

Tram shuttle service begins at the Public Market in the Summer of 2010. The Friends of the Public Market will operate the service, which will shuttle patrons between the Market and its various parking areas, as well as link other areas within the Market District.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF RECREATION  
EXPENDITURE SUMMARY

12-15

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	5,152,454	5,204,200	4,985,100	4,420,000
Materials & Supplies	394,840	366,100	346,700	273,900
Services	2,982,949	2,936,200	3,139,400	2,837,500
Other	<u>0</u>	<u>11,600</u>	<u>11,600</u>	<u>22,800</u>
Total	8,530,243	8,518,100	8,482,800	7,554,200
Appropriation by Activity				
Administration	2,223,222	2,082,100	2,217,100	2,493,000
Field Administration	190,910	211,800	188,300	49,500
Recreation	3,325,532	3,411,600	3,250,200	3,357,200
Genesee Valley Complex	452,381	481,100	547,900	560,100
Athletics	506,607	551,200	540,900	501,500
Public Market	618,124	625,100	542,900	592,900
Cemeteries	<u>1,213,467</u>	<u>1,155,200</u>	<u>1,195,500</u>	<u>0</u>
Total	8,530,243	8,518,100	8,482,800	7,554,200
Employee Years by Activity				
Administration	16.6	18.0	21.3	26.8
Field Administration	3.4	3.7	3.0	1.5
Recreation	85.9	99.6	90.3	89.3
Genesee Valley Complex	13.4	13.5	13.0	17.1
Athletics	16.6	16.2	14.8	13.9
Public Market	4.7	4.7	4.3	4.4
Cemeteries	<u>24.6</u>	<u>20.1</u>	<u>20.3</u>	<u>0.0</u>
Total	165.2	175.8	167.0	153.0



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

FULL TIME POSITIONS				Administration	Field Administration	Recreation	Genesee Valley Complex	Athletics	Public Market
Br.	Title	Budget 2009-10	Approved 2010-11						
34	Assistant Commissioner/Recreation	0.0	1.0	1.0					
33	Director/Recreation & Leisure Services	1.0	0.0						
30	Asst. Mgr. of Parks & Recreation	1.0	1.0	0.7					0.3
25	Area Manager	1.0	0.0						
25	Cemetery Manager	1.0	0.0						
24	Program Development Specialist	1.0	1.0	1.0					
23	Area Coordinator	0.0	2.0	2.0					
23	Coordinator, Athletics & Aquatics	1.0	1.0	0.2			0.5	0.3	
23	Coordinator, Horticultural and Environmental Programming	0.0	1.0	1.0					
21	Recreation Center Director	6.0	6.0			6.0			
20	Administrative Analyst	1.0	1.0	1.0					
19	Cemetery Operations Supervisor	1.0	0.0						
19	Senior Recreation Supervisor	2.0	0.0						
18	Head Account Clerk	1.0	0.0						
18	Supervisor of Markets	1.0	1.0						1.0
17	Horticulture Technician	1.0	0.0						
16	Administrative Assistant	2.0	2.0	2.0					
15	Recreation Supervisor	12.0	14.0			13.0	0.5	0.5	
13	Program Support Aide	0.0	1.0	1.0					
9	Clerk II with Typing	1.0	1.0	1.0					
9	Clerk II with Typing Bilingual	1.0	0.0						
9	Pool Supervisor	1.0	0.0						
9	Program Support Aide	1.0	0.0						
9	Recreation Leader	21.0	22.0			22.0			
9	Recreation Leader Bilingual	3.0	3.0			3.0			
7	Clerk III with Typing	3.0	1.0	1.0					
57	Cemetery Worker	3.0	0.0						
57	Senior Security Guard	1.0	1.0	1.0					
41	Parks Operations Worker	1.0	1.0						1.0
<b>EMPLOYEE YEARS</b>									
Full Time		69.0	61.0	12.9	0.0	44.0	1.0	0.8	2.3
Overtime		1.6	1.0	0.1	0.0	0.6	0.0	0.0	0.3
Part Time, Temporary, Seasonal		102.4	96.1	14.0	1.5	49.0	16.6	13.2	1.8
Less: Vacancy Allowance		6.0	5.1	0.2	0.0	4.3	0.5	0.1	0.0
<b>Total</b>		<b>167.0</b>	<b>153.0</b>	<b>26.8</b>	<b>1.5</b>	<b>89.3</b>	<b>17.1</b>	<b>13.9</b>	<b>4.4</b>

---

### Mission Statement

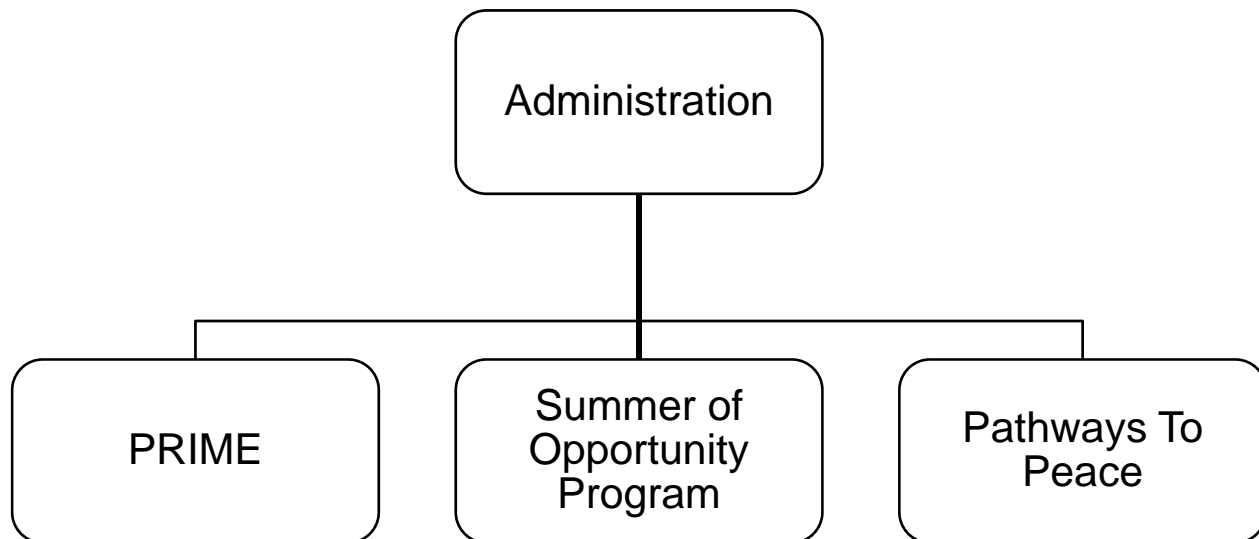
The Office of Employment Opportunities supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing workforce preparation and educational support.

The Bureau provides employment readiness and employment placement for city residents age 14 and older through its signature programs, the Providing Realistic Incentives for Maintaining Employment (PRIME) Program and the Summer of Opportunity Program (SOOP).

The Summer of Opportunity Program, which includes the Community Conservation Corps (CCC) and the Teens on Patrol (TOPS) programs, focuses on youth job development and employment placement. The PRIME program serves city residents with significant barriers to employment such as criminal records, under-education and poor work history through employment readiness and skill development.

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

### Organization



### Vital Customers

#### Employment Opportunities

- Youth ages 14 - 20
- Parents and families of youth
- Young Adults

#### Pathways to Peace

- Severely at-risk inner city youth
- Families of violent youth or in a crisis involving youth
- Community service providers
- The community at large

**DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES**

---

**Critical Processes**

## Employment Opportunities

- Provide youth outreach and recruitment for employment
- Provide clients with access to resources

## Pathways to Peace

- Provide targeted outreach
- Make home visits
- Provide mediations and presentations
- Provide service linkages

**2010-11 Strategic Goals & Objectives**

<b>Objective</b>	<b>Priorities Supported</b>	<b>Projected Completion</b>
Complete grant funded Operation SNUG anti-violence program	Public Safety	Third Quarter

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	0	1,602,800	1,602,800
Employee Years	0.0	26.4	26.4

**Change Detail**

<u>Salary &amp; Wage Adjustment</u>	<u>General Inflation</u>	<u>Chargebacks</u>	<u>Vacancy Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>	<u>Total</u>
42,600	8,400	-800	0	6,000	1,546,600	1,602,800

**Major Change**

The Pathways To Peace unit transfers from the Commissioner's Office	1,074,200
The Office of Employment Opportunities transfers from the Bureau of Youth Services	602,400
An administrative position is created to assist in employment initiatives	71,000
The Operation SNUG grant is partially complete due to a delayed start date of March 31, 2010	-69,900
One time Rochester Re-entry program grant is complete	-49,800
One time IMPACT VI grant is complete	-37,600
Eliminate a full time position and replace with seasonal and part time staff due to budget constraints	-19,000
Reduce PRIME Program seasonal administrative support due to budget constraints	-9,800

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES

12-19

**Major Change**

Reduce Summer of Opportunity Program seasonal administrative support due to budget constraints	-6,100
Productivity improvements reduce expense	-5,800
One time Slam High Poetry program funding is complete	-2,000
Reduce printing and advertising due to budget constraints	-1,000

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>CUSTOMER PERPECTIVE</b>				
<b>Summer of Opportunity Program</b>				
Applicants for Summer of Opportunity (ages 14 – 20 years)	979	1,300	1,500	1,500
Number of employers participating in Summer of Opportunity	42	35	45	40
Trainees in Summer of Opportunity	978	700	900	250
Number of youth placed in Summer of Opportunity	502	439	350	300
Number of parents attending workshops	952	1,291	1,000	600
<b>PRIME Program</b>				
Number of youth employed in the PRIME Initiative	80	130	150	140
PRIME applicants	289	450	N/A	370
PRIME participants	97	250	200	240
PRIME trained in job readiness training	97	250	200	240
PRIME trained in vocational training	49	120	N/A	140
PRIME participants finding full time employment	18	24	150	40
Employment Partnerships developed	6	10	N/A	10
Jobs created	80	130	N/A	140
<b>Pathways to Peace</b>				
Number of youth conflict incidents referred	115	125	N/A	140
Number of youth conflict incidents mediated	72	80	N/A	90
Percentage of incidents mediated	63%	64%	N/A	64%
Number of youth referred to PTP	120	130	N/A	150

**DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES**

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
Number of youth referred that are linked to services	80	85	N/A	105
Percentage of youth referred linked to services	67%	65%	N/A	70%
Number of youth referred not showing recidivism	78	85	N/A	100
Percentage of youth referred not showing recidivism	65%	65%	N/A	67%

**Abbreviations:**

PTP – Pathways to Peace

PRIME - Providing Realistic Incentives for Maintaining Employment

N/A - Not Applicable

**Program Change**

This new bureau consolidates all employment efforts. The Office of Employment Opportunities will continue to increase its presence in the community to enhance current job development efforts to garner more employment opportunities for program participants.

The Summer of Opportunity Program will feature an on-line application and database management system that will greatly enhance the bureau's ability to connect with students and provide a more efficient program. The payroll for the program will be done in-house with the youth hired as city employees; previously the payroll workload was performed by the Rochester City School District.

In prior years, the Summer of Opportunity Program was able to provide training to all of the youth who applied through the generous resources of Rochester Works, who hired consultants to do all the training, while the Youth Services staff focused on the interviews and the parent workshops. For 2010-11, the Summer of Opportunity Program and Rochester Works have created a more streamlined plan that will provide training only to youth ages 16 and above who demonstrate need, and will provide workshops only to parents of youth ages 14 – 15. Although the funding level remains the same, the bulk of it is going primarily to the work slots, and not to staff to provide those support services to the program. This staff reduction is on both the City & Rochester Works side.

The Operation SNUG Program will enable the Pathways to Peace Director and Advisory Team to implement the Ceasefire Chicago Model. This is not an expansion of Pathways to Peace, it is a supplemental initiative and an alternative model for targeted areas in the City of Rochester. This program will allow newly hired staff or "Credible Messengers" from the community to build rapport and engage in innovative tactics to steer high-risk young people away from the culture of violence, gangs, and illegal guns through targeted outreach and dispute resolution for potentially escalating violent situations. This will be accomplished by a larger team and extended hours, seven days a week. This program will include an education campaign increasing the wider community's awareness of the full effect of gun violence. Pathways will develop new collaborations with community organizations and with local anti-violence community groups. SNUG is a one year grant funded by the New York State Division of Criminal Justice Services and will be completed in March 2011.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES  
EXPENDITURE SUMMARY

12-21

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	1,001,200
Materials & Supplies	0	0	0	43,400
Services	0	0	0	500,600
Other	0	0	0	57,600
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,602,800</u>
Appropriation by Activity				
Administration	0	0	0	288,800
PRIME	0	0	0	53,900
Summer Of Opportunity Program	0	0	0	334,600
Pathways to Peace	0	0	0	925,500
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,602,800</u>
Employee Years by Activity				
Administration	0.0	0.0	0.0	2.8
PRIME	0.0	0.0	0.0	1.2
Summer Of Opportunity Program	0.0	0.0	0.0	8.6
Pathways to Peace	0.0	0.0	0.0	13.8
Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>26.4</u>

DEPARTMENT OF RECREATION & YOUTH SERVICES  
OFFICE OF EMPLOYMENT OPPORTUNITIES  
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PRIME	Summer Of Opportunity Program	Pathways To Peace
Br.	Title	Budget 2009-10	Approved 2010-11				
33	Director/Office of Employment Opportunities	0.0	1.0	1.0			
26	Youth Intervention Supervisor	0.0	1.0				1.0
24	Program Development Specialist	0.0	1.0	1.0			
24	Senior Administrative Analyst	0.0	1.0	1.0			
20	Sr. Youth Intervention Specialist	0.0	1.0				1.0
18	Youth Intervention Specialist	0.0	2.0				2.0
18	Youth Intervention Specialist Bilingual	0.0	1.0				1.0
<b>EMPLOYEE YEARS</b>							
	Full Time	0.0	8.0	3.0	0.0	0.0	5.0
	Overtime	0.0	0.4	0.0	0.0	0.0	0.4
	Part Time, Temporary, Seasonal	0.0	18.3	0.0	1.2	8.6	8.5
	Less: Vacancy Allowance	<u>0.0</u>	<u>0.3</u>	<u>0.2</u>	<u>0.0</u>	<u>0.0</u>	<u>0.1</u>
	<b>Total</b>	<b>0.0</b>	<b>26.4</b>	<b>2.8</b>	<b>1.2</b>	<b>8.6</b>	<b>13.8</b>

---

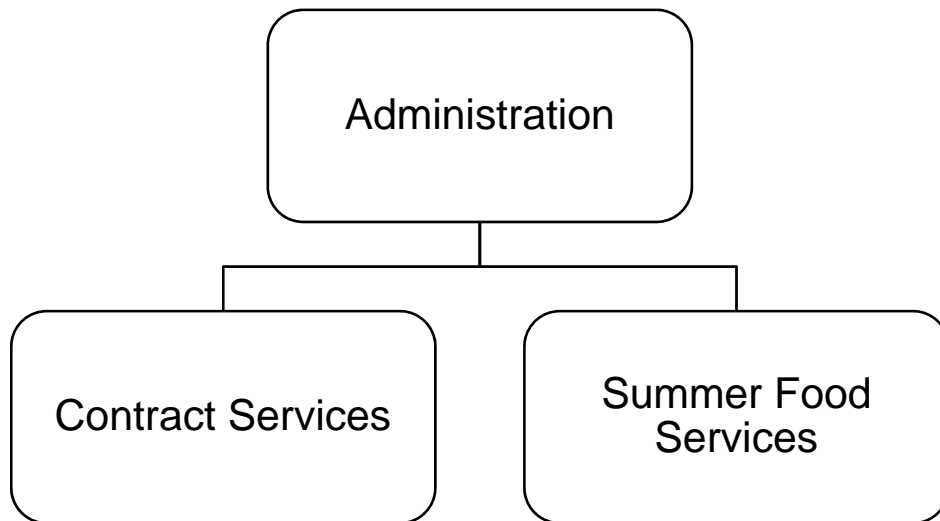
## Mission Statement

The Bureau of Youth Services supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing support for academic enrichment, youth development, empowerment and other prevention-based programs and services.

The Bureau also provides support for parents and families of the youth they serve, and provides workshops, services, and access to community resources to assist them in their role as the primary investors and stakeholders in the successful development of their children.

The Bureau operates the Adolescent Pregnancy Prevention Services (APPS) program, the Youth Training Academy (YTA), the Volunteer Intern Program (VIP), the Pillars of Hope program, the Mayor's Youth Advisory Council (MYAC), and the Rochester After School (RASA) program. It also runs the Summer Food Service Program, which is a federally funded activity that provides nutritious breakfasts and lunches to children at various recreation, day care, community centers, and other City locations.

## Organization



## Vital Customers

- Youth ages 12 - 25
- Parents and families of youth
- Teenage parents and their children

## Critical Processes

- Provide parent and family skills training
- Provide clients with access to resources



DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF YOUTH SERVICES

**Key Performance Indicators**

	<u>Actual 2008-09</u>	<u>Estimated 2009-10</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>
<b>CUSTOMER PERSPECTIVE</b>				
<b>Administration</b>				
Applicants for Youth Training Academy (YTA ) (ages 15 – 16 years)	25	51	50	60
Applicants for Volunteer Intern Program (VIP ) (ages 12 – 14 years)	N/A	24	40	40
Number of students enrolled in YTA	19	32	40	50
Number of students enrolled in VIP	N/A	15	20	30
Number of students completing YTA	19	29	40	40
Number of students completing VIP	10	13	20	20
<b>Contract Services</b>				
APPS participants	388	370	377	377
Hillside Work Scholarship participants	313	763	463	313
CDBG participants	1,500	900	1,000	1,000
APPS participants with no first or repeat pregnancies (%)	90%	85%	90%	85%
<b>Special Projects</b>				
Youth participants in RASA-4	304	382	260	260
Adult participants in RASA-4	N/A	200	260	260
School attendance rates due to RASA-4	N/A	75%	90%	90%
Percentage of students increasing Math and/or English tests enrolled in RASA programs	N/A	50%	65%	65%
<b>Summer Food Service</b>				
Summer Food Program breakfast sites	60	46	56	56
Summer Food Program lunch sites	70	56	73	73
Summer Food Program breakfasts served	68,344	59,286	74,000	74,000
Summer Food Program lunches served	108,266	88,992	110,000	110,000

DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF YOUTH SERVICES

12-25

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Budget</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>
<b>FINANCIAL/COST</b>				
<b>Contract Services</b>				
APPS allocation (\$)	377,396	354,752	354,752	354,752
CDBG program allocation (\$)	266,039	266,039	266,039	266,039
<b>Special Projects</b>				
New York State 21st Century - Phase 4 allocation (\$)	847,771	847,771	847,771	847,771

**Abbreviations:**

APPS - Adolescent Pregnancy Prevention Services  
 CDBG - Community Development Block Grant  
 RASA-4 - Rochester After School Academy Phase 4  
 VIP - Volunteer Intern Program  
 YTA - Youth Training Academy  
 N/A - Not Applicable

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	3,546,900	2,301,500	-1,245,400
Employee Years	12.9	7.5	-5.4

**Change Detail**

Salary & Wage <u>Adjustment</u>	General		Vacancy				<u>Total</u>
17,900	<u>Inflation</u>	<u>Chargebacks</u>	<u>Allowance</u>	<u>Miscellaneous</u>	<u>Major Change</u>		
	39,900	3,000	0	-7,100	-1,299,100	-1,245,400	

**DEPARTMENT OF RECREATION & YOUTH SERVICES  
BUREAU OF YOUTH SERVICES**

**Major Change** As proposed by the Mayor:

The Office of Employment Opportunities becomes a separate Bureau	-602,400
Funding from the Rochester City School District for the Hillside Work Scholarship Program reduces due to budget constraints	-600,000
One time Community-Based Adolescent Pregnancy Prevention Grant is partially complete	-74,400
Eliminate one full time position due to budget constraints	-50,900
Summer Food Program increases due to increased Federal allowance for cost of meals	45,100
Productivity improvements reduce expense	-21,500
Transfer shared clerical position from the Commissioner's Office	11,500
One time CONEA Kids Fair is complete	-4,500
One time High School Leadership Forum is complete	-3,000
One time Anti-Violence Concert at the Blue Cross Arena at the War Memorial is complete	-3,000
Reduce contract labor due to efficiencies	-2,000
Reduce educational supplies due to budget constraints	-1,500
Reduce printing and advertising expenses due to budget constraints	-1,000

 As amended by City Council:

Funds are transferred from Contingency for Youth Development initiatives: Teen Empowerment, Emerging Leaders Program, and Partners in Community Development	8,500
---	-------

**Program Change**

Community-Based Adolescent Pregnancy Prevention is a pilot program funded by a grant from the New York State Department of Health to increase awareness, outreach, and implementation of evidenced-based curriculum to address teen pregnancy. The program expects to serve 400 youth and their families. This is a calendar year grant and will be completed in December 2010.

The Office of Employment Opportunities transfers to become a separate bureau. The Hillside Work Scholarship Program will reduce due to a reduction in funding from the Rochester City School District.

The Central Kitchen at the Rochester City School District will be closed for renovations during the Summer 2010, so the City's Summer Food Program will contract with other vendors for meal preparation and delivery.

DEPARTMENT OF RECREATION & YOUTH SERVICES  
 BUREAU OF YOUTH SERVICES  
 EXPENDITURE SUMMARY

12-27

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	534,902	678,600	725,100	433,000
Materials & Supplies	35,696	58,400	65,000	37,400
Services	2,757,400	2,558,700	2,682,900	1,765,800
Other	<u>0</u>	<u>59,500</u>	<u>73,900</u>	<u>65,300</u>
Total	3,327,998	3,355,200	3,546,900	2,301,500
Appropriation by Activity				
Administration	894,794	238,400	247,200	271,500
Office of Employment Opportunities	0	578,600	615,700	0
Contract Services	2,042,536	2,172,300	2,243,300	1,544,200
Summer Food Service	<u>390,668</u>	<u>365,900</u>	<u>440,700</u>	<u>485,800</u>
Total	3,327,998	3,355,200	3,546,900	2,301,500
Employee Years by Activity				
Administration	4.1	2.6	2.5	2.8
Office of Employment Opportunities	0.0	4.6	5.0	0.0
Contract Services	3.0	3.6	3.9	3.2
Summer Food Service	<u>1.1</u>	<u>1.2</u>	<u>1.5</u>	<u>1.5</u>
Total	8.2	12.0	12.9	7.5

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

FULL TIME POSITIONS				Administration	Contract Services	Summer Food Service
Br.	Title	Budget 2009-10	Approved 2010-11			
34	Assistant Commissioner/Youth Services	0.0	1.0	1.0		
33	Manager/Youth Services Planning	1.0	0.0			
31	Manager/Office of Employment Opportunities	1.0	0.0			
24	Senior Administrative Analyst	3.0	2.0		1.9	0.1
20	Senior Human Services Coordinator	1.0	0.0			
16	Employment & Training Counselor	1.0	1.0	1.0		
11	Secretary Bilingual	0.7	1.0	1.0		
6	Receptionist Typist Bilingual	1.0	1.0		0.9	0.1
EMPLOYEE YEARS						
	Full Time	8.7	6.0	3.0	2.8	0.2
	Overtime	0.0	0.0	0.0	0.0	0.0
	Part Time, Temporary, Seasonal	5.1	2.2	0.0	0.6	1.6
	Less: Vacancy Allowance	<u>0.9</u>	<u>0.7</u>	<u>0.2</u>	<u>0.2</u>	<u>0.3</u>
	Total	12.9	7.5	2.8	3.2	1.5

**Purpose**

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

**Year-To-Year Comparison**

<u>Main Functions</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>	<u>Change</u>	<u>Percent Change</u>
Employee Benefits - Current	72,420,200	83,327,500	10,907,300	15.1%
Employee Benefits - Non-Current	23,106,400	19,995,400	-3,111,000	-13.5%
General Risk Management	6,016,700	2,204,700	-3,812,000	-63.4%
Other	<u>2,722,700</u>	<u>2,264,900</u>	<u>-457,800</u>	-16.8%
	104,266,000	107,792,500	3,526,500	3.4%
Less: Intrafund Credit*	<u>112,500</u>	<u>107,500</u>	<u>-5,000</u>	-4.4%
Total	104,153,500	107,685,000	3,531,500	3.4%

\*Reflects chargeback for Worker's Compensation costs.

**Major Change Highlights**

As proposed by the Mayor:

Employee Benefits – Current increases mainly due to anticipated higher retirement expense and an anticipated inflationary adjustment to medical insurance expense	10,907,300
Employee Benefits – Non-Current decreases primarily due to savings in retiree medical insurance expense with implementation of the new coverage plan	-3,070,700
General Risk Management decreases because of a one time contribution to a reserve due to litigation	-3,812,000
Other decreases primarily due to charging for credit card processing fees	-457,800

As amended by City Council:

Funds are transferred to Recreation & Youth Services to fund staffing at the Ryan Center	-40,300
--	---------

**UNDISTRIBUTED EXPENSES  
EXPENDITURE SUMMARY**

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	71,305,886	70,352,600	72,420,200	83,327,500
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>27,212,892</u>	<u>27,821,600</u>	<u>31,845,800</u>	<u>24,465,000</u>
	98,518,778	98,174,200	104,266,000	107,792,500
Less: Intrafund Credit*	<u>139,600</u>	<u>148,500</u>	<u>112,500</u>	<u>107,500</u>
Total	98,379,178	98,025,700	104,153,500	107,685,000
Appropriation by Activity				
Employee Benefits - Current	71,305,886	70,352,600	72,420,200	83,327,500
Employee Benefits - Non-Current	21,384,927	18,995,100	23,106,400	19,995,400
General Risk Management	1,355,864	5,958,700	6,016,700	2,204,700
Other	<u>4,472,101</u>	<u>2,867,800</u>	<u>2,722,700</u>	<u>2,264,900</u>
	98,518,778	98,174,200	104,266,000	107,792,500
Less: Intrafund Credit*	<u>139,600</u>	<u>148,500</u>	<u>112,500</u>	<u>107,500</u>
Total	98,379,178	98,025,700	104,153,500	107,685,000

\*Reflects chargeback for Worker's Compensation costs.

UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – CURRENT

**NEW YORK STATE RETIREMENT SYSTEM:** the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in nine separate programs, four for civilians and five for uniformed employees. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

<u>Tier</u>	<u>Hire Date (by any qualified public employer)</u>	
	<u>Non-Uniformed Employees</u>	<u>Uniformed Employees</u>
1	Before July 1973	Before July 1973
2	July 1973 to July 1976	After July 1973
3	July 1976 to September 1983	Does not apply
4	After September 1983	Does not apply
5	January 1, 2010	January 9, 2010

The amount of the payment is the product of the projected wage base times the contribution rates for each tier. The wage base is the projection by the Comptroller based upon wages and salaries earned during the period April 1, 2009 to March 31, 2010. The Comptroller determines the contribution rates. The bill also includes a reconciliation of under or over payment based on the prior year's actual wages.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	21,356,200	28,051,700	6,695,500

**Major Change**

Increase due to higher retirement contribution rates	7,673,500
A credit is anticipated due to the wage base estimated by the Comptroller for the 2009-10 bill being higher than actual	-978,000

**SOCIAL SECURITY:** under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first \$106,800, 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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	14,621,200	14,905,000	283,800

**Major Change**

Increase due to wage base growth from negotiated wage settlements and step increases	436,800
Savings due to workforce reduction	-153,000



**UNDISTRIBUTED  
EMPLOYEE BENEFITS – CURRENT**

**HOSPITAL & MEDICAL INSURANCE:** the City provides hospitalization and medical benefits through various programs. Agreements with the different labor unions determines specific coverage and the amount contributed by the City. In 2009, the City reached agreement with its' unions to adopt a common, single provider health care plan that is experienced rated. Coverage under the new plan started September 1, 2009 for union members. Administrative, Professional, and Technical employees and Confidential employees coverage under the new plan commenced January 1, 2010.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	24,798,100	32,628,900	7,830,800

**Major Change**

Cafeteria benefits plan ended December 2009	5,531,000
Inflationary adjustment to medical insurance expense anticipated when plan rates are subject to change January 1, 2011	2,747,800
Savings due to workforce reduction	-448,000

**CAFETERIA BENEFITS PLAN:** the City provided a Cafeteria Benefits Plan for Administrative, Professional, and Technical employees and Confidential employees. Under the Plan, an employee was given a credit allocation. The employee then allocated that credit toward various types of benefits and levels of coverage among medical, dental, life, and disability insurances, and flexible spending accounts.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	5,531,000	0	-5,531,000

**Major Change**

The Plan ended as December 2009	-5,531,000
---------------------------------	------------

**UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – CURRENT**

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

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	4,088,400	3,816,600	-271,800
Less: Intrafund Credit	112,500	107,500	-5,000
	3,975,900	3,709,100	-266,800

**Major Change**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Current Year Claims	261,300	247,100	-14,200
Administrative Charge	77,300	77,200	-100
State Assessments	500,000	600,000	100,000
Prior Years' Claims	3,249,800	2,892,300	-357,500
Total	4,088,400	3,816,600	-271,800
Less: Intrafund Credit	112,500	107,500	-5,000
	3,975,900	3,709,100	-266,800

**Chargebacks – Current Year Claims**

<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Department/Bureau</u>	<u>2009-10</u>	<u>2010-11</u>
			FIRE	500	500
NEIGHBORHOOD & BUSINESS DEVELOPMENT	1,000	2,000			
			LIBRARY	2,200	1,200
ENVIRONMENTAL SERVICES					
Commissioner	0	400			
Operations & Parks	155,000	145,100	RECREATION & YOUTH SERVICES	6,800	5,700
Water	45,000	45,000			
Total	200,000	190,500	UNDISTRIBUTED	10,000	14,300
EMERGENCY COMMUNICATIONS	5,000	5,700	Total Interfund	148,800	139,600
			Total Intrafund	112,500	107,500
POLICE	35,800	27,200	CITY TOTAL	261,300	247,100

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,910,300	1,942,600	32,300

**Major Change**

An adjustment is made for rate increases

32,300

UNDISTRIBUTED  
EMPLOYEE BENEFITS – CURRENT

LIFE INSURANCE: the City provides term life insurance for all full time employees.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	115,000	99,200	-15,800

**Major Change**

Savings from change in provider			-15,300
Savings due to workforce reduction			-500

HRA CITY CONTRIBUTION: Under terms of negotiated labor agreements, the City is required to make annual contributions to Health Reimbursement Accounts (HRA) for union members. A contribution is also made by the City for Administrative, Professional, and Technical employees and Confidential employees.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	0	1,739,500	1,739,500

**Major Change**

Funds are budgeted for this new benefit and adjusted for contractual increases			1,739,500
--	--	--	-----------

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees. This coverage was provided under the Cafeteria Plan at employee expense.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	0	144,000	144,000

**Major Change**

Funds are added for this benefit at City expense			144,000
--	--	--	---------

UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – CURRENT

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	71,305,886	70,352,600	72,420,200	83,327,500
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	<u>71,305,886</u>	<u>70,352,600</u>	<u>72,420,200</u>	<u>83,327,500</u>
Less: Intrafund Credit*	<u>139,600</u>	<u>148,500</u>	<u>112,500</u>	<u>107,500</u>
Total	71,166,286	70,204,100	72,307,700	83,220,000
Appropriation by Activity				
New York State Retirement	23,729,527	19,600,800	21,356,200	28,051,700
Social Security	14,008,101	14,220,100	14,621,200	14,905,000
Hospital and Medical	22,779,328	26,788,200	24,798,100	32,628,900
Cafeteria Benefits Plan	4,668,637	2,405,200	5,531,000	0
Worker's Compensation	4,201,268	3,730,700	4,088,400	3,816,600
Dental Insurance	1,809,742	1,689,300	1,910,300	1,942,600
Life Insurance	109,283	92,400	115,000	99,200
Union Trust Account	0	1,010,000	0	0
HRA City Contribution	0	755,900	0	1,739,500
Disability Insurance	0	60,000	0	144,000
	<u>71,305,886</u>	<u>70,352,600</u>	<u>72,420,200</u>	<u>83,327,500</u>
Less: Intrafund Credit*	<u>139,600</u>	<u>148,500</u>	<u>112,500</u>	<u>107,500</u>
Total	71,166,286	70,204,100	72,307,700	83,220,000

\*Reflects chargeback for Worker's Compensation costs.

**UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – NON-CURRENT**

**DISABLED/OLD PENSION:** this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for surviving spouses of firefighters who retired prior to the City's participation in the New York State Retirement System.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	2,128,000	2,128,000	0

**HOSPITAL & MEDICAL INSURANCE:** the City provides hospital and medical benefits to eligible retirees.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	19,794,100	16,712,500	-3,081,600

**Major Change**

Savings under the new plan were greater than assumed in the 2009-10 Budget	-4,247,600
Inflationary adjustment to medical insurance expense anticipated when plan rates are subject to change January 1, 2011	1,166,000

**DENTAL INSURANCE:** coverage is provided to eligible firefighter retirees.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	123,000	138,000	15,000

**Major Change**

An adjustment is made for rate increases	15,000
--	--------

**LIFE INSURANCE:** certain uniformed retirees are provided term life insurance benefits.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	44,500	40,100	-4,400

**Major Change**

Savings from change in provider	-4,400
---------------------------------	--------

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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,016,800	976,800	-40,000

**Major Change**

As proposed by the Mayor:

Miscellaneous adjustment 300

As amended by City Council:

Funds are transferred to Recreation & Youth Services to fund staffing at the Ryan Center -40,300

UNDISTRIBUTED EXPENSES  
EMPLOYEE BENEFITS – NON-CURRENT  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>21,384,927</u>	<u>18,995,100</u>	<u>23,106,400</u>	<u>19,995,400</u>
Total	21,384,927	18,995,100	23,106,400	19,995,400
Appropriation by Activity				
Disabled/Old Pension	2,179,150	2,078,800	2,128,000	2,128,000
Hospital and Medical - Retirees	18,671,078	15,987,400	19,794,100	16,712,500
Dental Insurance - Retirees	123,748	126,400	123,000	138,000
Life Insurance - Retirees	44,983	43,900	44,500	40,100
Unemployment Compensation	<u>365,968</u>	<u>758,600</u>	<u>1,016,800</u>	<u>976,800</u>
Total	21,384,927	18,995,100	23,106,400	19,995,400

UNDISTRIBUTED EXPENSES  
GENERAL RISK MANAGEMENT

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm, which handles all claims, administers the total insurance program. Contributions to Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	2,038,300	2,104,700	66,400

**Major Change**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Cost Components			
Administrative Charge	106,600	118,000	11,400
Insurance Premium - Major Claims	558,000	800,000	242,000
Contribution to the Insurance Reserve	1,373,700	1,186,700	-187,000
	2,038,300	2,104,700	66,400

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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	100,000	100,000	0

FOREIGN INSURANCE FUND RESERVE: The City of Rochester and the firefighters union, IAFF, are currently in litigation over the use of proceeds from a New York State imposed 2% tax on premiums collected by out-of-state insurance companies. In 2009-10, a court order directed the City to place in a reserve the disputed amount of prior spending until the appellate process is complete.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	3,878,400	0	-3,878,400

**Major Change**

The reserve contribution does not recur	-3,878,400
---	------------



UNDISTRIBUTED EXPENSES  
GENERAL RISK MANAGEMENT  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>1,355,864</u>	<u>5,958,700</u>	<u>6,016,700</u>	<u>2,204,700</u>
Total	1,355,864	5,958,700	6,016,700	2,204,700
Appropriation by Activity				
General Insurance	1,342,486	1,980,300	2,038,300	2,104,700
Judgments and Claims	13,378	100,000	100,000	100,000
Foreign Insurance Fund Reserve	<u>0</u>	<u>3,878,400</u>	<u>3,878,400</u>	<u>0</u>
Total	1,355,864	5,958,700	6,016,700	2,204,700

UNDISTRIBUTED EXPENSES  
OTHER

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to 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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,118,900	1,081,100	-37,800

**Major Change**

The allocation reduces due to sale of assets and based on projected need -37,800

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	525,000	525,000	0

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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	229,000	245,000	16,000

**Major Change**

An inflationary adjustment is made 16,000

TIME BANK ACCRUAL: to comply with the Governmental Accounting Standards Board (GASB) standards, specific time banks are required to be accrued by the City. Vacation time and uniformed compensatory time earned, but not yet taken, are accrued as an expense.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	521,500	521,500	0

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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	50,000	50,000	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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	500,000	500,000	0

**MOTOR EQUIPMENT BENEFITS CREDIT:** this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Equipment Services Division. These costs are allocated to this Division so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	-1,446,600	-1,656,800	-210,200

**Major Change**

An adjustment is made to reflect higher employee benefits costs	-210,200
---	----------

**MISCELLANEOUS:** this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, safe driver awards, employee assistance program, medical services, the Employer Assistance Housing Incentive (EAHI) to qualified City employees purchasing a City home, and International Sister Cities.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	1,224,900	999,100	-225,800

**Major Change**

Savings due to the City no longer absorbing the processing fee for credit card transactions	-300,000
Administrative costs for new HRA benefit	79,000
The allocation for EAHI increases based on projected need	50,000
AmeriCorps is reduced to recent prior years' level	-25,000
Net of other changes	-15,800
Funds for video editing and support transfer to Administration, Communications	-10,000
Participation in Leadership Rochester is eliminated due to budget constraints	-4,000

UNDISTRIBUTED EXPENSES  
OTHER

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>4,472,101</u>	<u>2,867,800</u>	<u>2,722,700</u>	<u>2,264,900</u>
Total	4,472,101	2,867,800	2,722,700	2,264,900
Appropriation by Activity				
Payments to Other Governments	900,396	882,600	1,118,900	1,081,100
Employee Development	121,171	527,300	525,000	525,000
Clty Channel 12 Operation	214,000	180,000	229,000	245,000
Time Bank Accrual	-38,723	521,500	521,500	521,500
Title Reports	0	50,000	50,000	50,000
Efficiency & Effectiveness Initiatives	718,526	500,000	500,000	500,000
Tax Relief Fund	2,000,000	0	0	0
Motor Equipment Benefits Credit	-1,314,460	-1,446,600	-1,446,600	-1,656,800
Miscellaneous	<u>1,871,191</u>	<u>1,653,000</u>	<u>1,224,900</u>	<u>999,100</u>
Total	4,472,101	2,867,800	2,722,700	2,264,900

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>2009-10</u>	<u>2010-11</u>	<u>Change</u>	<u>Percent Change</u>
Budget	7,804,100	13,664,500	5,860,400	75.1%

**Major Change Highlights**

As proposed by the Mayor:

Allocation is made for difficult to project or unforeseen expenditures, including the incremental cost of pending labor agreements 5,909,900

As amended by City Council:

Funds were transferred from Contingency to: -49,500

Administration – Communications for Downtown Community Forum, Arts and Cultural Council, Clarissa Street Reunion, and Neighborhood of the Arts

Neighborhood & Business Development for Charles Neighbors in Action, Mary's Place, Maplewood Neighborhood Association, Wide Water Garden, North Winton Village, MOCHA, Sector 3, Project Hope, Bridges to Wellness, Marketview Heights Collective Action, North Edge Neighborhood Association, PARC (Park Avenue Revitalization Committee), Beechwood Community Association, and Monroe Village Task Force

Recreation & Youth Services for Teen Empowerment, Emerging Leaders Program, Pop Warner League Monroe County Cowboys, Tuck-Murphy's Basketball Tournament, Corn Hill Navigation, Mighty Liberators II Drum Corps, and Partners in Community Development

CONTINGENCY  
EXPENDITURE SUMMARY

	<u>Actual</u> <u>2008-09</u>	<u>Estimated</u> <u>2009-10</u>	<u>Amended</u> <u>2009-10</u>	<u>Approved</u> <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>0</u>	<u>7,804,100</u>	<u>7,804,100</u>	<u>13,664,500</u>
Total	0	7,804,100	7,804,100	13,664,500
Appropriation by Activity				
General Contingency*	0	7,804,100	7,804,100	13,664,500

\*Reflects remaining contingency after amendments. The original 2008-09 Contingency was \$11,318,000; the original 2009-10 was \$10,102,800.

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of "capital object or purpose" included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called "debt service". Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan.

### Year-To-Year Comparison

<u>Category</u>	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>	<u>Change</u>	<u>Percent Change</u>
Cash Capital	60,465,400	30,008,000	-30,457,400	-50.4%
Debt Service	<u>33,729,200</u>	<u>32,166,700</u>	<u>-1,562,500</u>	-4.6%
Total	94,194,600	62,174,700	-32,019,900	-34.0%

### Major Change Highlights

#### CASH CAPITAL

##### *Projects to be funded by 2009-10 Sale of Watershed:*

Water Main Cleaning and Lining	-1,836,000
Enterprise System – Front Office Deployment	-800,000
Hydrant and Valve Replacement	-576,000
Water Motor Equipment Replacement	-463,000
Holly System Diesel Engine Replacement	-150,000
Contamination Prevention Hydrant Locks	-105,000
Waring Road	-104,000
Reservoir Bypass	-100,000

##### *New Projects:*

Police Records Management System	1,000,000
Downtown Development	900,000
Public Market Winter Shed	500,000
CVMF Building Generators	450,000
Hemlock & Canadice Lake Water Facility	283,000
Blue Cross Arena Point of Sale System	180,000
Bridges and Parking Lot Development Public Market	145,000

## CAPITAL EXPENSE

Columbaria	100,000
Rundel Library Front Door Replacement	85,000
<i>Changes in Existing Projects from 2009-10:</i>	
Funding decreases for Motor Equipment in Solid Waste Collections Division	-5,844,000
Funding decreases for Water Main Cleaning and Lining, as planned	-1,616,000
Funding decreases for Police Vehicles	-1,442,000
Funding increases for Fire Fighter Apparatus	1,167,000
Funding increases for Asphalt Milling, Resurfacing and Curb Replacement	1,052,000
Funding increases for Midtown Development	968,000
Funding decreases for Demolition as Cash Capital is reassigned to CDBG	-750,000
Funding for Residential Street rehabilitation as Cash Capital is reassigned to Debt	-716,000
Funding decreases for Motor Equipment in the Bureau of Operations & Parks	-661,000
Funding increases for Process and Systems Integration	520,000
Funding increases for Focused Investment	500,000
Funding decreases for Fire House Replacement and Major renovations	-460,000
Funding decreases for Homeownership Program	-457,000
Funding increases for SCBA Replacement	383,000
Funding increases for Municipal Garage maintenance	365,000
Funding decreases for Water Meter Replacement	-362,000
Funding decreases for Market Rate Housing	-339,000
Funding decreases for Hazardous Waste Remediation	-263,000
Funding increases for Tennis/Basketball Replacement	250,000
Funding increases for Arts Installation and Enhancements	245,000
Funding increases for Aquatics Plan	170,000
Funding increases for Inner Look/Sidewalk project	122,000
Funding increases for Video Surveillance Cameras	100,000
<i>Projects or Project Elements that will not recur:</i>	
One time allocation for Mausoleum Building #3	-1,580,000
Funding for CVMF Building is complete	-517,000
Funding for Information System Business Process Services is complete	-350,000
Funding for Information Systems Disaster Recovery is complete	-350,000
Funding for Sanborn Maps is complete	-200,000
One time allocation for Terminal Facility	-150,000
Funding for Fire ETIN Phase II is complete	-150,000
Funding for Monroe Branch Library is complete	-135,000
Funding for CVMF Fuel System Upgrade is complete	-100,000
One time allocation for Rochester Convention Center Overhead Doors	-75,000



## CAPITAL EXPENSE

15-3

---

One time allocation for Genesee Valley Park Master Plan	-60,000
DEBT SERVICE	
Expenditures decrease in accordance with debt repayment schedules	-1,562,500

## CAPITAL EXPENSE

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</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>97,434,657</u>	<u>94,155,200</u>	<u>94,155,200</u>	<u>62,135,300</u>
Total	97,474,057	94,194,600	94,194,600	62,174,700
Appropriation by Activity				
Cash Capital	59,973,200	60,465,400	60,465,400	30,008,000
Debt Service	<u>37,500,857</u>	<u>33,729,200</u>	<u>33,729,200</u>	<u>32,166,700</u>
Total	97,474,057	94,194,600	94,194,600	62,174,700

CAPITAL EXPENSE  
CASH CAPITAL

**TRANSPORTATION**

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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	5,361,900	5,000,000	-361,900

**Major Change**

*Projects Impacted by Federal Funds:*

University Avenue & Artwalk II	-320,000
Bridge Maintenance	-166,000

*Projects to be funded by 2009-10 Sale of Watershed:*

Waring Road	-104,000
-------------	----------

*New Projects:*

Culver Road	27,000
-------------	--------

*Changes in Existing Projects from 2009-10:*

Funding increases for Asphalt Milling, Resurfacing and Curb Replacement	1,052,000
Funding for Residential Street Rehabilitation as Cash Capital is reassigned to Debt	-716,000
Funding decreases for University Avenue Improvement & Artwalk II Enhancement	-288,900
Funding decreases for Railroad Bridge and Land for Trails	-145,000
Funding increases for Inner Loop/Sidewalk project, as planned	122,000
Funding increases for Waring Road project	198,000
Funding decreases for Ridgeway Road project, as planned	-98,000
Funding decreases for Street Treatment and Traffic Control	-92,000
Funding increases for Winton Road North, as planned	49,000
Funding increases for Pavement Program	40,000
Funding increases for Lake Avenue project	37,000
Funding decreases for Broad Street East/Chestnut Street/Court Street project	-12,000
Street Lighting	6,000
<i>Purchasing Power Parity Increments:</i>	
Hazardous Sidewalk and Sidewalk Ramp Installation Programs	49,000

**CAPITAL EXPENSE  
CASH CAPITAL**

**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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	6,772,600	0	-6,772,600

**Major Change**

*Projects to be funded by 2009-10 Sale of Watershed:*

Water Main Cleaning and Lining	-1,836,000
Hydrant and Valve Replacement	-576,000
Diesel Engine Replacement	-150,000
Contamination Prevention Hydrant Locks	-105,000
Reservoir Bypass	-100,000
Water Security	-80,000
Conduit Valve & Vault Rehabilitation	-75,000
Small Equipment	-36,000
Filtration Plant and Related Renovations	-19,000

*Changes in Existing Projects from 2009-10:*

Funding decreases for Water Main Cleaning and Lining, as planned	-1,616,000
Funding decreases for Small Equipment	-577,000
Funding decreases for Hydrant and Valve Replacement, as planned	-559,000
Funding decreases for Water Meter Replacement	-362,000
Funding decreases for Conduit Streambed & Bank Erosion Control	-150,000
Funding decreases for Water Security, as planned	-131,000
Funding decreases for Lead and Galvanized Service	-115,000
Funding decreases for Contamination Prevention Hydrant Locks	-105,000
Funding decrease for Filtration Plant and Related Renovations	-93,000
Funding decreases for Conduit Valve & Vault Rehabilitation	-74,000
Funding decreases for Reservoir Bypass	-13,600

:

CAPITAL EXPENSE  
CASH CAPITAL

15-7

**PUBLIC SAFETY**

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	4,823,200	3,492,000	-1,331,200

**Major Change**

*New Projects:*

Emergency Communications Building Painting	5,000
--	-------

*Changes in Existing Projects from 2009-10:*

Funding decreases for Police Vehicles	-1,442,000
Funding increases for Fire Fighting Apparatus as planned	1,167,000
Funding increases for SCBA Replacement	383,000
Funding decreases for Fire House Replacement and Major Renovations	-201,000
Funding decreases for Cars, Vans and Utility Vehicles in the Fire Department	-135,000
Funding for Small Equipment in the Fire Department	128,000
Funding decreases for Police Facilities	-104,000
Funding increases for Emergency Generators at Fire Houses	30,000
Funding decreases for Emergency Communications Vehicles	-25,000
Funding increases for Turnout Gear	12,000

*Project or Project Elements that will not recur:*

One time grant for Police Equipment	-571,000
One time grant for Homeland Security	-308,000
One time grant for Firefighter Equipment	-119,200
One time allocation for Bomb Squad Training	-100,000
One time allocation for Parking Lot Gate Replacement	-30,000
One time allocation for Loading Dock Installation at Emergency Communications Building	-25,000

*Purchasing Power Parity Increments:*

Street Lighting	3,000
Project Uplift	1,000

**CAPITAL EXPENSE  
CASH CAPITAL**

**RECREATIONS & CULTURE**

Recreation & Culture category includes equipment replacement and facility improvements for parks, cemeteries, recreation centers, and the Community Library.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	6,932,800	3,228,000	-3,704,800

**Major Change**

*New Projects:*

Public Market Winter Shed	500,000
Bridges and Parking Lot Development Public Market	145,000
Columbaria	100,000
Guardrails Lower Falls	75,000
Riverside Pond Drainage	35,000

*Changes in Existing Projects from 2009-10:*

Funding increases for Tennis/Basketball Replacement	250,000
Funding increases for Arts Installation and Enhancements	245,000
Funding increases for Vehicle Purchases	210,000
Funding increases for Aquatic Plan	170,000
Funding decreases for General Rehabilitation in the Department of Recreation and Youth Services	-120,000
Funding increases for Lighting Courts and Fields	125,000
Funding decreases for Granite Memorials	-100,000
Funding decreases for Cemeteries Motor Equipment	-96,000
Funding decreases for Manhattan Square Park	-91,000
Funding increases for Computer Replacements	54,300
Funding decreases for Cemeteries Small Equipment	-45,000
Funding increases for Traditional Materials at Branch Libraries	66,900
Funds increase for Motor Equipment	40,000
Funding increases for Trails	15,000
Funding increases for Small Equipment	5,000
Funding increases for maintenance at the Cemeteries	5,000
Funding increases for maintenance at the Public Market	2,000

*Projects or Project Elements that will not recur:*

One time allocation for Mausoleum Building #3	-4,930,000
One time allocation for Rochester Convention Center HVAC Repairs	-100,000
One time grant for Mt. Hope Cemetery	-98,000
One time allocation for Riverside Convention Center Overhead Doors	-75,000

**CAPITAL EXPENSE  
CASH CAPITAL**

15-9

---

**Major Change**

One time allocation for Genesee Valley Park Master Plan	-60,000
One time allocation for Rochester Public Market	-25,000
One time allocation for Leaf Blower	-16,000
<i>Purchasing Power Parity Increments:</i>	
High Falls District	4,000
Rundel Library	2,000
War Memorial Standard Allocation	2,000

**GENERAL CITY DEVELOPMENT**

General City Development (projects to preserve and enhance the employment and tax base of the City) are included in this category.

**Year-To-Year Comparison**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	15,538,000	7,576,000	-7,962,000

**Major Change**

*New Projects:*

Downtown Development	900,000
Hydro-Kinetic Study	40,000

*Changes in Existing Projects from 2009-10:*

Funding increases for Midtown Development	968,000
Funding decreases for Demolitions as Cash Capital is reassigned to CDBG	-750,000
Funding increases for Focused Investment	500,000
Funding decreases for Homeownership Program	-457,000
Funding increases for Municipal Garage maintenance	365,000
Funding decreases for Market Rate Housing	-339,000
Funding decreases for Municipal Garage Equipment	-306,000
Funding decreases for Transient Marina Facility Phase I	-227,000
Funding decreases for Acquisition and Development in Administration	-135,000
Funding decreases for Downtown Streetscape	-120,000
Funding decreases for Port Infrastructure Roads	-25,000

*Projects or Project Elements that will not recur:*

One time allocation from Sale of Hemlock & Canadice Watershed Sale	-6,848,600
One time allocation for Demolition from Restore New York Grant	-1,000,000
One time allocation from South Avenue Garage Insurance Settlement	-251,900
One time allocation for Terminal Facility	-150,000
One time allocation for Port of Rochester Riverfront Improvements	-125,500

**CAPITAL EXPENSE  
CASH CAPITAL**

**FACILITIES & EQUIPMENT**

Facilities & Equipment 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. The General Equipment subcategory consists of the ongoing replacement programs for general office equipment, non-motorized field equipment, and information processing systems.

The Motor Equipment subcategory provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood 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>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Budget	21,036,900	10,712,000	-10,324,900

**Major Change**

*Projects to be funded by 2009-10 Sale of Watershed:*

Enterprise System – Front Office Deployment	-800,000
Motor Equipment Replacement	-463,000
Hemlock & Canadice Lake Water Facility	-283,000
Enterprise System Infrastructure	-79,000
Enterprise System – Back Office Deployment	-51,000
CVMF	-50,000
Environmental Services Small Equipment	-41,000

*New Projects:*

Police Records Management System	1,000,000
CVMF Building Generators	450,000
Blue Cross Arena Point of Sale System	180,000
Cemeteries Motor Equipment	96,000
Rundel Library Front Door Replacement	85,000
Police AVL Expansion	49,000
Cemeteries Small Equipment	45,000
OPI Case Management System	38,000
South Avenue Sidewalk Enhancements at Rundel Library	30,000
Human Resources System	22,000
Communications Web Video Hosting Server	15,000

*Changes in Existing Projects from 2009-10:*

Funding decreases for Motor Equipment in Solid Waste Collections Division, as planned	-5,844,000
---	------------



CAPITAL EXPENSE  
CASH CAPITAL

15-11

---

**Major Change**

Funding decreases for Motor Equipment in the Bureau of Operations & Parks, as planned	-661,000
Funding decreases for Motor Equipment in the Water Bureau	-532,000
Funding increases for Process and Systems Integration	520,000
Funding decreases for Rundel Library Renovations	-320,900
Funding decreases for Hazardous Waste Remediation, as planned	-263,000
Funding decreases for Rundel Mechanical System Replacement	-220,000
Funding increases for Blue Cross Arena	170,000
Funding decreases for New York State Power Authority	-131,000
Funding increases for Police Video Surveillance Cameras	100,000
Funding decreases for Communications Web Revitalization	-100,000
Funding decreases for Fire Department Office Furnishing	-100,000
Funding increases for city-wide Office Automation, as planned	71,000
Funding decreases for Small Equipment in the Department of Environmental Services	-71,000
Funding decreases for Environmental Services Small Equipment Water	-41,000
Funding decreases for Duplicating Equipment	-32,000
Funding increases for Motor Equipment in the Department of Environmental Services Commissioner's Office	21,000
Funding decreases for Small Equipment in the Department of Neighborhood Business Development	-20,000
Funding decreases for Environmental Services Office Furnishing	-20,000
Funding increases for Forestry Tree Maintenance Program, as planned	13,000
Funding decreases for Water Bureau Office Furnishing	-12,000
Funding decreases for Administration Office Furnishing	-12,000
Funding increases for maintenance of the Public Safety Building, as planned	10,000
Funding increases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	6,000
<i>Projects or Project Elements that will not recur:</i>	
Funding for North Street Recreation Center is complete	-750,000
Funding for CVMF Building is complete	-517,000
Funding for City Hall Grant is complete	-350,000
Funding for Information Systems Business Process Services is complete	-350,000
Funding for Information Systems Disaster Recovery is complete	-350,000
Funding for Sanborn Maps is complete	-200,000
Funding for Fire ETIN Phase II is complete	-150,000
Funding for Monroe Branch Library is complete	-135,000
Funding for CVMF Fuel System Upgrade is complete	-100,000
Funding for 311 Lagen Licenses is complete	-80,000

CAPITAL EXPENSE  
CASH CAPITAL

---

**Major Change**

Funding for Communications Designer Suite is complete	-80,000
Funding for Shot Spotter is complete	-40,000
Funding decreases for Database Management and GIS	-1,000
<i>Purchasing Power Parity Increments:</i>	
Standard allocation for routine maintenance at City Hall	2,000
Standard allocation for routine maintenance at the Colfax Street Refuse Garage	2,000

CAPITAL EXPENSE  
CASH CAPITAL  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	<u>59,973,200</u>	<u>60,465,400</u>	<u>60,465,400</u>	<u>30,008,000</u>
Total	59,973,200	60,465,400	60,465,400	30,008,000
Appropriation by Activity				
Transportation	6,811,400	5,361,900	5,361,900	5,000,000
Water System	2,847,000	6,772,600	6,772,600	0
Public Safety	14,082,800	4,823,200	4,823,200	3,492,000
Recreation & Culture	2,448,200	6,932,800	6,932,800	3,228,000
General City Development	13,120,800	15,538,000	15,538,000	7,576,000
Facilities & Equipment	<u>20,663,000</u>	<u>21,036,900</u>	<u>21,036,900</u>	<u>10,712,000</u>
Total	59,973,200	60,465,400	60,465,400	30,008,000

**CAPITAL EXPENSE  
DEBT SERVICE**

Principal payments consist of annual installment payments on long-term borrowing (Serial Bonds), Tax Repayment Fund, short-term borrowing (Bond Anticipation Notes) and Ferry debt.

**Year-To-Year Comparison**

	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>	<u>Change</u>
Serial Bonds & Tax Repayment Fund	22,249,900	24,443,400	2,193,500
Bond Anticipation Notes	<u>3,975,900</u>	<u>1,287,400</u>	<u>-2,688,500</u>
Total	26,225,800	25,730,800	-495,000

Interest Payment consists of annual payments of interest on long-term borrowing (Serial Bonds), Tax Repayment Fund, short-term borrowing (Bond Anticipation Notes) and Ferry debt.

**Year-To-Year Comparison**

	<u>Budget 2009-10</u>	<u>Budget 2010-11</u>	<u>Change</u>
Serial Bonds & Tax Repayment Fund	5,302,300	6,561,300	1,259,000
Bond Anticipation Notes	<u>1,001,100</u>	<u>682,700</u>	<u>-318,400</u>
Total	6,303,400	7,244,000	940,600

The following table illustrates the actual rates on borrowing contracted by the City during 2009-10. 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>
August, 2009	Bond Anticipation Note	2.00
February, 2010	Bond Anticipation Note	1.50

CAPITAL EXPENSE  
DEBT SERVICE

---

Statement of Indebtedness - June 30, 2010

<u>Category</u>	<u>Bonds</u>	<u>Notes</u>	<u>Total</u>
General	45,441,444	104,292,900	149,734,344
Sewer*	3,595,000	185,000	3,780,000
Water	34,820,000	8,519,500	43,339,500
School	<u>166,374,111</u>	<u>26,082,600</u>	<u>192,456,711</u>
	250,230,555	139,080,000	389,310,555

Less:

Items not subject to Constitutional Limit:

-Sewer (partial)	225,000
-Water	43,339,500
Constitutional Debt	<u>345,746,055</u>
Constitutional Debt Limit	<u>529,676,513</u>
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	183,930,458

\*\$335,000 to be reimbursed by Monroe County Pure Waters

CAPITAL EXPENSE  
DEBT SERVICE

---

---

Bond Debt to Maturities (Principal, All funds)  
As of June 30, 2010

<u>Fiscal Year</u>	<u>City</u>	<u>School</u>	<u>Total</u>
2010-11	23,712,000	13,884,342	37,596,342
2011-12	21,140,000	13,934,370	35,074,370
2012-13	18,945,000	13,321,400	32,266,400
2013-14	15,770,000	13,110,000	28,880,000
2014-15	13,125,000	13,263,000	26,388,000
2015-16	10,270,000	13,340,000	23,610,000
2016-17	8,250,000	12,999,000	21,249,000
2017-18	7,225,000	12,831,000	20,056,000
2018-19	6,740,000	12,909,000	19,649,000
2019-20	5,585,000	12,462,000	18,047,000
2020-21	4,885,000	11,645,000	16,530,000
2021-22	3,470,000	9,160,000	12,630,000
2022-23	2,995,000	6,765,000	9,760,000
2023-24	2,380,000	4,150,000	6,530,000
2024-25	2,145,000	1,895,000	4,040,000
2025-26	1,655,000	590,000	2,245,000
2026-27	1,530,000	115,000	1,645,000
2027-28	805,000		805,000
2028-29	625,000		625,000
2029-30	675,000		675,000
2030-31	680,000		680,000
2031-32	170,000		170,000
Total	<u>\$ 152,777,000</u>	<u>\$ 166,374,111</u>	<u>\$ 319,151,111</u>

---

---

CAPITAL EXPENSE  
DEBT SERVICE  
EXPENDITURE SUMMARY

	Actual <u>2008-09</u>	Estimated <u>2009-10</u>	Amended <u>2009-10</u>	Approved <u>2010-11</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>37,461,457</u>	<u>33,689,800</u>	<u>33,689,800</u>	<u>32,127,300</u>
Total	37,500,857	33,729,200	33,729,200	32,166,700
Appropriation by Activity				
Principal Payment	26,457,100	25,801,000	25,801,000	25,046,500
Interest Payment	<u>11,043,757</u>	<u>7,928,200</u>	<u>7,928,200</u>	<u>7,120,200</u>
Total	37,500,857	33,729,200	33,729,200	32,166,700



# Capital Improvement Program

---

2010-11  
City of Rochester, New York  
July 1, 2010



# CITY OFFICIALS

## **City Council**

Lovely A. Warren (Northeast District)  
President

Elaine M. Spaul (East District)  
Vice President

Carolee A. Conklin (At-Large)

Matt Haag (At-Large)

Adam C. McFadden (South District)

Dana K. Miller (At-Large)

Jacklyn Ortiz (At-Large)

Carla M. Palumbo (Northwest District)

Loretta C. Scott (At-Large)

## **Mayor**

Robert J. Duffy

## **Deputy Mayor**

Patricia Malgieri

## **Bureau of Budget & Efficiency**

William J. Ansbro, Director of Management & Budget

## **Staff**

Kabutey Ocansey, Operations Analyst

# TABLE OF CONTENTS

Financial Summary	Section
Priorities Applied To CIP	
Introduction	i
Summary by Funding Source	A
Summary by Category	B
Summary by Department	C
Tax Rate Summary	D
Program by Category	
Transportation	1
Water System	2
Public Safety	3
Recreation and Culture	4
General City Development	5
Facilities and Equipment	6



## Priorities Applied to CIP:

1. Contractual obligations  
*New York State Power Authority, Riverside Convention Center*
2. Projects with immediate impact on public safety  
*Fire Fighting Apparatus, Fire House Replacement, Video Surveillance Cameras*
3. Projects in their construction year  
*Culver Road, Reservoir LTS Compliance*
4. Investments with significant return particularly with regards to tax base  
*Hazardous Waste Remediation, Port of Rochester, Midtown Development, Acquisitions, Home Ownership*
5. Projects leveraging funding from other governments  
*Trails, Port of Rochester, Transportation*
6. Projects with short term operating pay backs  
*Street Lighting, IT Office Automation/ERP*
7. Projects with significant public profile  
*Rundel Library Renovations*
8. Others (priority projects of Mayor and City Council)

# 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 objects 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 six functional program types: Transportation, Water System, Public Safety, Recreation and Culture, General City Development and Facilities and Equipment. Each of these types is divided into Categories (e.g. G-7 Port of Rochester). Categories may contain one or more programs (e.g. G-7 Port of Rochester, Transient Marina Facilities).

Each category type is prefaced by a narrative description, a listing of new programs, and program changes.

Each program 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

	2010-11	2011-12	2012-13	2013-14	2014-15	Total
<b>CDBG</b>	3,998	4,351	4,453	4,260	4,274	21,336
<b>Monroe County Traffic</b>	492	463	275	385	285	1,900
<b>Federal</b>	5,278	58,945	21,814	6,618	5,112	97,767
<b>General Debt</b>	11,244	14,013	23,171	10,334	17,068	75,830
<b>Library Debt</b>	3,700	2,000	0	0	0	5,700
<b>Monroe County</b>	980	1,000	1,000	1,200	1,500	5,680
<b>New York State</b>	0	7,964	250	0	0	8,214
<b>Parking Debt</b>	0	891	3,418	945	974	6,228
<b>Private</b>	0	2,250	1,250	0	6,925	10,425
<b>Pure Waters</b>	1,395	598	450	630	633	3,706
<b>Water Debt</b>	9,295	10,809	11,927	4,728	6,660	43,419
<b>General Cash Capital</b>	21,039	34,706	32,048	32,130	31,889	151,812
<b>Cemetery Cash Capital</b>	416	462	517	984	820	3,199
<b>Library Cash Capital</b>	1,125	1,175	837	733	821	4,691
<b>Local Works Cash Capital</b>	3,746	3,032	3,895	6,091	7,201	23,965
<b>Parking Cash Capital</b>	865	780	1,056	1,073	1,590	5,364
<b>Public Market Cash Capital</b>	697	2,911	2,592	46	48	6,294
<b>Refuse Cash Capital</b>	1,322	711	1,088	790	6,693	10,604
<b>Water Cash Capital</b>	66	4,565	3,895	7,297	4,752	20,575
<b>War Memorial Cash Capital</b>	240	242	220	220	220	1,142
<b>Grand Total</b>	<b>65,898</b>	<b>151,868</b>	<b>114,156</b>	<b>78,464</b>	<b>97,465</b>	<b>507,851</b>

FY 2011-15

CAPITAL IMPROVEMENT  
PROGRAM

# Category Summary

2010-11 2011-12 2012-13 2013-14 2014-15 TOTAL

**Facilities and Equipment**

Cemetery Cash Capital	141	232	272	229	55	929	
General Cash Capital	7,326	8,227	9,621	8,472	8,936	42,582	
General Debt	1,431	3,550	5,546	1,700	1,266	13,493	
Library Cash Capital	365	350	150	0	0	865	
Library Debt	3,700	2,000	0	0	0	5,700	
Local Works Cash Capital	1,359	436	572	2,659	3,666	8,692	
New York State	0	250	250	0	0	500	
Refuse Cash Capital	1,322	711	1,088	790	6,693	10,604	
War Memorial Cash Capital	170	170	170	170	170	850	
Water Cash Capital	29	841	534	1,125	1,163	3,692	
Facilities and Equipment	Total	15,843	16,767	18,203	15,145	21,949	87,907

**General City Development**

CDBG	3,233	3,484	3,485	3,486	3,494	17,182	
Federal	1,705	48,550	8,530	0	400	59,185	
General Cash Capital	6,391	12,893	5,725	8,348	7,909	41,266	
General Debt	2,795	1,550	10,055	2,670	8,166	25,236	
Monroe County Traffic	320	0	0	0	13	333	
New York State	0	7,334	0	0	0	7,334	
Parking Cash Capital	865	780	1,056	1,073	1,590	5,364	
Parking Debt	0	891	3,418	945	974	6,228	
Private	0	2,250	1,250	0	6,925	10,425	
Pure Waters	1,000	0	0	0	0	1,000	
Water Debt	1,665	0	0	0	0	1,665	
General City Development	Total	17,974	77,732	33,519	16,522	29,471	175,218

Category Summary 2011-15 CIP		<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
<b>Public Safety</b>							
CDBG		75	50	50	50	50	275
General Cash Capital		3,492	5,954	9,164	5,449	5,582	29,641
General Debt		0	0	1,854	0	0	1,854
Public Safety	Total	3,567	6,004	11,068	5,499	5,632	31,770
<b>Recreation and Culture</b>							
CDBG		105	105	200	0	0	410
Cemetery Cash Capital		275	230	245	755	765	2,270
Federal		82	1,258	3,328	0	0	4,668
General Cash Capital		1,426	1,348	1,657	3,306	3,091	10,828
General Debt		290	3,180	440	0	0	3,910
Library Cash Capital		760	825	687	733	821	3,826
New York State		0	380	0	0	0	380
Public Market Cash Capital		697	2,911	2,592	46	48	6,294
War Memorial Cash Capital		70	72	50	50	50	292
Recreation and Culture	Total	3,705	10,309	9,199	4,890	4,775	32,878
<b>Transportation</b>							
CDBG		585	712	718	724	730	3,469
Federal		2,891	9,137	9,956	6,618	4,712	33,314
General Cash Capital		2,404	6,284	5,881	6,555	6,371	27,495
General Debt		6,728	5,733	5,276	5,964	7,636	31,337
Local Works Cash Capital		2,387	2,596	3,323	3,432	3,535	15,273
Monroe County		980	1,000	1,000	1,200	1,500	5,680
Monroe County Traffic		172	463	275	385	272	1,567
Pure Waters		395	598	450	630	633	2,706
Water Cash Capital		37	73	0	159	98	367
Water Debt		827	2,409	1,790	1,592	3,418	10,036
Transportation	Total	17,406	29,005	28,669	27,259	28,905	131,244



Category Summary 2011-15 CIP		<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
<b>Water System</b>							
Federal		600	0	0	0	0	600
Water Cash Capital		0	3,651	3,361	6,013	3,491	16,516
Water Debt		6,803	8,400	10,137	3,136	3,242	31,718
Water System	Total	7,403	12,051	13,498	9,149	6,733	48,834
	<b>Grand Total</b>	65,898	51,868	114,156	78,464	97,465	507,851

FY 2011-15

CAPITAL IMPROVEMENT  
PROGRAM

# Department Summary

2010-11 2011-12 2012-13 2013-14 2014-15 TOTAL

**Administration**

General Cash Capital		70	254	266	266	266	1,122
Administration	Total	70	254	266	266	266	1,122

**Emergency Communications Department**

General Cash Capital		40	65	60	70	35	270
Emergency Communications	Total	40	65	60	70	35	270

**Environmental Services**

CDBG		860	988	995	1,002	1,016	4,861
Cemetery Cash Capital		416	462	517	984	820	3,199
Federal		5,265	58,530	21,589	6,618	5,112	97,114
General Cash Capital		8,615	11,877	10,903	12,202	12,486	56,083
General Debt		9,198	9,863	17,571	10,334	17,068	64,034
Local Works Cash Capital		3,685	2,956	3,781	6,053	7,178	23,653
Monroe County		980	1,000	1,000	1,200	1,500	5,680
Monroe County Traffic		492	463	275	385	285	1,900
New York State		0	7,714	0	0	0	7,714
Parking Cash Capital		0	250	0	0	500	750
Pure Waters		1,395	598	450	630	633	3,706
Refuse Cash Capital		431	595	914	732	6,660	9,332
Water Cash Capital		66	4,407	3,658	7,218	4,673	20,022
Water Debt		9,295	10,809	11,927	4,728	6,660	43,419
Environmental Services	Total	40,698	110,512	73,580	52,086	64,591	341,467

**Finance**

General Cash Capital		6	36	46	46	56	190
Parking Cash Capital		865	530	1,056	1,073	1,090	4,614
Parking Debt		0	891	3,418	945	974	6,228
Finance	Total	871	1,457	4,520	2,064	2,120	11,032

<b>Department Summary 2011-15 CIP</b>		<b><u>2010-11</u></b>	<b><u>2011-12</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>TOTAL</u></b>
<b>Fire</b>							
CDBG		75	50	50	50	50	275
General Cash Capital		2,761	2,293	5,262	2,169	2,154	14,639
General Debt		527	550	2,534	0	0	3,611
Fire	Total	3,363	2,893	7,846	2,219	2,204	18,525
<b>Information Technology</b>							
General Cash Capital		2,304	3,200	4,775	3,725	3,065	17,069
Local Works Cash Capital		61	76	114	38	23	312
Refuse Cash Capital		891	116	174	58	33	1,272
Water Cash Capital		0	158	237	79	79	553
Information Technology	Total	3,256	3,550	5,300	3,900	3,200	19,206
<b>Library</b>							
Library Cash Capital		1,125	1,175	837	733	821	4,691
Library Debt		3,700	2,000	0	0	0	5,700
New York State		0	250	250	0	0	500
Library	Total	4,825	3,425	1,087	733	821	10,891
<b>Neighborhood Business Development</b>							
CDBG		2,958	3,208	3,208	3,208	3,208	15,790
General Cash Capital		4,133	11,852	5,312	7,312	7,312	35,921
General Debt		900	0	0	0	0	900
Private		0	2,250	1,250	0	6,925	10,425
War Memorial Cash Capital		240	242	220	220	220	1,142
Neighborhood Business	Total	8,231	17,552	9,990	10,740	17,665	64,178
<b>Police</b>							
General Cash Capital		1,754	4,205	4,400	3,452	3,598	17,409
Police	Total	1,754	4,205	4,400	3,452	3,598	17,409

<b>Department Summary 2011-15 CIP</b>	<b><u>2010-11</u></b>	<b><u>2011-12</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>TOTAL</u></b>
<b>Recreation &amp; Youth Services</b>						
CDBG	105	105	200	0	0	410
Federal	13	415	225	0	0	653
General Cash Capital	1,356	924	1,024	2,888	2,917	9,109
General Debt	619	3,600	3,066	0	0	7,285
Public Market Cash Capital	697	2,911	2,592	46	48	6,294
Recreation & Youth Services Total	2,790	7,955	7,107	2,934	2,965	23,751
<b>Grand Total</b>	65,898	51,868	114,156	78,464	97,465	507,851

TAX RATES FOR DEBT SERVICE

Expense (\$000)	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
Existing Debt	32,166.7	32,240.7	29,059.2	24,929.1	21,254.4	139,650.1
New Program		<u>1,190.9</u>	<u>4,292.3</u>	<u>8,082.7</u>	<u>11,635.8</u>	<u>25,201.7</u>
	32,166.7	33,431.6	33,351.5	33,011.8	32,890.2	164,851.8
Revenue (\$000)						
Premium and Interest Fund	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	15,000.0
Monroe County Pure Waters	240.0	120.1	-	-	-	360.1
Sale Unclaimed Property	311.1	311.1	311.1	311.1	311.1	1,555.5
Fed. Transportation Reimb.	333.7	333.7	333.7	333.7	333.7	1,668.5
Sale of Real Property	1,500.0	500.0	500.0	500.0	500.0	3,500.0
Tax Repayment Fund	1,202.6	-	-	-	-	1,202.6
Enterprise Funds	<u>10,884.2</u>	<u>12,037.4</u>	<u>12,446.7</u>	<u>12,962.7</u>	<u>13,771.2</u>	<u>62,102.2</u>
	17,471.6	16,302.3	16,591.5	17,107.5	17,916.0	85,388.9
Tax Revenue Required (\$000)	14,695.1	17,129.3	16,760.0	15,904.3	14,974.2	79,462.9
Tax Reserve	<u>773.4</u>	<u>901.5</u>	<u>882.1</u>	<u>837.1</u>	<u>788.1</u>	<u>5,171.3</u>
Tax Levy Required (\$000)	15,468.5	18,030.8	17,642.1	16,741.4	15,762.3	84,634.2
Tax Rate per \$1,000 Assessed Value						
Homestead	1.86	2.17	1.75	2.21	2.08	
Non-Homestead	3.99	4.63	4.55	4.32	4.07	

TAX RATES FOR CASH CAPITAL

Expense (\$000)	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
General Cash Capital	21,531.0	35,169.0	32,323.0	32,515.0	32,174.0	153,712.0
Library Cash Capital	1,125.0	1,175.0	837.0	733.0	821.0	4,691.0
Local Works Cash Capital	3,746.0	3,032.0	3,895.0	6,091.0	7,201.0	23,965.0
Water Cash Capital	66.0	4,565.0	3,895.0	7,297.0	4,752.0	20,575.0
War Memorial Cash Capital	240.0	242.0	220.0	220.0	220.0	1,142.0
Parking Cash Capital	865.0	780.0	1,056.0	1,073.0	1,590.0	5,364.0
Public Market Cash Capital	697.0	2,911.0	2,592.0	46.0	48.0	6,294.0
Cemetery Cash Capital	416.0	462.0	517.0	984.0	820.0	3,199.0
Refuse Cash Capital	<u>1,322.0</u>	<u>711.0</u>	<u>1,088.0</u>	<u>790.0</u>	<u>6,693.0</u>	<u>10,604.0</u>
	30,008.0	49,047.0	46,423.0	49,749.0	54,319.0	229,546.0
Revenue (\$000)						
Monroe County Traffic Shares	429.0	429.0	429.0	429.0	429.0	2,145.0
CHIPS	2,815.0	2,815.0	2,815.0	2,815.0	2,815.0	14,075.0
Sale of Scrap	145.5	145.5	145.5	145.5	145.5	727.5
Street Opening Permits	270.0	274.7	280.2	285.8	291.5	1,402.2
Compensation for Loss	120.0	120.0	120.0	120.0	120.0	600.0
Enterprise Funds	<u>8,477.0</u>	<u>13,878.0</u>	<u>14,100.0</u>	<u>17,234.0</u>	<u>22,145.0</u>	<u>75,834.0</u>
	12,256.5	17,662.2	17,889.7	21,029.3	25,946.0	94,783.7
Tax Revenue Required (\$000)	17,751.5	31,384.8	28,533.3	28,719.7	28,373.0	134,762.3
Tax Reserve	<u>934.3</u>	<u>1,651.8</u>	<u>1,501.8</u>	<u>1,511.6</u>	<u>1,493.3</u>	<u>7,092.8</u>
Tax Levy Required (\$000)	18,685.8	33,036.6	30,035.1	30,231.3	29,866.3	141,855.1
Tax Rate per \$1,000 Assessed Value						
Homestead	2.25	3.92	3.56	3.58	3.54	
Non-Homestead	4.81	8.41	7.63	7.68	7.59	

# 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 Programs

### T-1 County Funded Arterials

- Culver Road from Atlantic Avenue to Garson Avenue; Laurelton to Clifford is added.

### T-2 City Funded Arterials

- Bridgeview Drive and Maplewood Drive/Seneca Parkway is added with construction in 2013-14.
- Genesee Street (Genesee Park Blvd to Brooks Avenue) is added with construction in 2014-15.

### T-9 Bridge Reconstruction and Rehabilitation

- Driving park Bridge Rehabilitation is added with construction in 2013-14.
- Elmwood Avenue Bridge Rehabilitation is added with construction in 2013-14.

## Program Changes

### T-2 City Funded Arterials

- Genesee Park Boulevard (Brooks Avenue to Genesee Street) delayed three years to 2013-14.
- Waring Road (Culver Road to Norton Street) to begin in 2010-11.
- Westfield Street (Brooks Avenue to Chili Avenue) is omitted.

**T-1**

**County Assisted Arterial Improvements**

**Goodman Street Bay Street to Clifford**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	85	85
Monroe County	0	0	0	0	332	332
Water Cash Capital	0	0	0	0	45	45
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>462</u>	<u>462</u>

**South Avenue (Elmwood Ave. to Bellevue Dr.)  
Elmwood Avenue (Mt. Hope to South Avenue)**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	242	0	242
General Debt	0	0	0	0	1,158	1,158
Monroe County	132	1,000	1,000	1,200	1,168	4,500
Water Cash Capital	0	0	0	119	0	119
Water Debt	0	0	0	0	1,151	1,151
	<u>132</u>	<u>1,000</u>	<u>1,000</u>	<u>1,561</u>	<u>3,477</u>	<u>7,170</u>

**Culver Road Atlantic Avenue to Garson Avenue;  
Laurelton to Clifford**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	27	0	0	0	0	27
General Debt	1,085	0	0	0	0	1,085
Monroe County	848	0	0	0	0	848
	<u>1,960</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,960</u>

<b>T-10</b>	<b>Street Lighting</b>
-------------	------------------------

**Street Lighting**

In conjunction with street improvement projects

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	215	222	228	235	242	1,142
	215	222	228	235	242	1,142

<b>T-2</b>	<b>City Funded Arterials</b>
------------	------------------------------

**Bridgeview Drive and Maplewood Drive/Seneca Parkway      Maplewood Drive to Lake Avenue**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	0	0	3,169	0	3,169
Monroe County Traffic	0	0	0	142	0	142
Pure Waters	0	0	0	159	0	159
Water Debt	0	0	0	218	0	218
	0	0	0	3,688	0	3,688

**Future Street Planning & Projects**

Staff time for design and construction of City Arterials. The specific projects are not yet designated.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	200	200	200	200	200	1,000
	200	200	200	200	200	1,000



**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>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	382	0	382
General Debt	0	0	0	0	3,493	3,493
Monroe County Traffic	0	0	0	4	32	36
Pure Waters	0	0	0	0	200	200
Water Cash Capital	0	0	0	38	0	38
Water Debt	0	0	0	0	371	371
	0	0	0	424	4,096	4,520

**Lake Avenue**

**Merrill Street to 600' South of Burley Road**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	120	0	6,099	0	0	6,219
General Cash Capital	30	0	0	0	0	30
General Debt	0	0	1,100	0	0	1,100
Monroe County Traffic	0	0	67	0	0	67
Pure Waters	0	0	52	0	0	52
Water Cash Capital	14	0	0	0	0	14
Water Debt	0	0	316	0	0	316
	164	0	7,634	0	0	7,798

**☐ Mt. Hope Avenue Phase II (Canal/South City Line to Rossiter Street)**      **East Henrietta Road (South Avenue to Mt. Hope Avenue)**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	400	200	3,627	0	4,227
General Cash Capital	0	90	50	0	0	140
Monroe County Traffic	0	0	0	70	0	70
Pure Waters	0	0	0	90	0	90
Water Cash Capital	0	11	0	0	0	11
Water Debt	0	0	0	480	0	480
	0	501	250	4,267	0	5,018

**☐ Waring Road**      **Culver Road to Norton Street**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting. \$104K water cash to be funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	469	0	0	43	4,712	5,224
General Cash Capital	193	0	0	9	0	202
General Debt	0	0	0	0	867	867
Monroe County Traffic	5	0	0	0	56	61
Pure Waters	0	0	0	0	40	40
Water Cash Capital	0	0	0	2	0	2
Water Debt	0	0	0	0	975	975
	667	0	0	54	6,650	7,371

**Winton Road North**

**Blossom Road to Corwin Road**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	132	303	3,389	0	0	3,824
General Cash Capital	25	57	0	0	0	82
General Debt	0	0	623	0	0	623
Monroe County Traffic	2	4	43	0	0	49
Pure Waters	0	0	27	0	0	27
Water Cash Capital	22	44	0	0	0	66
Water Debt	0	0	605	0	0	605
	181	408	4,687	0	0	5,276

**Seneca Avenue**

**Norton Street to Ridge Road East**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	224	0	0	0	224
General Debt	0	2,053	0	0	0	2,053
Monroe County Traffic	0	205	0	0	0	205
Pure Waters	0	123	0	0	0	123
Water Cash Capital	0	18	0	0	0	18
Water Debt	0	177	0	0	0	177
	0	2,800	0	0	0	2,800

**▣ Ridgeway Avenue**

**Ramona Street to Minder Street**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	6,132	0	0	0	6,132
General Cash Capital	0	126	0	0	0	126
General Debt	0	1,355	0	0	0	1,355
Monroe County Traffic	0	80	0	0	0	80
Pure Waters	0	49	0	0	0	49
Water Debt	0	1,375	0	0	0	1,375
	<u>0</u>	<u>9,117</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>9,117</u>

**▣ Genesee Street**

**Genesee Park Blvd to Brooks Avenue**

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	201	201
Monroe County Traffic	0	0	0	0	10	10
Water Cash Capital	0	0	0	0	53	53
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>264</u>	<u>264</u>

**T-3****Asphalt Milling, Resurfacing and Curb Replacement****▣ Milling & Resurfacing Program**

Milling and Resurfacing, and micro-paving of streets including curb replacement, water and receiving basin improvements and traffic markings.

<b><u>Funding Source</u></b>	<b><u>2010-11</u></b>	<b><u>2011-12</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>TOTAL</u></b>
General Cash Capital	1,049	3,512	3,581	3,688	3,799	15,629
General Debt	2,678	328	338	348	358	4,050
Monroe County Traffic	112	115	119	122	126	594
Pure Waters	55	56	58	59	61	289
Water Debt	55	56	58	59	61	289
	<u>3,949</u>	<u>4,067</u>	<u>4,154</u>	<u>4,276</u>	<u>4,405</u>	<u>20,851</u>

**▣ Pavement Program**

Pavement maintenance program for milling and resurfacing to extend the life of streets.

<b><u>Funding Source</u></b>	<b><u>2010-11</u></b>	<b><u>2011-12</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>TOTAL</u></b>
Federal	1,578	2,302	0	0	0	3,880
General Cash Capital	40	0	0	0	0	40
General Debt	280	473	0	0	0	753
Monroe County Traffic	9	14	0	0	0	23
Pure Waters	45	66	0	0	0	111
Water Cash Capital	1	0	0	0	0	1
Water Debt	8	14	0	0	0	22
	<u>1,961</u>	<u>2,869</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,830</u>

**T-4 Residential Street Rehabilitation**

**Neighborhood Right-of-Way Improvements**

Improvements of the rights-of-way in CDBG eligible locations including the upgrade of road surfaces, curbing, tree lawns and catch basins.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
CDBG	205	197	203	209	215	1,029
	205	197	203	209	215	1,029

**Residential Street Rehabilitation**

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, street lighting improvements, and tree planting for residential streets.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
CDBG	380	515	515	515	515	2,440
General Cash Capital	25	1,000	1,000	1,000	1,030	4,055
General Debt	2,685	1,524	1,615	1,709	1,760	9,293
Monroe County Traffic	44	45	46	47	48	230
Pure Waters	295	304	313	322	332	1,566
Water Debt	764	787	811	835	860	4,057
	4,193	4,175	4,300	4,428	4,545	21,641

**T-5 Street Treatment**

**Street Treatment and Traffic Control**

Maintenance of residential, collector, and arterial streets, as well as the conduct of the neighborhood traffic control program. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	300	300	300	300	300	1,500
Local Works Cash Capital	721	880	915	952	981	4,449
	1,021	1,180	1,215	1,252	1,281	5,949

<b>T-6</b>	<b>Hazardous Sidewalk Program</b>
------------	-----------------------------------

**☐ Hazardous Sidewalk Remediation      Standard Allocation**

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Local Works Cash Capital	1,411	1,454	2,138	2,202	2,268	9,473
	1,411	1,454	2,138	2,202	2,268	9,473

**☐ Inner Loop/Sidewalks**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	592	0	0	0	0	592
General Cash Capital	125	0	0	0	0	125
	717	0	0	0	0	717

**☐ Sidewalk Ramp Installation      Standard Allocation**

Reconstruction of sidewalk ramps on residential streets at high priority locations.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Local Works Cash Capital	255	262	270	278	286	1,351
	255	262	270	278	286	1,351

<b>T-8</b>	<b>Bridge Improvement Program</b>
------------	-----------------------------------

**☐ Bridges - Standard Allocation**

Repairing, painting and cleaning of selected bridges.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	175	413	454	499	514	2,055
	175	413	454	499	514	2,055

<b>T-9</b>	<b>Bridge Reconstruction and Rehabilitation</b>
------------	---

**Driving Park Bridge Rehabilitation**

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	0	200	2,200	0	2,400
General Cash Capital	0	0	51	0	0	51
General Debt	0	0	0	551	0	551
	0	0	251	2,751	0	3,002

**Elmwood Avenue Bridge Rehabilitation**

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	0	68	748	0	816
General Cash Capital	0	0	17	0	0	17
General Debt	0	0	0	187	0	187
	0	0	85	935	0	1,020

**Railroad Underpass Improvements**

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	140	0	0	0	140
General Debt	0	0	1,600	0	0	1,600
	0	140	1,600	0	0	1,740



---



---

## Summary of Funding by Program: Transportation

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>T-1</b>	<b>County Assisted Arterial Improvements</b>					
General Cash Capital	27	0	0	242	85	354
General Debt	1,085	0	0	0	1,158	2,243
Monroe County	980	1,000	1,000	1,200	1,500	5,680
Water Cash Capital	0	0	0	119	45	164
Water Debt	0	0	0	0	1,151	1,151
	2,092	1,000	1,000	1,561	3,939	9,592
<b>T-10</b>	<b>Street Lighting</b>					
General Cash Capital	215	222	228	235	242	1,142
	215	222	228	235	242	1,142
<b>T-2</b>	<b>City Funded Arterials</b>					
Federal	721	6,835	9,688	3,670	4,712	25,626
General Cash Capital	448	697	250	591	401	2,387
General Debt	0	3,408	1,723	3,169	4,360	12,660
Monroe County Traffic	7	289	110	216	98	720
Pure Waters	0	172	79	249	240	740
Water Cash Capital	36	73	0	40	53	202
Water Debt	0	1,552	921	698	1,346	4,517
	1,212	13,026	2,771	8,633	1,210	46,852

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>T-3 Asphalt Milling, Resurfacing and Curb Replacement</b>						
Federal	1,578	2,302	0	0	0	3,880
General Cash Capital	1,089	3,512	3,581	3,688	3,799	15,669
General Debt	2,958	801	338	348	358	4,803
Monroe County Traffic	121	129	119	122	126	617
Pure Waters	100	122	58	59	61	400
Water Cash Capital	1	0	0	0	0	1
Water Debt	63	70	58	59	61	311
	<u>5,910</u>	<u>6,936</u>	<u>4,154</u>	<u>4,276</u>	<u>4,405</u>	<u>25,681</u>
<b>T-4 Residential Street Rehabilitation</b>						
CDBG	585	712	718	724	730	3,469
General Cash Capital	25	1,000	1,000	1,000	1,030	4,055
General Debt	2,685	1,524	1,615	1,709	1,760	9,293
Monroe County Traffic	44	45	46	47	48	230
Pure Waters	295	304	313	322	332	1,566
Water Debt	764	787	811	835	860	4,057
	<u>4,398</u>	<u>4,372</u>	<u>4,503</u>	<u>4,637</u>	<u>4,760</u>	<u>22,670</u>
<b>T-5 Street Treatment</b>						
General Cash Capital	300	300	300	300	300	1,500
Local Works Cash Cap	721	880	915	952	981	4,449
	<u>1,021</u>	<u>1,180</u>	<u>1,215</u>	<u>1,252</u>	<u>1,281</u>	<u>5,949</u>

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>T-6</b>	<b>Hazardous Sidewalk Program</b>					
Federal	592	0	0	0	0	592
General Cash Capital	125	0	0	0	0	125
Local Works Cash Cap	1,666	1,716	2,408	2,480	2,554	10,824
	<u>2,383</u>	<u>1,716</u>	<u>2,408</u>	<u>2,480</u>	<u>2,554</u>	<u>11,541</u>
<b>T-8</b>	<b>Bridge Improvement Program</b>					
General Cash Capital	175	413	454	499	514	2,055
	<u>175</u>	<u>413</u>	<u>454</u>	<u>499</u>	<u>514</u>	<u>2,055</u>
<b>T-9</b>	<b>Bridge Reconstruction and Rehabilitation</b>					
Federal	0	0	268	2,948	0	3,216
General Cash Capital	0	140	68	0	0	208
General Debt	0	0	1,600	738	0	2,338
	<u>0</u>	<u>140</u>	<u>1,936</u>	<u>3,686</u>	<u>0</u>	<u>5,762</u>

**TRANSPORTATION TOTALS**

	<u>2010-11</u>	<u>2011-2012</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
CDBG	585	712	718	724	730	3,469
Federal	2,891	9,137	9,956	6,618	4,712	33,314
General Cash Capital	2,404	6,284	5,881	6,555	6,371	27,495
General Debt	6,728	5,733	5,276	5,964	7,636	31,337
Local Works Cash Capital	2,387	2,596	3,323	3,432	3,535	15,273
Monroe County	980	1,000	1,000	1,200	1,500	5,680
Monroe County Traffic	172	463	275	385	272	1,567
Pure Waters	395	598	450	630	633	2,706
Water Cash Capital	37	73	0	159	98	367
Water Debt	827	2,409	1,790	1,592	3,418	10,036
	<u>17,406</u>	<u>29,005</u>	<u>28,669</u>	<u>27,259</u>	<u>28,905</u>	<u>131,244</u>

# WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and General City Development categories.

## Program Changes

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- There are no major changes to ongoing system infrastructure maintenance.
- The programs for infrastructure support continue at planned levels.
- SCADA System maintenance is added beginning 2012-13.
- Highland Upper Gatehouse is added beginning 2013-14.
- Cobbs Hill Reservoir Improvements is added beginning 2011-12.
- Lead and Galvanized Service Program is omitted.

<b>W-1</b>	<b>Water Main Extension and Improvements</b>
------------	--

**Bridges and River Crossings**

Rehabilitate bridges over Genesee River.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	550	0	550
	0	0	0	550	0	550

**Water Main, Extension & Improvement Program**

Replacement of deteriorated water mains.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Debt	1,168	1,200	1,236	1,285	1,336	6,225
	1,168	1,200	1,236	1,285	1,336	6,225

<b>W-11</b>	<b>Water Security</b>
-------------	-----------------------

**Reservoir Bypass**

Improve routing of supply and management of reservoirs. \$100K to be funded in FY 2009-10 from watershed sale.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	131	0	0	0	131
	0	131	0	0	0	131

**Water Security**

Securing Water facilities by facility upgrade and access control. \$80K to be funded in FY 2009-10 from watershed sale.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	82	75	78	75	310
	0	82	75	78	75	310

**W-2 Water Main Cleaning & Lining**

**Water Main Cleaning & Lining**

Cleaning of water mains and installation of mortar lining to restore pipe capacity and slow deterioration. \$1.8M to be funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	1,714	1,765	1,836	1,891	7,206
	<u>0</u>	<u>1,714</u>	<u>1,765</u>	<u>1,836</u>	<u>1,891</u>	<u>7,206</u>

**W-3 Hydrant and Valve Replacement Program**

**Hydrant and Valve Replacement Program**

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department. \$576K to be funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	597	618	643	666	2,524
	<u>0</u>	<u>597</u>	<u>618</u>	<u>643</u>	<u>666</u>	<u>2,524</u>

**W-4 Water Meter Maintenance Program**

**Water Meter Replacement Program**

Replacement and modernization of water meters.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	558	575	592	610	2,335
	<u>0</u>	<u>558</u>	<u>575</u>	<u>592</u>	<u>610</u>	<u>2,335</u>

**W-5 General System Improvement**

**Contamination Prevention Hydrant Locks**

Protects against tampering with Fire Hydrants contributing to fire suppression and water system safety. \$105K to be funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	107	109	113	117	446
	<u>0</u>	<u>107</u>	<u>109</u>	<u>113</u>	<u>117</u>	<u>446</u>

**□ Distribution System Vault Rehabilitation**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	400	0	400
	<u>0</u>	<u>0</u>	<u>0</u>	<u>400</u>	<u>0</u>	<u>400</u>

**W-6 Reservoir, Conduit and Watershed Improvements**

**□ Cobbs Hill Reservoir Improvements**

Repainting and recaulking concrete mortar joints.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	150	0	0	0	150
Water Debt	0	0	1,650	0	0	1,650
	<u>0</u>	<u>150</u>	<u>1,650</u>	<u>0</u>	<u>0</u>	<u>1,800</u>

**□ Conduit Modernization Program**

Modernization of the City's Water supply conduit system.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Debt	1,600	1,700	1,751	1,851	1,906	8,808
	<u>1,600</u>	<u>1,700</u>	<u>1,751</u>	<u>1,851</u>	<u>1,906</u>	<u>8,808</u>

**□ Conduit Valve & Vault Rehabilitation**

Funding to support the repair and replacement of valves and vaults. \$75K to be funded in FY 2009-10 from watershed sale.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	76	77	80	83	316
	<u>0</u>	<u>76</u>	<u>77</u>	<u>80</u>	<u>83</u>	<u>316</u>

**□ Highland Upper Gatehouse**

Roof repairs.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	180	0	0	0	180
	<u>0</u>	<u>180</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>180</u>



### ☐ Reservoir LTS Compliance

Long Term Enhanced Surface Water Treatment enhancements.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	600	0	0	0	0	600
Water Debt	4,035	5,500	5,500	0	0	15,035
	<u>4,635</u>	<u>5,500</u>	<u>5,500</u>	<u>0</u>	<u>0</u>	<u>15,635</u>

### ☐ Upland Bridge Rehabilitation

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	312	0	312
	<u>0</u>	<u>0</u>	<u>0</u>	<u>312</u>	<u>0</u>	<u>312</u>

## W-8

### Holly System

### ☐ Diesel Engine Replacement

\$150K to be funded in FY 2009-10 from watershed sale.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

### ☐ Interior Painting

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	63	0	63
	<u>0</u>	<u>0</u>	<u>0</u>	<u>63</u>	<u>0</u>	<u>63</u>

**W-9****Filtration Plant Complex****Filtration Plant and Related Renovations**

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks. \$36K to be funded in FY 2009-10 from watershed sale.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	19	16	242	13	290
	<u>0</u>	<u>19</u>	<u>16</u>	<u>242</u>	<u>13</u>	<u>290</u>

**Filtration Plant Filter Underdrain Joint Rehabilitation**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	135	0	135
	<u>0</u>	<u>0</u>	<u>0</u>	<u>135</u>	<u>0</u>	<u>135</u>

**Filtration Plant Roof Replacement**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	430	0	430
	<u>0</u>	<u>0</u>	<u>0</u>	<u>430</u>	<u>0</u>	<u>430</u>

**SCADA System**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	74	222	0	296
	<u>0</u>	<u>0</u>	<u>74</u>	<u>222</u>	<u>0</u>	<u>296</u>

**SCADA System Maintenance**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	17	70	0	87
	<u>0</u>	<u>0</u>	<u>17</u>	<u>70</u>	<u>0</u>	<u>87</u>

**Small Equipment**

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks. \$36K to be funded in FY 2009-10 from watershed sale.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	37	35	247	36	355
	0	37	35	247	36	355

## Summary of Funding by Program: Water System

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>W-1 Water Main Extension and Improvements</b>						
Water Cash Capital	0	0	0	550	0	550
Water Debt	1,168	1,200	1,236	1,285	1,336	6,225
	1,168	1,200	1,236	1,835	1,336	6,775
<b>W-11 Water Security</b>						
Water Cash Capital	0	213	75	78	75	441
	0	213	75	78	75	441
<b>W-2 Water Main Cleaning &amp; Lining</b>						
Water Cash Capital	0	1,714	1,765	1,836	1,891	7,206
	0	1,714	1,765	1,836	1,891	7,206
<b>W-3 Hydrant and Valve Replacement Program</b>						
Water Cash Capital	0	597	618	643	666	2,524
	0	597	618	643	666	2,524
<b>W-4 Water Meter Maintenance Program</b>						
Water Cash Capital	0	558	575	592	610	2,335
	0	558	575	592	610	2,335
<b>W-5 General System Improvement</b>						
Water Cash Capital	0	107	109	513	117	846
	0	107	109	513	117	846

## Summary of Funding by Program: Water System

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>W-6 Reservoir, Conduit and Watershed Improvements</b>						
Federal	600	0	0	0	0	600
Water Cash Capital	0	406	77	392	83	958
Water Debt	5,635	7,200	8,901	1,851	1,906	25,493
	6,235	7,606	8,978	2,243	1,989	27,051
<b>W-8 Holly System</b>						
Water Cash Capital	0	0	0	63	0	63
	0	0	0	63	0	63
<b>W-9 Filtration Plant Complex</b>						
Water Cash Capital	0	56	142	1,346	49	1,593
	0	56	142	1,346	49	1,593
<b>WATER SYSTEM TOTALS</b>						
	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
Federal	600	0	0	0	0	600
Water Cash Capital	0	3,651	3,361	6,013	3,491	16,516
Water Debt	6,803	8,400	10,137	3,136	3,242	31,718
	7,403	12,051	13,498	9,149	6,733	48,834

## 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.

### Program Changes

#### P-15 Fire Facilities

- Fire House Replacement and Major Renovation is delayed two years to 2012-13.

#### P-35 Emergency Communications Facilities

- Funds are allocated for Building Painting.
- Restroom Partition Replacement is omitted.
- Window Blind Replacement is omitted.
- Funds are allocated for Theater Office.

#### P-43 Public Safety Facility Improvements

- Design of a permanent facility for Westside operations is omitted to be conjunction with future Bulls Head Development.

**P-10**

**Apparatus Replacement Program - Fire**

**Fire Fighting Apparatus**

Scheduled replacement of fire fighting apparatus.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	1,532	1,010	1,695	975	1,024	6,236
	<u>1,532</u>	<u>1,010</u>	<u>1,695</u>	<u>975</u>	<u>1,024</u>	<u>6,236</u>

**P-11**

**Small Equipment - Fire**

**Communications Equipment - RFD**

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	159	63	63	63	63	411
	<u>159</u>	<u>63</u>	<u>63</u>	<u>63</u>	<u>63</u>	<u>411</u>

**SCBA Replacement**

Scheduled replacement and new purchase of small fire suppression equipment.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	383	496	417	70	70	1,436
	<u>383</u>	<u>496</u>	<u>417</u>	<u>70</u>	<u>70</u>	<u>1,436</u>

**Small Equipment - RFD**

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
CDBG	75	50	50	50	50	275
General Cash Capital	336	346	357	368	379	1,786
	<u>411</u>	<u>396</u>	<u>407</u>	<u>418</u>	<u>429</u>	<u>2,061</u>

### ☐ Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	175	175	175	300	175	1,000
	<u>175</u>	<u>175</u>	<u>175</u>	<u>300</u>	<u>175</u>	<u>1,000</u>

### **P-12** Motor Equipment - Fire

#### ☐ Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	56	83	59	43	93	334
	<u>56</u>	<u>83</u>	<u>59</u>	<u>43</u>	<u>93</u>	<u>334</u>

### **P-15** Fire Facilities

#### ☐ Emergency Generators - Fire Houses

Supplies power for communications, utilities and automatic doors in case of an outage on the public grid.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	120	120	350	350	350	1,290
	<u>120</u>	<u>120</u>	<u>350</u>	<u>350</u>	<u>350</u>	<u>1,290</u>

#### ☐ Fire House Replacement and Major Renovation

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	2,146	0	0	2,146
General Debt	0	0	1,854	0	0	1,854
	<u>0</u>	<u>0</u>	<u>4,000</u>	<u>0</u>	<u>0</u>	<u>4,000</u>



**P-20** **Motor Equipment - Police**

**Police Vehicles**

Scheduled replacement of marked vehicles supporting patrol and investigation activities.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	2,900	3,000	2,500	2,475	10,875
	0	2,900	3,000	2,500	2,475	10,875

**P-21** **Small Equipment - Police**

**Standard Allocation**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	190	190	146	146	146	818
	190	190	146	146	146	818

**P-32** **Motor Equipment - Emergency Communications Department**

**Emergency Communication Vehicles**

Scheduled replacement of vehicles.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	25	0	0	25
	0	0	25	0	0	25

**P-35** **Emergency Communications Facilities**

**ECD Building Painting**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	5	0	0	0	0	5
	5	0	0	0	0	5

**Operations Managers' Office**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	10	0	0	0	10
	<u>0</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10</u>

**Tape Room Office**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	10	0	0	0	10
	<u>0</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10</u>

**Theater Office**

Convert the 911 Center theater into an office.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	10	0	0	0	10
	<u>0</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10</u>

**P-42**

**Street Lighting**

**Project Uplift**

Enhanced street lighting where improvements will add to the public safety.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	67	68	70	72	74	351
	<u>67</u>	<u>68</u>	<u>70</u>	<u>72</u>	<u>74</u>	<u>351</u>

**Street Lighting - Standard Allocation**

Replacement, upgrade and improvement of poles and luminaries.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	109	113	116	119	123	580
	<u>109</u>	<u>113</u>	<u>116</u>	<u>119</u>	<u>123</u>	<u>580</u>

**Street Lighting Improvements**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	325	325	325	325	325	1,625
	<u>325</u>	<u>325</u>	<u>325</u>	<u>325</u>	<u>325</u>	<u>1,625</u>

**P-43**

**Public Safety Facility Improvements**

**Police Facilities**

Structural repairs.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	35	35	220	118	285	693
	<u>35</u>	<u>35</u>	<u>220</u>	<u>118</u>	<u>285</u>	<u>693</u>

# Summary of Funding by Program: Public Safety

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>P-10 Apparatus Replacement Program - Fire</b>						
General Cash Capital	1,532	1,010	1,695	975	1,024	6,236
	<hr/> 1,532	<hr/> 1,010	<hr/> 1,695	<hr/> 975	<hr/> 1,024	<hr/> 6,236
<b>P-11 Small Equipment - Fire</b>						
CDBG	75	50	50	50	50	275
General Cash Capital	1,053	1,080	1,012	801	687	4,633
	<hr/> 1,128	<hr/> 1,130	<hr/> 1,062	<hr/> 851	<hr/> 737	<hr/> 4,908
<b>P-12 Motor Equipment - Fire</b>						
General Cash Capital	56	83	59	43	93	334
	<hr/> 56	<hr/> 83	<hr/> 59	<hr/> 43	<hr/> 93	<hr/> 334
<b>P-15 Fire Facilities</b>						
General Cash Capital	120	120	2,496	350	350	3,436
General Debt	0	0	1,854	0	0	1,854
	<hr/> 120	<hr/> 120	<hr/> 4,350	<hr/> 350	<hr/> 350	<hr/> 5,290
<b>P-20 Motor Equipment - Police</b>						
General Cash Capital	0	2,900	3,000	2,500	2,475	10,875
	<hr/> 0	<hr/> 2,900	<hr/> 3,000	<hr/> 2,500	<hr/> 2,475	<hr/> 10,875
<b>P-21 Small Equipment - Police</b>						
General Cash Capital	190	190	146	146	146	818
	<hr/> 190	<hr/> 190	<hr/> 146	<hr/> 146	<hr/> 146	<hr/> 818
<b>P-32 Motor Equipment - Emergency Communications Department</b>						
General Cash Capital	0	0	25	0	0	25
	<hr/> 0	<hr/> 0	<hr/> 25	<hr/> 0	<hr/> 0	<hr/> 25

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>P-35 Emergency Communications Facilities</b>						
General Cash Capital	5	30	0	0	0	35
	<u>5</u>	<u>30</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>35</u>

<b>P-42 Street Lighting</b>						
General Cash Capital	501	506	511	516	522	2,556
	<u>501</u>	<u>506</u>	<u>511</u>	<u>516</u>	<u>522</u>	<u>2,556</u>

<b>P-43 Public Safety Facility Improvements</b>						
General Cash Capital	35	35	220	118	285	693
	<u>35</u>	<u>35</u>	<u>220</u>	<u>118</u>	<u>285</u>	<u>693</u>

**PUBLIC SAFETY TOTALS**

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
CDBG	75	50	50	50	50	275
General Cash Capital	3,492	5,954	9,164	5,449	5,582	29,641
General Debt	0	0	1,854	0	0	1,854
	<u>3,567</u>	<u>6,004</u>	<u>11,068</u>	<u>5,499</u>	<u>5,632</u>	<u>31,770</u>

## RECREATION and CULTURE

The Recreation and Culture category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

### **New Programs**

#### R-1 General Rehabilitation

- Provision for Arts Installation and Enhancements in 2010-11.
- Provision for Bridge and Parking Lot Development at the Public Market commences in 2010-11.
- Provision for Columbaria commences in 2010-11.
- Provision for Riverside Pond Drainage commences in 2010-11.
- Provision for Trail Corn Hill commences in 2010-11.
- Provision for Trail Eastman & Genesee Riverway Urban Linkages commences in 2011-12.

### **Program Changes**

#### R-1 General Rehabilitation

- Riverside Convention Center Food Service Equipment is delayed until 2012-13.
- Riverside Convention Center Ballroom Renovations is omitted.
- Riverside Convention Center Overhead Door Replacements is omitted.
- Provision for renovations at Edgerton Park Community Center has moved to Facilities and Equipment section.

**R-1**

**General Rehabilitation**

**□ Aquatics Plan**

Implementation of aquatics program city wide.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
CDBG	105	105	200	0	0	410
General Cash Capital	170	0	0	0	0	170
	<u>275</u>	<u>105</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>580</u>

**□ Arts Installation and Enhancements**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	245	225	250	250	0	970
	<u>245</u>	<u>225</u>	<u>250</u>	<u>250</u>	<u>0</u>	<u>970</u>

**□ Bicycle Enhancements**

Design and construction of on-street bike lanes.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	20	225	0	0	245
General Cash Capital	0	5	56	0	0	61
	<u>0</u>	<u>25</u>	<u>281</u>	<u>0</u>	<u>0</u>	<u>306</u>

**□ Bridge & Parking Lot Development**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Public Market Cash Capital	145	350	0	0	0	495
	<u>145</u>	<u>350</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>495</u>

### Cemeteries Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery Cash Capital	30	30	35	535	535	1,165
	<u>30</u>	<u>30</u>	<u>35</u>	<u>535</u>	<u>535</u>	<u>1,165</u>

### Columbaria

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery Cash Capital	100	35	35	35	35	240
	<u>100</u>	<u>35</u>	<u>35</u>	<u>35</u>	<u>35</u>	<u>240</u>

### DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	295	300	325	350	375	1,645
	<u>295</u>	<u>300</u>	<u>325</u>	<u>350</u>	<u>375</u>	<u>1,645</u>

### Fence Replacement

Routine repair, replacement and renovation of facilities, systems, and structures.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery Cash Capital	50	50	55	60	65	280
	<u>50</u>	<u>50</u>	<u>55</u>	<u>60</u>	<u>65</u>	<u>280</u>

### Granite Memorials

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery 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>



**Guardrail Lower Falls**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	75	0	0	0	0	75
	<u>75</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>75</u>

**High Falls District**

Standard Allocation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	57	59	61	63	65	305
	<u>57</u>	<u>59</u>	<u>61</u>	<u>63</u>	<u>65</u>	<u>305</u>

**High Falls District ROW**

Replacement of public furnishings.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	57	59	61	63	65	305
	<u>57</u>	<u>59</u>	<u>61</u>	<u>63</u>	<u>65</u>	<u>305</u>

**Lighting Courts & Fields**

Strategic lighting of tennis and baseball facilities.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	125	125	125	0	0	375
	<u>125</u>	<u>125</u>	<u>125</u>	<u>0</u>	<u>0</u>	<u>375</u>

**Manhattan Square Park**

Allocations are for rehabilitation of the Chestnut Plaza area, main entrance from Strong Museum, lawn area by Court Street, and berm area adjacent to Woodbury.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	290	2,800	0	0	0	3,090
	<u>290</u>	<u>2,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,090</u>

**Public Market Standard Allocation**

Routine repair, replacement and renovation of facilities, systems, and structures.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Public Market Cash Capital	40	42	44	46	48	220
	<u>40</u>	<u>42</u>	<u>44</u>	<u>46</u>	<u>48</u>	<u>220</u>

**Public Market Winter Shed**

Renovation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Public Market Cash Capital	500	2,500	2,500	0	0	5,500
	<u>500</u>	<u>2,500</u>	<u>2,500</u>	<u>0</u>	<u>0</u>	<u>5,500</u>

**Riverside Convention Center - Exhibit Hall Renovations**

Major interior renovation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	2,250	2,250	4,500
	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,250</u>	<u>2,250</u>	<u>4,500</u>

**Riverside Convention Center - Food Service Equipment**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	200	0	0	200
	<u>0</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>200</u>

**Riverside Pond Drainage**

Excavate and replace broken clay drainage line with PVC to existing storm sewer system.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery Cash Capital	35	0	0	0	0	35
	<u>35</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>35</u>

**☐ Roadway Improvements**

Maintenance of roadways, crack sealing, patching and curbing.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery Cash Capital	60	65	70	75	80	350
	<u>60</u>	<u>65</u>	<u>70</u>	<u>75</u>	<u>80</u>	<u>350</u>

**☐ Tennis/Basketball Replacement**

At facilities city wide.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	250	175	150	150	150	875
	<u>250</u>	<u>175</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>875</u>

**☐ Trail Corn Hill**

**Exchange Street to Plymouth**

New neighborhood trail connection.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	13	320	0	0	0	333
General Cash Capital	3	80	0	0	0	83
	<u>16</u>	<u>400</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>416</u>

**☐ Trail Eastman & Genesee  
Riverway Urban Linkages**

Concept planning

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	75	0	0	0	75
General Cash Capital	0	15	0	0	0	15
	<u>0</u>	<u>90</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>90</u>

**Trail Genesee Riverway**                      **Corn Hill to Lower Falls**

Trail expansion.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	95	883	0	0	978
General Cash Capital	0	24	220	0	0	244
	<u>0</u>	<u>119</u>	<u>1,103</u>	<u>0</u>	<u>0</u>	<u>1,222</u>

**Trail Genesee Riverway**  
**Rehabilitation**

Rehabilitation of cracked and heaved pavement.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	0	2,220	0	0	2,220
General Cash Capital	0	0	175	180	186	541
General Debt	0	0	440	0	0	440
	<u>0</u>	<u>0</u>	<u>2,835</u>	<u>180</u>	<u>186</u>	<u>3,201</u>

**Trail Neighborhood Connections**

New neighborhood trail connections.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	69	748	0	0	0	817
General Cash Capital	17	187	0	0	0	204
	<u>86</u>	<u>935</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,021</u>

**Turning Point Trailhead Parking**  
**Lot**

Enlarge existing parking lot.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	380	0	0	0	380
New York State	0	380	0	0	0	380
	<u>0</u>	<u>760</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>760</u>

**War Memorial Standard Allocation**

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
War Memorial Cash Capital	70	72	50	50	50	292
	<u>70</u>	<u>72</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>292</u>

**R-2 Small Equipment Program**

**Standard Allocation**

Replacement and purchase of small equipment for the War Memorial, cemeteries, and recreation centers.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	30	0	0	0	0	30
	<u>30</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>30</u>

**R-5 Motor Equipment**

**Recreation and Youth Services Vehicles**

Scheduled replacement of motor equipment for the Department of Recreation and Youth Services.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	102	94	34	0	0	230
Public Market Cash Capital	12	19	48	0	0	79
	<u>114</u>	<u>113</u>	<u>82</u>	<u>0</u>	<u>0</u>	<u>309</u>

<b>R-6</b>	<b>Library Materials and Equipment</b>
------------	--

**Library Materials Traditional  
Formats**

Replacement of worn and obsolete materials and purchase of new materials and small equipment for branch libraries.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	556	563	591	620	651	2,981
	556	563	591	620	651	2,981

<b>R-7</b>	<b>Library Facilities</b>
------------	---------------------------

**Computer Replacements**

Provision for cyclical replacement of computers.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	72	143	0	15	70	300
	72	143	0	15	70	300

**Furniture and Equipment for  
Branches**

Standard allocation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	20	20	20	20	20	100
	20	20	20	20	20	100

**Rundel Library**

Standard allocation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	72	74	76	78	80	380
	72	74	76	78	80	380

<b>R-9</b>	<b>Library Motor Equipment</b>
------------	--------------------------------

**Standard Allocation**

Replacement of motor equipment for the Rochester Public Library.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	40	25	0	0	0	65
	40	25	0	0	0	65

# Summary of Funding by Program: Recreation and Culture

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>R-1 General Rehabilitation</b>						
CDBG	105	105	200	0	0	410
Cemetery Cash Capital	275	230	245	755	765	2,270
Federal	82	1,258	3,328	0	0	4,668
General Cash Capital	1,294	1,254	1,623	3,306	3,091	10,568
General Debt	290	3,180	440	0	0	3,910
New York State	0	380	0	0	0	380
Public Market Cash Capital	685	2,892	2,544	46	48	6,215
War Memorial Cash Capital	70	72	50	50	50	292
	2,801	9,371	8,430	4,157	3,954	28,713
<b>R-2 Small Equipment Program</b>						
General Cash Capital	30	0	0	0	0	30
	30	0	0	0	0	30
<b>R-5 Motor Equipment</b>						
General Cash Capital	102	94	34	0	0	230
Public Market Cash Capital	12	19	48	0	0	79
	114	113	82	0	0	309
<b>R-6 Library Materials and Equipment</b>						
Library Cash Capital	556	563	591	620	651	2,981
	556	563	591	620	651	2,981



	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>R-7 Library Facilities</b>						
Library Cash Capital	164	237	96	113	170	780
	<u>164</u>	<u>237</u>	<u>96</u>	<u>113</u>	<u>170</u>	<u>780</u>
<b>R-9 Library Motor Equipment</b>						
Library Cash Capital	40	25	0	0	0	65
	<u>40</u>	<u>25</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>65</u>

**RECREATION AND CULTURE TOTALS**

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
CDBG	105	105	200	0	0	410
Cemetery Cash Capital	275	230	245	755	765	2,270
Federal	82	1,258	3,328	0	0	4,668
General Cash Capital	1,426	1,348	1,657	3,306	3,091	10,828
General Debt	290	3,180	440	0	0	3,910
Library Cash Capital	760	825	687	733	821	3,826
New York State	0	380	0	0	0	380
Public Market Cash Capital	697	2,911	2,592	46	48	6,294
War Memorial Cash Capital	70	72	50	50	50	292
	<u>3,705</u>	<u>10,309</u>	<u>9,199</u>	<u>4,890</u>	<u>4,775</u>	<u>32,878</u>

# GENERAL CITY DEVELOPMENT

The General City 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 the development of parking facilities.

## PORT OF ROCHESTER

This project involves the ongoing development of Rochester's Port area as outlined by the City's Port Manager. Components of this program include a Marina, and Garage as well as port access roads, river channel dredging, the provision of boat slips, the rehabilitation of the former station in the immediate vicinity, and the acquisition of property from CSX.

Several revisions reflect changes in sequences and scheduling of related projects:

- Port Facility Elevator is added beginning 2014-15.

## New Programs

### G-8 Hydro-Kinetic Study

- Funds are included in support of this project in 2010-11.

### G-8 Inner Loop East Reconstruction

- Funds are included in support of this initiative in 2011-12.

### G-8 Laser Show Equipment

- Funds are included in support of this initiative in 2011-12.

### G-8 South Avenue Sidewalk Extension

- Funds are included in support of this project in 2013-14.

**G-3**

**Land Acquisition and Demolition**

**Acquisition/Economic Development**

This is to purchase land/or site for development or other purposes.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	8,000	1,000	1,000	1,000	11,000
General Debt	900	0	0	0	0	900
	<u>900</u>	<u>8,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>11,900</u>

**Demolition**

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
CDBG	750	1,000	1,000	1,000	1,000	4,750
General Cash Capital	2,250	2,000	2,000	4,000	4,000	14,250
	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>5,000</u>	<u>5,000</u>	<u>19,000</u>

**G-4**

**Municipal Garage Renovations**

**Garage Elevator Program**

Comprehensive elevator repair program.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Parking Cash Capital	0	250	0	0	500	750
	<u>0</u>	<u>250</u>	<u>0</u>	<u>0</u>	<u>500</u>	<u>750</u>

**Garage Maintenance Program**

Maintenance and repair.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Parking Cash Capital	865	530	546	563	580	3,084
Parking Debt	0	891	918	945	974	3,728
	<u>865</u>	<u>1,421</u>	<u>1,464</u>	<u>1,508</u>	<u>1,554</u>	<u>6,812</u>

**G-6** **Parking Meters and Garage Equipment**

**Garage Equipment**

Repair and installation of curbside meter an miscellaneous equipment in ramp garages.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Parking Cash Capital	0	0	300	300	300	900
	<u>0</u>	<u>0</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>900</u>

**Parking Meters/Pay Stations**

Repair and installation of curbside meters and miscellaneous equipment in ramp garages.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Parking Cash Capital	0	0	210	210	210	630
	<u>0</u>	<u>0</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>630</u>

**G-7** **Port of Rochester**

**Charlotte Lighthouse Promenade**

Design and construction of mid-block lighted walkway.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	150	0	0	0	0	150
	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>

**North Dock River Wall**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	150	0	150
	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>	<u>0</u>	<u>150</u>

**Port Facility Elevator**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	160	160
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>160</u>	<u>160</u>

## Capital Improvement Program

GENERAL CITY  
DEVELOPMENT
 Port Infrastructure Roads

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	20	45	20	45	20	150
	<u>20</u>	<u>45</u>	<u>20</u>	<u>45</u>	<u>20</u>	<u>150</u>

 Riverfront Development III

East side boat launch parking lot south of Petten street, removal of County boat launch, and boat launch north of Petten Street.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	515	18	0	0	533
General Debt	0	0	2,750	0	0	2,750
	<u>0</u>	<u>515</u>	<u>2,768</u>	<u>0</u>	<u>0</u>	<u>3,283</u>

 Transient Marina Facilities Phase I

Excavation, dredging, quay wall construction, utility connections, floating dock slips and mounting devices. \$6.5M appropriated in 2009-10 from sale of water shed dedicated for this purpose.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	0	2,800	0	0	2,800
General Cash Capital	0	0	0	0	0	0
General Debt	0	0	4,945	0	0	4,945
New York State	0	1,985	0	0	0	1,985
	<u>0</u>	<u>1,985</u>	<u>7,745</u>	<u>0</u>	<u>0</u>	<u>9,730</u>

 Transient Marina Facilities Phase II

Design.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	472	0	472
General Debt	0	0	0	0	5,723	5,723
	<u>0</u>	<u>0</u>	<u>0</u>	<u>472</u>	<u>5,723</u>	<u>6,195</u>

**G-8****Special Projects****☐ Aqueduct Project**

Center City Walkway Extension, Feasibility of the Erie Canal Aqueduct Phase I Rewatering, and design of Erie Harbor Park.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	18,540	0	0	0	18,540
General Cash Capital	0	120	10	0	0	130
General Debt	0	900	0	0	0	900
	<u>0</u>	<u>19,560</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>19,570</u>

**☐ Bull's Head**

Commercial development.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Private	0	2,250	1,250	0	6,925	10,425
	<u>0</u>	<u>2,250</u>	<u>1,250</u>	<u>0</u>	<u>6,925</u>	<u>10,425</u>

**☐ Crossroad Garage Rehabilitation**

Major renovation of the parking facility

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Parking Debt	0	0	2,500	0	0	2,500
	<u>0</u>	<u>0</u>	<u>2,500</u>	<u>0</u>	<u>0</u>	<u>2,500</u>

**☐ Downtown Development**

Downtown development projects, including Midtown Tower.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	900	0	0	0	0	900
	<u>900</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>900</u>

**2010-11 TO 2014-15****Capital Improvement Program****GENERAL CITY  
DEVELOPMENT****☐ Downtown Streetscape**

Trees, grates, benches, pavement, lights, etc.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	129	133	137	141	540
	<u>0</u>	<u>129</u>	<u>133</u>	<u>137</u>	<u>141</u>	<u>540</u>

**☐ Durand Eastman Beach Improvements**

Construction of bathhouse.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	450	5,730	0	0	6,180
	<u>0</u>	<u>450</u>	<u>5,730</u>	<u>0</u>	<u>0</u>	<u>6,180</u>

**☐ Focused Investment**

Neighborhood stabilization and improvement.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
CDBG	2,208	2,208	2,208	2,208	2,208	11,040
General Cash Capital	1,000	1,000	1,000	1,000	1,000	5,000
	<u>3,208</u>	<u>3,208</u>	<u>3,208</u>	<u>3,208</u>	<u>3,208</u>	<u>16,040</u>

**☐ Goodman/Main Street Intersection**

Reconfigure lane uses, intersection geometry and traffic calming techniques to make intersection more pedestrian friendly.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	44	44
General Debt	0	0	0	0	443	443
Monroe County Traffic	0	0	0	0	13	13
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>500</u>	<u>500</u>

## Capital Improvement Program

GENERAL CITY  
DEVELOPMENT
 Home Ownership Program

Closing cost/downpayment assistance for homebuyers.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	343	300	300	300	300	1,543
	<u>343</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>1,543</u>

 Hydro-Kinetic Study

Installing hydro-kinetic turbines in the existing Johnson Seymour Mill Race to supply energy for illumination of Rundel Memorial Library.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	40	0	0	0	0	40
	<u>40</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>40</u>


 Inner Loop East Reconstruction

Reconstruct Pitkin and Union Streets and realign as multi-lane surface boulevard.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	22,560	0	0	0	22,560
General Debt	0	0	1,500	2,140	2,000	5,640
	<u>0</u>	<u>22,560</u>	<u>1,500</u>	<u>2,140</u>	<u>2,000</u>	<u>28,200</u>

 Laser Show Equipment

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	40	40	40	40	160
	<u>0</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>160</u>

 Market Rate Housing Acquisition and Support

The support and development of market rate housing city wide.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	540	540	1,000	1,000	1,000	4,080
	<u>540</u>	<u>540</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>4,080</u>



 **Neighborhood Streetscapes**

Streetscape improvements including public safety initiatives in eligible neighborhoods.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
CDBG	275	276	277	278	286	1,392
	<u>275</u>	<u>276</u>	<u>277</u>	<u>278</u>	<u>286</u>	<u>1,392</u>

 **NYS Canal Corporation**

Repayment to NYS Canal Corporation for river front access to Corn Hill Landing.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	204	204	204	204	816
	<u>0</u>	<u>204</u>	<u>204</u>	<u>204</u>	<u>204</u>	<u>816</u>

 **Rochester Running Track Bridge Conversion**

Conversion to a pedestrian multi-use facility.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	0	0	0	0	400	400
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>400</u>	<u>400</u>

 **South Avenue Sidewalk Extension**

Installing sidewalks to connect South Avenue and Center City to the South Wedge.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	0	0	530	0	530
	<u>0</u>	<u>0</u>	<u>0</u>	<u>530</u>	<u>0</u>	<u>530</u>

**G-9**

**Midtown Development**

**Midtown Redevelopment III**

New interconnecting roads and public utilities to support the redevelopment of the Midtown site including reconstruction of the sidewalk and pedestrian facilities along E. Main St., S. Clinton Ave. & E. Broad St. \$2.5M previously appropriated for land acquisition and site development to be used for Midtown site infrastructure improvements.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Federal	1,705	7,000	0	0	0	8,705
General Cash Capital	1,298	0	0	0	0	1,298
General Debt	1,745	650	860	0	0	3,255
Monroe County Traffic	320	0	0	0	0	320
New York State	0	5,349	0	0	0	5,349
Pure Waters	1,000	0	0	0	0	1,000
Water Debt	1,665	0	0	0	0	1,665
	<u>7,733</u>	<u>12,999</u>	<u>860</u>	<u>0</u>	<u>0</u>	<u>21,592</u>

## Summary of Funding by Program: General Development

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>G-3 Land Acquisition and Demolition</b>						
CDBG	750	1,000	1,000	1,000	1,000	4,750
General Cash Capital	2,250	10,000	3,000	5,000	5,000	25,250
General Debt	900	0	0	0	0	900
	3,900	11,000	4,000	6,000	6,000	30,900
<b>G-4 Municipal Garage Renovations</b>						
Parking Cash Capital	865	780	546	563	1,080	3,834
Parking Debt	0	891	918	945	974	3,728
	865	1,671	1,464	1,508	2,054	7,562
<b>G-6 Parking Meters and Garage Equipment</b>						
Parking Cash Capital	0	0	510	510	510	1,530
	0	0	510	510	510	1,530
<b>G-7 Port of Rochester</b>						
Federal	0	0	2,800	0	0	2,800
General Cash Capital	20	560	38	667	180	1,465
General Debt	150	0	7,695	0	5,723	13,568
New York State	0	1,985	0	0	0	1,985
	170	2,545	0,533	667	5,903	19,818

**G-8 Special Projects**

CDBG	2,483	2,484	2,485	2,486	2,494	12,432
Federal	0	41,550	5,730	0	400	47,680
General Cash Capital	2,823	2,333	2,687	2,681	2,729	13,253
General Debt	0	900	1,500	2,670	2,443	7,513
Monroe County Traffic	0	0	0	0	13	13
Parking Debt	0	0	2,500	0	0	2,500
Private	0	2,250	1,250	0	6,925	10,425
	<u>5,306</u>	<u>49,517</u>	<u>6,152</u>	<u>7,837</u>	<u>5,004</u>	<u>93,816</u>

**G-9 Midtown Development**

Federal	1,705	7,000	0	0	0	8,705
General Cash Capital	1,298	0	0	0	0	1,298
General Debt	1,745	650	860	0	0	3,255
Monroe County Traffic	320	0	0	0	0	320
New York State	0	5,349	0	0	0	5,349
Pure Waters	1,000	0	0	0	0	1,000
Water Debt	1,665	0	0	0	0	1,665
	<u>7,733</u>	<u>12,999</u>	<u>860</u>	<u>0</u>	<u>0</u>	<u>21,592</u>

**GENERAL DEVELOPMENT TOTALS**

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
CDBG	3,233	3,484	3,485	3,486	3,494	17,182
Federal	1,705	48,550	8,530	0	400	59,185
General Cash Capital	6,391	12,893	5,725	8,348	7,909	41,266
General Debt	2,795	1,550	10,055	2,670	8,166	25,236
Monroe County Traffic	320	0	0	0	13	333
New York State	0	7,334	0	0	0	7,334
Parking Cash Capital	865	780	1,056	1,073	1,590	5,364
Parking Debt	0	891	3,418	945	974	6,228
Private	0	2,250	1,250	0	6,925	10,425
Pure Waters	1,000	0	0	0	0	1,000
Water Debt	1,665	0	0	0	0	1,665
	17,974	77,732	<u>33,519</u>	16,522	29,471	175,218

# FACILITIES and EQUIPMENT

The Facilities and Equipment category includes projects to preserve City-owned facilities and equipment as well as to improve automated information systems.

## New Programs

### F-1 Building Renovation Program

- A number of building improvements are funded in 2010-11, including CVMF Building Generators.

### F-33 Information Technology Applications

- Funding is provided to expand and improve the performance of our networks, invest in ad hoc initiatives with direct impact on the operating budget.

## Program Changes

### F-11 City School Partnership

- Funding is provided for the South Avenue Recreation Center in 2010-11.
- Funding for the Clinton/Baden Recreation Center is eliminated.
- Funding for the Flint Street Recreation Center is delayed to 2012-13.

### F-2 Hazardous Waste Remediation

- Funding for Mt. Hope Avenue is provided in 2010-11.

**F-1**

**Building Renovation Program**

**Asbestos Management**

Implementation of the Asbestos Management Study.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	80	80	80	80	80	400
	80	80	80	80	80	400

**Blue Cross Arena**

Mechanical and Electrical Improvements.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
War Memorial Cash Capit	170	170	170	170	170	850
	170	170	170	170	170	850

**Chestnut Street Firehouse**

Plumbing system replacement.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	527	550	680	0	0	1,757
	527	550	680	0	0	1,757

**City Hall Annual Allocation**

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	81	83	85	88	91	428
	81	83	85	88	91	428

**Colfax Street Facility**

Maintenance and repair of the Refuse Enterprise facility on Colfax Street.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Refuse Cash Capital	51	53	55	57	59	275
	51	53	55	57	59	275

**2010-11 TO 2014-15****Capital Improvement Program****FACILITIES AND EQUIPMENT****CVMF Building Generators**

\$50K to be funded in water cash from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	250	0	0	0	0	250
Local Works Cash Capital	100	0	0	0	0	100
Refuse Cash Capital	100	0	0	0	0	100
Water Cash Capital	0	0	0	0	0	0
	<u>450</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>450</u>

**CVMF Lift Replacement**

Systematic replacement of various lifts at the Central Vehicles Maintenance Facility

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	35	40	40	40	0	155
Local Works Cash Capital	35	40	40	40	0	155
Refuse Cash Capital	35	40	40	40	0	155
Water Cash Capital	10	10	10	11	0	41
	<u>115</u>	<u>130</u>	<u>130</u>	<u>131</u>	<u>0</u>	<u>506</u>

**DES Mt. Read Facilities**

Provides an annual allocation for the upkeep of the Operations Center, Central Vehicle Maintenance Facility and the salt shed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	83	85	88	90	93	439
Local Works Cash Capital	52	54	56	57	59	278
Refuse Cash Capital	52	54	56	57	59	278
	<u>187</u>	<u>193</u>	<u>200</u>	<u>204</u>	<u>211</u>	<u>995</u>

**Edgerton Recreation Center**

Various improvements.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	500	500	500	366	1,866
	<u>0</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>366</u>	<u>1,866</u>



**General Rehabilitation**

Renovation, rehabilitation, repair, and replacement of buildings systems, city architectural staff, and components at City facilities as prioritized in an annual review.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	320	330	339	350	360	1,699
	<u>320</u>	<u>330</u>	<u>339</u>	<u>350</u>	<u>360</u>	<u>1,699</u>

**Hemlock & Canadice Lake Water Facilities**

Various improvements. \$283K to be funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**Johnson and Seymour Mill Race**

Repairs to walls.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	800	500	0	0	1,300
	<u>0</u>	<u>800</u>	<u>500</u>	<u>0</u>	<u>0</u>	<u>1,300</u>

**New York State Power Authority**

Payments to the New York Power Authority for cooperative major improvements to selected HVAC and electrical systems.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	160	160	160	160	160	800
	<u>160</u>	<u>160</u>	<u>160</u>	<u>160</u>	<u>160</u>	<u>800</u>

**Public Safety Building Standard Allocation**

Repairs and replacements of building systems and components.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	130	130	134	138	142	674
	<u>130</u>	<u>130</u>	<u>134</u>	<u>138</u>	<u>142</u>	<u>674</u>

**Rundel - Urban Park**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	0	0	150	0	0	150
New York State	0	0	250	0	0	250
	<u>0</u>	<u>0</u>	<u>400</u>	<u>0</u>	<u>0</u>	<u>400</u>

**Rundel Library Front Door Replacement**

Structural and building repairs.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	85	0	0	0	0	85
	<u>85</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>85</u>

**Rundel Library Renovations**

Structural and building repairs.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	250	0	0	0	0	250
Library Debt	3,700	2,000	0	0	0	5,700
	<u>3,950</u>	<u>2,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5,950</u>

**South Avenue Sidewalk Enhancements - Rundel Library**

Replace hazardous sidewalks.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Library Cash Capital	30	350	0	0	0	380
New York State	0	250	0	0	0	250
	<u>30</u>	<u>600</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>630</u>

<b>F-11</b>	<b>City School Partnership</b>
-------------	--------------------------------

**Adams Street Recreation Center**

Facilities renovation and repair.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	0	1,846	0	0	1,846
	0	0	1,846	0	0	1,846

**Flint Street Recreation Center**

Facilities renovation and repair.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	0	720	0	0	720
	0	0	720	0	0	720

**South Avenue Recreation Center**

Facilities renovation and repair.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	329	0	0	0	0	329
	329	0	0	0	0	329

<b>F-2</b>	<b>Hazardous Waste Remediation</b>
------------	------------------------------------

**Investigation and Remediation**

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, and city environmental staff.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	582	652	537	647	537	2,955
General Debt	0	200	400	0	900	1,500
	582	852	937	647	1,437	4,455

**Investigation and Remediation - Andrews Street**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	300	0	0	0	300
	0	300	0	0	0	300

**Investigation and Remediation - Emerson**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	0	1,200	400	1,200	0	2,800
	0	1,200	400	1,200	0	2,800

**Investigation and Remediation - Fire Academy**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	275	0	0	0	0	275
	275	0	0	0	0	275

**Investigation and Remediation - Mt. Hope**

Hess station closure & corrective action.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Debt	300	0	500	0	0	800
	300	0	500	0	0	800

**Investigation and Remediation - Port of Rochester**

Funding for design and investigation of contaminated sites at the Port of Rochester.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	500	232	0	250	982
	0	500	232	0	250	982

**F-3** **Information Technology Infrastructure**

**Office Automation**

New and replacement installations of personal computers and terminals.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	571	300	300	300	300	1,771
	571	300	300	300	300	1,771

**F-33** **Information Technology Applications**

**Communications - Web Revitalization**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

**Communications - Web Video Hosting Server**

Store video for broadcast.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	15	0	0	0	0	15
	15	0	0	0	0	15

**Database Management and GIS**

Creates map of water grid with access to system features, placement and service history.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	13	17	25	23	13	91
	13	17	25	23	13	91

**Enterprise System - Back Office Deployment**

Process and System Integration. \$930K water cash funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	443	825	1,650	1,425	765	5,108
Local Works Cash Capital	23	38	76	38	23	198
Refuse Cash Capital	33	58	116	58	33	298
Water Cash Capital	0	79	158	79	79	395
	<u>499</u>	<u>1,000</u>	<u>2,000</u>	<u>1,600</u>	<u>900</u>	<u>5,999</u>

**Enterprise System - Front Office Deployment**

Process and System Integration. \$930K water cash funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	400	1,250	2,000	2,000	2,000	7,650
Refuse Cash Capital	800	0	0	0	0	800
	<u>1,200</u>	<u>1,250</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>8,450</u>

**Enterprise System Infrastructure**

Process and System Integration. \$930K water cash funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	825	825	825	0	0	2,475
Local Works Cash Capital	38	38	38	0	0	114
Refuse Cash Capital	58	58	58	0	0	174
Water Cash Capital	0	79	79	0	0	158
	<u>921</u>	<u>1,000</u>	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>2,921</u>

**Fire - Education Management System**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	50	200	0	0	250
	<u>0</u>	<u>50</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>250</u>

**Human Resources - HRS System**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	22	0	0	0	0	22
	22	0	0	0	0	22

**NBD - Blue Cross Arena Point of Sale System**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	180	0	0	0	0	180
	180	0	0	0	0	180

**OPI - Case Management System**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	38	0	0	0	0	38
	38	0	0	0	0	38

**Police - AVL Expansion**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	49	0	0	0	0	49
	49	0	0	0	0	49

**Police - Records Management System**

Upgrades centralized computer operation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	1,000	400	200	200	200	2,000
	1,000	400	200	200	200	2,000

**Police - Video Analytics**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	150	150	0	0	300
	0	150	150	0	0	300

**Police - Video Surveillance Cameras**

Address high problem areas.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	350	350	350	350	350	1,750
	350	350	350	350	350	1,750

<b>F-4</b>	<b>Office Equipment</b>
------------	-------------------------

**Administration**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	0	12	12	12	36
	0	0	12	12	12	36

**Communications - Video Equipment**

Appropriation of annual grant from Time-Warner.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

**Environmental Services**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	12	13	13	13	51
Local Works Cash Capital	0	4	4	4	4	16
Refuse Cash Capital	0	4	4	4	4	16
	0	20	21	21	21	83



**Environmental Services/Water Bureau**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	12	13	14	14	53
	0	12	13	14	14	53

**Finance**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	6	6	6	6	6	30
	6	6	6	6	6	30

**Human Resources**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

**Neighborhood and Business Development**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	12	12	12	12	48
	0	12	12	12	12	48

**Recreation and Youth Services**

Routine replacement of office furnishings.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	12	12	12	12	12	60
	12	12	12	12	12	60

<b>F-5</b>	<b>Duplicating Equipment</b>
------------	------------------------------

**Duplicating Equipment - Standard Allocation**

Regular replacement of central and some distributed duplicating equipment.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	30	40	40	50	160
	0	30	40	40	50	160

<b>F-6</b>	<b>Small Equipment</b>
------------	------------------------

**Emergency Communications**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	35	35	35	70	35	210
	35	35	35	70	35	210

**Environmental Services**

Water share to be funded using a portion of \$4.8M proceeds from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery Cash Capital	45	45	45	50	55	240
Local Works Cash Capital	17	17	17	18	18	87
Refuse Cash Capital	193	199	205	211	217	1,025
Water Cash Capital	6	48	48	50	50	202
	261	309	315	329	340	1,554

**Environmental Services - Small Equipment**

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	0	55	56	57	58	226
	0	55	56	57	58	226

<b>F-7</b>	<b>Motor Equipment</b>
------------	------------------------

**Motor Equipment - DES Commissioner**

Standard allocation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	21	22	54	54	0	151
	21	22	54	54	0	151

**Motor Equipment - 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>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Refuse Cash Capital	0	245	554	363	6,321	7,483
	0	245	554	363	6,321	7,483

**Motor Equipment - Water Bureau**

Standard allocation. \$463K to be funded in FY 2009-10 from sale of watershed.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Water Cash Capital	0	596	201	948	1,007	2,752
	0	596	201	948	1,007	2,752

**Motor Equipment- DES Operations**

Standard allocation.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
Cemetery Cash Capital	96	187	227	179	0	689
General Cash Capital	913	1,143	1,301	1,597	2,657	7,611
Local Works Cash Capital	1,094	245	341	2,502	3,562	7,744
	2,103	1,575	1,869	4,278	6,219	16,044

<b>F-8</b>	<b>Tree Maintenance</b>
------------	-------------------------

**Forestry Tree Maintenance Program**

Planting and upkeep of City trees.

<u>Funding Source</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>TOTAL</u>
General Cash Capital	665	680	700	721	743	3,509
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	665	680	700	721	743	3,509

## Summary of Funding by Program: Facilities and Equipment

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>F-1 Building Renovation Program</b>						
General Cash Capital	1,139	908	926	946	926	4,845
General Debt	527	1,850	1,680	500	366	4,923
Library Cash Capital	365	350	150	0	0	865
Library Debt	3,700	2,000	0	0	0	5,700
Local Works Cash Capital	187	94	96	97	59	533
New York State	0	250	250	0	0	500
Refuse Cash Capital	238	147	151	154	118	808
War Memorial Cash Capital	170	170	170	170	170	850
Water Cash Capital	10	10	10	11	0	41
	6,336	5,779	3,433	1,878	1,639	19,065
<b>F-11 City School Partnership</b>						
General Debt	329	0	2,566	0	0	2,895
	329	0	2,566	0	0	2,895
<b>F-2 Hazardous Waste Remediation</b>						
General Cash Capital	582	1,152	769	647	787	3,937
General Debt	575	1,700	1,300	1,200	900	5,675
	1,157	2,852	2,069	1,847	1,687	9,612
<b>F-3 Information Technology Infrastructure</b>						
General Cash Capital	571	300	300	300	300	1,771
	571	300	300	300	300	1,771

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>F-33 Information Technology Applications</b>						
General Cash Capital	3,372	3,850	5,375	3,975	3,315	19,887
Local Works Cash Capital	61	76	114	38	23	312
Refuse Cash Capital	891	116	174	58	33	1,272
Water Cash Capital	13	175	262	102	92	644
	<u>4,337</u>	<u>4,217</u>	<u>5,925</u>	<u>4,173</u>	<u>3,463</u>	<u>22,115</u>
<b>F-4 Office Equipment</b>						
General Cash Capital	28	52	65	65	65	275
Local Works Cash Capital	0	4	4	4	4	16
Refuse Cash Capital	0	4	4	4	4	16
Water Cash Capital	0	12	13	14	14	53
	<u>28</u>	<u>72</u>	<u>86</u>	<u>87</u>	<u>87</u>	<u>360</u>
<b>F-5 Duplicating Equipment</b>						
General Cash Capital	0	30	40	40	50	160
	<u>0</u>	<u>30</u>	<u>40</u>	<u>40</u>	<u>50</u>	<u>160</u>
<b>F-6 Small Equipment</b>						
Cemetery Cash Capital	45	45	45	50	55	240
General Cash Capital	35	90	91	127	93	436
Local Works Cash Capital	17	17	17	18	18	87
Refuse Cash Capital	193	199	205	211	217	1,025
Water Cash Capital	6	48	48	50	50	202
	<u>296</u>	<u>399</u>	<u>406</u>	<u>456</u>	<u>433</u>	<u>1,990</u>

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
<b>F-7 Motor Equipment</b>						
Cemetery Cash Capital	96	187	227	179	0	689
General Cash Capital	934	1,165	1,355	1,651	2,657	7,762
Local Works Cash Capital	1,094	245	341	2,502	3,562	7,744
Refuse Cash Capital	0	245	554	363	6,321	7,483
Water Cash Capital	0	596	201	948	1,007	2,752
	<u>2,124</u>	<u>2,438</u>	<u>2,678</u>	<u>5,643</u>	<u>3,547</u>	<u>26,430</u>

<b>F-8 Tree Maintenance</b>						
General Cash Capital	665	680	700	721	743	3,509
	<u>665</u>	<u>680</u>	<u>700</u>	<u>721</u>	<u>743</u>	<u>3,509</u>

**FACILITIES AND EQUIPMENT TOTALS**

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
Cemetery Cash Capital	141	232	272	229	55	929
General Cash Capital	7,326	8,227	9,621	8,472	8,936	42,582
General Debt	1,431	3,550	5,546	1,700	1,266	13,493
Library Cash Capital	365	350	150	0	0	865
Library Debt	3,700	2,000	0	0	0	5,700
Local Works Cash Capital	1,359	436	572	2,659	3,666	8,692
New York State	0	250	250	0	0	500
Refuse Cash Capital	1,322	711	1,088	790	6,693	10,604
War Memorial Cash Capital	170	170	170	170	170	850
Water Cash Capital	29	841	534	1,125	1,163	3,692
	<u>15,843</u>	<u>16,767</u>	<u>18,203</u>	<u>15,145</u>	<u>21,949</u>	<u>87,907</u>

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for less than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the Summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These other than full time positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, the difference between the allocation actually required for personnel compensation and that which would be required if every position were filled at all times. Some number of positions are always unfilled at a given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced by various elements of the work force.

Personnel resources are approximated in "Employee Years". Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	1.7
Part Time, Temporary, and Seasonal	2.3
LESS: Vacancy Allowance	<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 & Parks. Here workload requirements change throughout the year (e.g., from Leaf Collection in the Fall to Snow and Ice Control in the Winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

<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

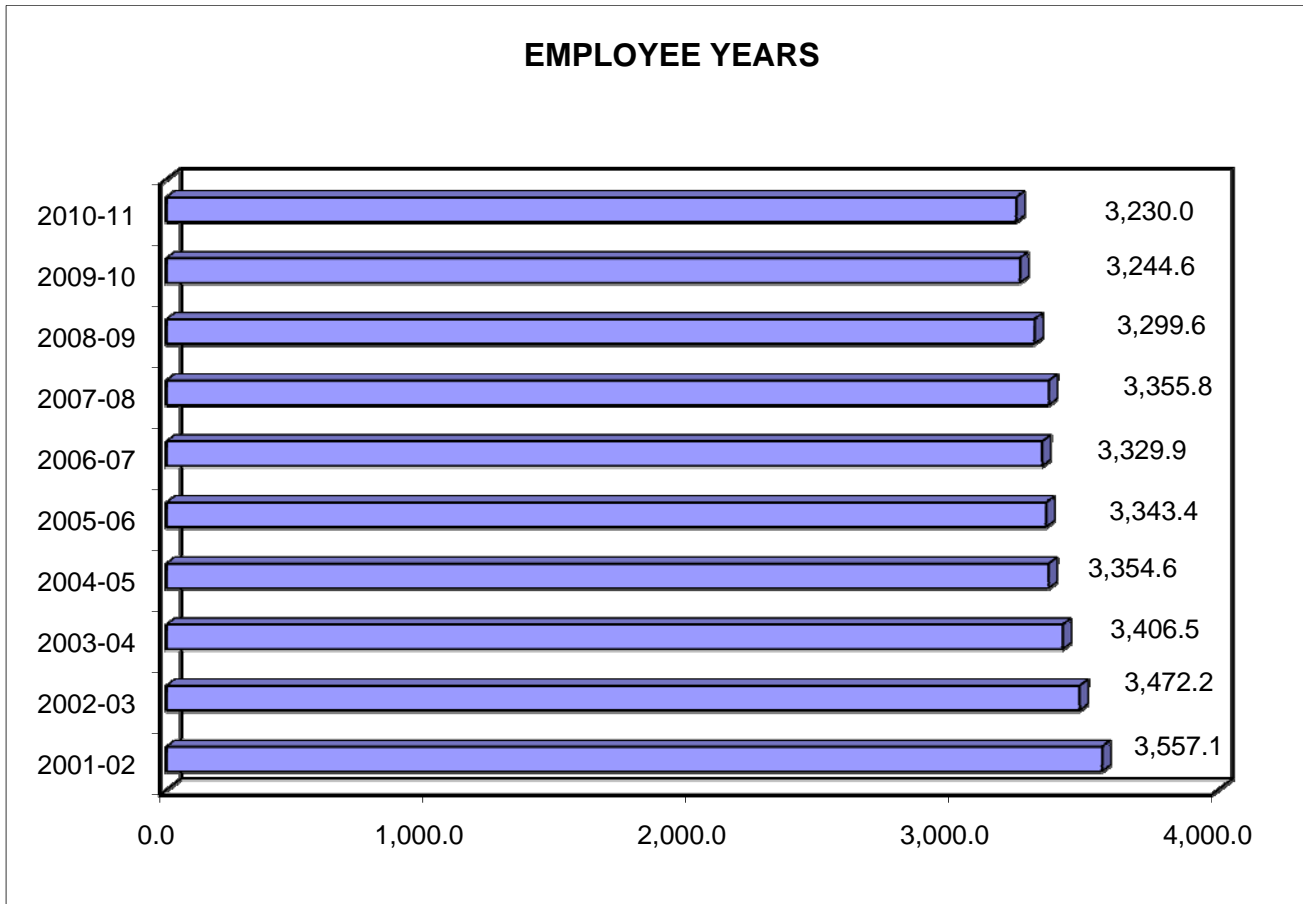


PERSONNEL SUMMARY  
PERSONNEL RESOURCES

Total Employee Years	Budget <u>2007-08</u>	Budget <u>2008-09</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
City Council and Clerk	27.2	27.2	26.7	26.7
Administration				
Mayor's Office	32.3	24.5	22.0	23.5
Neighborhood Service Centers	67.3	63.9	0.0	0.0
Office of Management & Budget	43.1	43.7	40.7	39.3
Human Resource Management	38.1	39.0	36.7	36.2
Communications	14.5	13.7	18.1	17.1
Law	<u>23.5</u>	<u>23.5</u>	<u>21.4</u>	<u>20.0</u>
	218.8	208.3	138.9	136.1
Information Technology	54.0	43.6	47.6	48.5
Finance				
Director's Office	5.4	5.2	3.6	3.2
Accounting	17.6	17.6	16.5	16.7
Treasury	23.9	23.8	22.1	21.0
Assessment	20.4	18.7	16.1	15.0
Parking Violations & Adjudication	17.0	16.0	35.0	37.9
Purchasing	<u>13.1</u>	<u>13.1</u>	<u>13.7</u>	<u>12.6</u>
	97.4	94.4	107.0	106.4
Neighborhood & Business Development				
Commissioner	0.0	0.0	11.2	11.2
Business & Development	0.0	0.0	44.7	44.2
Planning & Zoning	0.0	0.0	25.0	24.0
Neighborhood Preservation	0.0	0.0	21.1	20.9
Inspection & Compliance	<u>0.0</u>	<u>0.0</u>	<u>52.5</u>	<u>52.9</u>
	0.0	0.0	154.5	153.2
Community Development				
Commissioner	7.0	7.2	0.0	0.0
Buildings and Zoning	40.1	38.5	0.0	0.0
Housing & Project Development	37.6	35.1	0.0	0.0
Planning	<u>10.0</u>	<u>10.0</u>	<u>0.0</u>	<u>0.0</u>
	94.7	90.8	0.0	0.0
Economic Development	21.9	20.8	0.0	0.0
Environmental Services				
Commissioner	14.8	14.0	14.2	31.1
Architecture & Engineering	67.8	66.5	64.2	62.9
Operations & Parks	508.4	503.5	498.2	479.3
Water	<u>147.7</u>	<u>144.2</u>	<u>139.5</u>	<u>139.3</u>
	738.7	728.2	716.1	712.6
Emergency Communications	192.6	192.6	198.6	196.7

**PERSONNEL SUMMARY  
PERSONNEL RESOURCES**

Total Employee Years	Budget <u>2007-08</u>	Budget <u>2008-09</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
Police	984.1	989.5	958.9	963.3
Fire	554.2	537.9	534.9	525.2
Library				
Central Library	129.0	125.4	120.5	119.5
Community Library	<u>43.9</u>	<u>44.3</u>	<u>46.1</u>	<u>48.9</u>
	172.9	169.7	166.6	168.4
Recreation & Youth Services				
Commissioner	14.4	21.3	14.9	6.0
Recreation	147.0	139.8	167.0	153.0
Special Services	27.7	25.7	0.0	0.0
Employment Opportunities	0.0	0.0	0.0	26.4
Youth Services	<u>10.2</u>	<u>9.8</u>	<u>12.9</u>	<u>7.5</u>
	199.3	196.6	194.8	192.9
<b>Total</b>	<b>3,355.8</b>	<b>3,299.6</b>	<b>3,244.6</b>	<b>3,230.0</b>

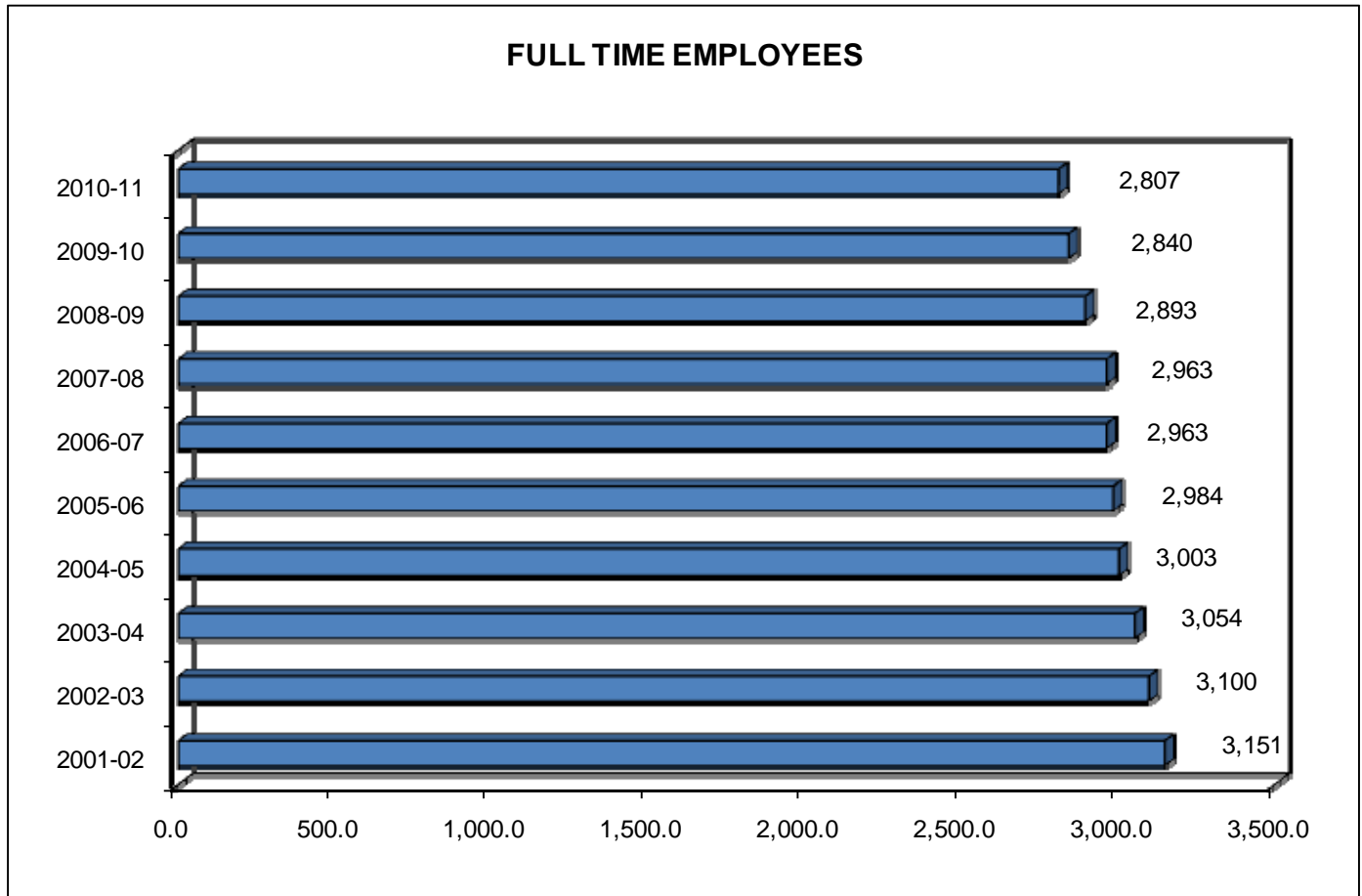


PERSONNEL SUMMARY  
PERSONNEL RESOURCES

Total Full Time Positions	Budget <u>2007-08</u>	Budget <u>2008-09</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
City Council and Clerk	12.0	12.0	13.0	13.0
Administration				
Mayor's Office	30.0	24.0	22.0	22.0
Neighborhood Service Centers	62.0	58.0	0.0	0.0
Office of Management & Budget	37.5	35.5	35.5	32.5
Human Resource Management	36.0	36.0	34.0	34.0
Communications	13.0	13.0	17.0	15.0
Law	<u>23.0</u>	<u>23.0</u>	<u>21.0</u>	<u>20.0</u>
	201.5	189.5	129.5	123.5
Information Technology	54.0	41.0	46.0	47.0
Finance				
Director's Office	5.0	5.0	3.0	3.0
Accounting	17.0	17.0	16.0	16.0
Treasury	23.0	23.0	22.0	20.0
Assessment	17.0	16.0	15.0	14.0
Parking Violations & Adjudication	16.0	14.0	30.0	32.0
Purchasing	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>12.0</u>
	91.0	88.0	99.0	97.0
Neighborhood & Business Development				
Commissioner	0.0	0.0	10.0	10.0
Business & Development	0.0	0.0	44.0	44.0
Planning & Zoning	0.0	0.0	25.0	24.0
Neighborhood Preservation	0.0	0.0	15.0	15.0
Inspection & Compliance	<u>0.0</u>	<u>0.0</u>	<u>52.0</u>	<u>52.0</u>
	0.0	0.0	146.0	145.0
Community Development				
Commissioner	6.5	7.0	0.0	0.0
Buildings and Zoning	39.5	38.0	0.0	0.0
Housing & Project Development	38.0	35.0	0.0	0.0
Planning	<u>10.0</u>	<u>10.0</u>	<u>0.0</u>	<u>0.0</u>
	94.0	90.0	0.0	0.0
Economic Development	21.0	20.0	0.0	0.0
Environmental Services				
Commissioner	13.0	12.0	13.0	22.0
Architecture & Engineering	67.0	66.0	63.0	61.0
Operations & Parks	424.0	417.0	410.0	395.0
Water	<u>136.0</u>	<u>133.0</u>	<u>127.0</u>	<u>127.0</u>
	640.0	628.0	613.0	605.0
Emergency Communications	164.0	164.0	170.0	170.0

**PERSONNEL SUMMARY  
PERSONNEL RESOURCES**

Total Full Time Positions	Budget <u>2007-08</u>	Budget <u>2008-09</u>	Budget <u>2009-10</u>	Budget <u>2010-11</u>
Police	914.0	912.0	895.5	892.5
Fire	537.0	520.0	517.0	511.0
Library				
Central Library	102.0	102.0	98.0	97.0
Community Library	<u>25.0</u>	<u>23.0</u>	<u>23.0</u>	<u>25.0</u>
	127.0	125.0	121.0	122.0
Recreation & Youth Services				
Commissioner	13.5	19.8	12.3	6.0
Recreation	74.0	77.0	69.0	61.0
Special Services	12.3	0.0	0.0	0.0
Employment Opportunities	0.0	0.0	0.0	8.0
Youth Services	<u>7.7</u>	<u>6.7</u>	<u>8.7</u>	<u>6.0</u>
	107.5	103.5	90.0	81.0
<b>Total</b>	2,963.0	2,893.0	2,840.0	2,807.0



PERSONNEL SUMMARY  
EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes fringe benefits to appropriate units:

Employee Benefit Distribution

<u>Department</u>	<u>Amount</u>
City Council and Clerk	864,700
Administration	3,889,300
Law	892,400
Information Technology	1,839,700
Finance	3,185,400
Neighborhood & Business Development	5,163,200
Environmental Services	20,816,000
Emergency Communications	5,343,200
Police	36,423,100
Fire	20,770,500
Library	3,302,700
Recreation & Youth Services.	3,113,300
	<u>105,603,500</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>2010-11</u>
<u>AFSCME Local 1635</u>	
Neighborhood & Business Development	
• Code Enforcement Officer	80,400
Department of Environmental Services	
• Environmental Services Operator - 6 Day	84,400
• Environmental Services Operator	72,300
Department of Recreation & Youth Services	
• Receptionist-Typist	53,100
<u>Rochester Police Locust Club, Inc.</u>	
Police Department	
• Police Officer	100,600
• Police Sergeant	101,200
<u>International Association of Firefighters, Local 1071</u>	
Fire Department	
• Captain	112,100
Total	604,100

PERSONNEL SUMMARY  
BARGAINING UNITS

---

Effective Dates of Current or Most Recent Agreements

Labor Organization

Agreement Dates

AFSCME Local 1635 Full Time

July 1, 2009 to June 30, 2012

AFSCME Local 1635 Part Time

July 1, 2007 to June 30, 2011

Rochester Police Locust Club, Inc.

July 1, 2005 to June 30, 2008

International Association of Firefighters, Local 1071, Uniformed

July 1, 2003 to June 30, 2008

International Association of Firefighters, Local 1071, Non-Uniformed

July 1, 2005 to June 30, 2009

International Union of Operating Engineers, Local 832-S

July 1, 2006 to June 30, 2010

Civil Service Employees Association, Local 828, Rochester Public  
Library Part Time Employees Unit

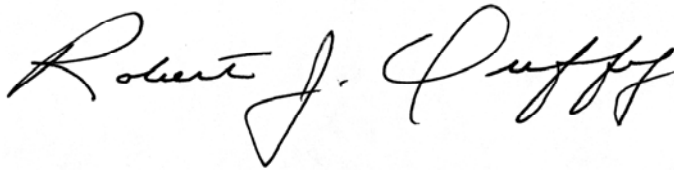
July 1, 2009 to June 30, 2013

PERSONNEL SUMMARY  
SALARY SCHEDULES

---

July 1, 2010

By virtue of the authority vested in me by law, I, Robert J. Duffy, Mayor of the City of Rochester, New York, do hereby create, effective July 1, 2010, all positions set forth in this Budget to be in existence for the fiscal year 2010-11 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, 2010, which are not set forth in this Budget shall be abolished effective July 1, 2010, except for positions otherwise prescribed by law.

A handwritten signature in black ink that reads "Robert J. Duffy". The signature is written in a cursive style with a large, looped initial "R".

Robert J. Duffy  
Mayor





PERSONNEL SUMMARY  
SALARY SCHEDULES

CITY OF ROCHESTER SALARY SCHEDULE

Non-Management Salaried Personnel  
Effective July 1, 2010

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	24,861	25,629	26,422	27,261	28,103	28,822	29,408	29,942	30,617
2	25,493	26,282	27,095	27,957	28,822	29,408	29,942	30,617	31,380
3	26,008	26,812	27,641	28,530	29,408	29,942	30,617	31,380	32,191
4	26,480	27,299	28,143	29,045	29,942	30,617	31,380	32,191	32,907
5	27,075	27,914	28,776	29,695	30,617	31,380	32,191	32,907	33,806
6	27,753	28,611	29,497	30,441	31,380	32,191	32,907	33,806	34,654
7	28,476	29,358	30,265	31,225	32,191	32,907	33,806	34,654	35,599
8	29,104	30,004	30,932	31,920	32,907	33,806	34,654	35,599	36,629
9	29,903	30,829	31,782	32,793	33,806	34,654	35,599	36,629	37,752
10	30,651	31,598	32,577	33,618	34,654	35,599	36,629	37,752	38,924
11	31,486	32,460	33,463	34,532	35,599	36,629	37,752	38,924	40,136
12	32,401	33,404	34,437	35,530	36,629	37,752	38,924	40,136	41,531
13	33,394	34,427	35,492	36,622	37,752	38,924	40,136	41,531	42,782
14	34,430	35,495	36,591	37,752	38,924	40,136	41,531	42,782	44,223
15	35,501	36,600	37,731	38,935	40,136	41,531	42,782	44,223	45,568
16	36,728	37,865	39,035	40,284	41,531	42,782	44,223	45,568	47,145
17	37,840	39,012	40,217	41,498	42,782	44,223	45,568	47,145	49,032
18	39,111	40,320	41,567	42,895	44,223	45,568	47,145	49,032	51,048
19	40,300	41,545	42,829	44,201	45,568	47,145	49,032	51,048	53,110
20	41,697	42,986	44,315	45,730	47,145	49,032	51,048	53,110	55,272
21	43,362	44,702	46,086	47,557	49,032	51,048	53,110	55,272	57,564
110	26,771	33,463	34,532	35,599	36,629	37,752	38,924	40,136	41,339
150	30,185	37,731	38,935	40,136	41,531	42,782	44,223	45,568	46,937
170	32,174	40,217	41,498	42,782	44,223	45,568	47,145	49,032	50,505
180	33,253	41,567	42,895	44,223	45,568	47,145	49,032	51,048	52,579
190	34,263	42,829	44,201	45,568	47,145	49,032	51,048	53,110	54,703
200	35,452	44,315	45,730	47,145	49,032	51,048	53,110	55,272	56,929
210	44,702	46,086	47,557	49,032	51,048	53,110	55,272	57,564	59,291

**PERSONNEL SUMMARY  
SALARY SCHEDULES**

---

CITY OF ROCHESTER SALARY SCHEDULE

Weekly and Hourly Personnel  
Effective July 1, 2010

## Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	14.41	14.85	15.31	15.84	16.31	16.67	17.04	17.51	17.97
41	14.88	15.35	15.82	16.31	16.80	17.19	17.83	18.01	18.67
42	15.43	15.91	16.40	16.95	17.52	17.97	18.38	19.02	19.49
51	12.58	12.96	13.36	13.73	14.12	14.42	14.68	14.89	15.16
52	12.76	13.15	13.56	14.00	14.42	14.68	14.89	15.16	15.52
53	12.93	13.33	13.74	14.21	14.68	14.89	15.16	15.52	15.86
54	13.18	13.59	14.01	14.44	14.89	15.16	15.52	15.86	16.22
55	13.40	13.81	14.25	14.73	15.16	15.52	15.86	16.22	16.59
56	13.71	14.12	14.56	15.12	15.52	15.86	16.22	16.59	16.87
57	14.03	14.46	14.91	15.42	15.86	16.22	16.59	16.87	17.51
58	14.32	14.76	15.21	15.72	16.22	16.59	16.87	17.51	17.83
59	14.67	15.13	15.59	16.06	16.59	16.87	17.51	17.83	18.35
60	14.93	15.39	15.86	16.37	16.87	17.51	17.83	18.35	18.76
61	15.42	15.90	16.39	16.94	17.51	17.83	18.35	18.76	19.40
62	15.78	16.26	16.77	17.25	17.83	18.35	18.76	19.40	19.93
63	16.21	16.72	17.23	17.83	18.35	18.76	19.40	19.93	20.50
64	16.61	17.14	17.66	18.24	18.76	19.40	19.93	20.50	21.11
65	17.19	17.71	18.25	18.82	19.40	19.93	20.50	21.11	21.75
66	13.84	14.27	14.72	15.15	15.62	16.59			

## Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	120.59	124.31	128.16					
69	145.69	150.19	154.84	164.71	174.57	184.46	189.94	195.42
70	154.94	159.73	164.54	170.08	175.26	181.32		

**PERSONNEL SUMMARY  
SALARY SCHEDULES**

CITY OF ROCHESTER SALARY SCHEDULE

Uniformed Police Personnel  
Effective January 1, 2008

Bracket	Step 1	Step 2	Step 3	Step 4	Step 5	Step A	Step B
90	34,977	43,151	50,760	58,197	61,077	65,457	69,435
92			65,957	69,935			
94			74,585	79,082			
95			84,160	89,235			

Uniformed Fire Personnel  
Effective July 1, 2007

Bracket	Entry	Step 1A	Step 1B	Step 2	Step 3	Step 4
80	34,428	38,452	42,474	49,965	57,285	60,121
82					65,596	68,839
84					74,173	77,842
85					83,697	87,838

Non-Uniformed Fire Personnel  
Effective July 1, 2008

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	37,711	38,876	40,330	41,772	43,237	44,691	46,144	47,598	49,051	50,505
75	39,596	40,820	42,397	43,971	45,547	47,120	48,698	50,274	51,849	53,425
78	42,427	43,740	46,081	48,422	50,763	53,105	55,446	57,787	60,128	62,469

Operating Engineers  
Effective July 1, 2009

Bracket	Title	Step A	Step B	Step C	Step D	Step E
150	Asst. HVAC Engineer	21.49	22.15	22.84	24.46	25.20
151	HVAC Engineer	22.12	22.80	23.51	25.20	25.98
152	Lead HVAC Engineer	24.08	24.80	25.58	27.38	28.27

**PERSONNEL SUMMARY  
SALARY SCHEDULES**

Fixed Salary Rates  
Effective July 1, 2010 or as otherwise noted

Title	Amount
<b>Elected and Appointed Officials</b>	
President of the Council*	41,560
Council Member*	31,560
Mayor*	131,525
Deputy Mayor	125,000
<b>Examining Board Members</b>	
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 represent calendar 2010. Currently, Mayor Duffy and Councilmembers Conklin and Miller have declined to accept the 2009 cost of living adjustment and are receiving \$127,694 and \$30,641 respectively. There was no cost of living adjustment in 2010 for the salary of the Mayor and Council.

\*\*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, 2010

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	19.27	19.86	20.52	21.16	21.58	22.01
Bookmobile Operator	N095	15.69	16.17	16.70	17.22	17.56	17.92
Class 5 Truck Driver	N085	15.31	15.78	16.28	16.79	17.13	17.47
Cleaner Library	N015	13.04	13.45	13.87	14.32	14.60	14.88
Clerk II Library	N095	15.69	16.17	16.70	17.22	17.56	17.92
Clerk III with Typing Library	N075	14.94	15.40	15.88	16.38	16.72	17.04
Clerk Typist Library	N035	13.65	14.07	14.50	14.97	15.29	15.58
Graphic Assistant	N145	18.07	18.62	19.25	19.83	20.23	20.65
Librarian I	N165	19.98	20.60	21.23	21.90	22.58	23.27
Librarian II	N195	21.15	21.81	22.50	23.21	23.68	24.15
Library Assistant	N145	18.07	18.62	19.25	19.83	20.23	20.65
Maintenance Worker	N575	14.61	15.06	15.53	16.02	16.51	16.84
Retrieval Room Aide	N304	8.05	8.30	8.57	8.86	9.02	9.21
Security Guard Library	N015	13.04	13.45	13.87	14.32	14.60	14.88
Shipping Aide	N402	7.91	8.14	8.37	8.56	8.73	8.91
Sr. Retrieval Room Aide	N305	13.03	13.43	13.83	14.29	14.56	14.85
Stock Clerk P/T Library	N065	14.55	15.00	15.47	16.01	16.30	16.62
Youth Services Assistant	N075	14.94	15.40	15.88	16.38	16.72	17.04
Youth Services Coordinator	N145	18.07	18.62	19.25	19.83	20.23	20.65

AFSCME PART TIME  
Effective July 1, 2010

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Administrative Analyst	N720	23	24	24	25	26
Animal Care Tech	P702	12.26	12.64	13.03	13.44	13.86
Auto Aide	P758	14.32	14.76	15.21	15.72	16.22
Cemetery Worker	P757	14.03	14.46	14.91	15.43	15.86
Cleaner	P701	11.95	12.32	12.70	13.11	13.51
Clerk II	N709	16.43	16.94	17.47	18.02	18.57
Clerk III / Typing	N707	15.64	16.13	16.63	17.16	17.69
Clerk Typist	N703	14.29	14.73	15.19	15.67	16.15
Code Enforcement Inspector	P761	15.43	15.90	16.39	16.93	17.52
Code Enforcement Officer	P721	20.85	21.49	21.65	22.87	23.58
Code Enforcement Officer Trainee	P718	18.80	19.38	19.99	20.62	21.26
Communications Aide	N716	20.18	20.81	21.44	22.14	22.82
Counseling Specialist	N718	21.49	22.15	22.84	23.56	24.30
Dispatcher I / OEC	N715	14.51	18.14	18.72	19.30	19.97
Ground Equipment Operator	P756	13.05	13.44	13.84	14.40	14.88
Interdepartmental Messenger	N706	15.25	15.72	16.21	16.74	17.24
Microfilm Equipment Operator	N706	15.25	15.72	16.21	16.74	17.24
Office Automation Specialist	N717	20.79	21.43	22.10	22.80	23.50
Parking Monitor	P710	14.74	15.19	15.66	16.16	16.66
Police Evidence Tech	N716	20.18	20.81	21.44	22.14	22.82
Principal Engineering Technician	N718	21.49	22.15	22.84	23.56	24.30
Project Assistant	N712	17.80	18.36	18.92	19.53	20.13
Property Conservation Inspector	P718	18.80	19.38	19.99	20.62	21.26
Receptionist Typist	N706	15.25	15.72	16.21	16.74	17.24
Secretary	N711	17.30	17.84	18.39	18.97	19.56
Security Guard	P752	12.75	13.15	13.56	14.00	14.42
Service Representative	N712	17.80	18.36	18.92	19.53	20.13
Victim Assistance Counselor	N714	18.92	19.51	20.10	20.75	21.39

**PERSONNEL SUMMARY  
SALARY SCHEDULES**

Part time, Temporary, and Seasonal Personnel  
Effective July 1, 2010

Title	Bracket	Step A	Step B	Step C	Step D	Step E
Accountant	N170	20.79	21.43	22.10	22.80	23.49
Accountant Intern Seas	N308	12.48	13.96			
Administrative Analyst	N200	22.91	23.62	24.34	25.12	25.90
Administrative Assistant	N160	20.18	20.81	21.44	22.13	22.82
Administrative Secretary	N130	18.35	18.91	19.51	20.12	20.74
Architectural Intern Seas	N308	12.48	13.96			
Assistant Beach Manager	P840	13.31	13.75	14.10		
Assistant Exam Supervisor	P462	11.72				
Assistant GIS Technician	N030	14.29	14.73	15.19	15.67	16.15
Assistant Pool Manager	P840	13.31	13.75	14.10		
Assistant Summer Program Coordinator	P459	10.49				
Assistant Supervisor of Markets	P417	14.92	15.42	15.86		
Auto Aide	P588	14.32	14.76			
Beach Lifeguard	P826	9.71	10.07	10.49		
Beach Lifeguard Captain	P836	12.49	12.85	13.28		
Beach Lifeguard Lieutenant	P831	11.10	11.46	11.89		
Beach Manger	P850	16.44	16.94	17.46		
Bingo Inspector	N316	14.91				
Building Maintenance Helper	P528	12.76	13.15	13.56	14.00	14.42
Car Pool Coordinator	P365	15.58	16.06	16.59		
Cemetery Worker	P578	14.03	14.46	14.91	15.42	15.86
Cleaner	P018	11.95	12.33	12.70	13.12	13.52
Clerical Aide	P350	11.81	0.00	0.00		
Clerk III	N070	15.64	16.13	16.63	17.16	17.69
Clerk IV	N030	14.29	14.73	15.19	15.67	16.15
Clerk Typist	N030	14.29	14.73	15.19	15.67	16.15
College Junior Intern	P452	12.48				
Coordinator Duplicating and Supply	N140	18.92	19.51	20.10	20.75	21.39
Crew Chief Seasonal	P360	14.99				
Day Camp Supervisor	P461	12.18				
Dispatcher	P648	16.61	17.14	17.66	18.24	18.76
Engineering Intern Seas	N308	12.48	13.96			
Exam Proctor	P358	8.78	9.37	9.96		
Exam Supervisor	P460	14.05				
Field Auditor	N140	18.92	19.51	20.10	20.75	21.39
Fire Protection Gear Repairer	P298	31.37				
Firefighter Trainee	P354	7.53	8.08	16.96		
Forestry Worker	P618	15	15.90	16.39	16.94	17.51
Ground Equipment Operator	P362	13.05				
Grounds Worker	P451	9.02				
Human Resource Consultant II	N210	23.82	24.56	25.32	26.13	26.94
Interdepartmental Messenger	N060	15.25	15.72	16.21	16.73	17.24
IT Intern	N308	12.48	13.96			
Laborer	P456	8.26				
Laborer Library	N456	8.26				
Lead Laborer	P455	11.03				
Legal Asst/CFB	N200	22.91	23.62	24.34	25.12	25.90

PERSONNEL SUMMARY  
SALARY SCHEDULES

16-17

Part time, Temporary, and Seasonal Personnel  
Effective July 1, 2010

Title	Bracket	Step A	Step B	Step C	Step D	Step E
Legislative Aide	N160	20.18	20.81	21.44	22.13	22.82
Legislative Clerk	N070	15.64	16.13	16.62	17.16	17.69
Library Page	N401	7.25	7.75			
Lifeguard	P825	9.40	9.75	10.17		
Lifeguard Captain	P835	12.18	12.54	12.96		
Lifeguard Lieutenant	P830	10.79	11.15	11.57		
Literacy Aide	N403	8.36	9.15	9.93		
Maintenance Mechanic	P608	14.93	15.39	15.86		
Operations Worker	P418	14.88	15.35	15.82	16.31	16.80
Parks Operations Supervisor	P198	19.37	19.98	20.58	21.24	21.89
Parks Operations Worker	P418	14.88	15.35	15.82	16.31	16.80
Playground Supervisor	P449	9.75				
Pool Attendant	P457	10.35				
Pool Supervisor	P850	16.44	16.94	17.46		
Principal Engineering Tech	N180	21.49	22.15	22.84	23.57	24.30
Project Assistant	P128	15.58	16.06			
Property Conservation Inspector	P178	18.19	18.76	19.33	19.96	20.56
Public Safety Aide	P445	17.77	18.30	18.82		
Public Safety Intern	P447	9.23				
Purchaser	N190	22.14	22.82	23.53	24.29	25.04
Recreation Assistant	P815	8.69	8.99	9.26		
Recreation Clerical Aide	P820	8.47	8.70	8.98		
Recreation Leader	N300	16.44	16.94	17.46	18.01	18.58
Rink Aide	P448	8.35				
Rink Manager	P446	12.28				
School Traffic Officer	P459	10.49				
School Traffic Officer II	P458	12.20				
Secretary to Commissioner	N180	21.49	22.15	22.84	23.57	24.30
Secretary Budget&Eff	N999	25.27				
Secretary OC	N110	17.30	17.84	18.39	18.98	19.56
Secretary to Police Chief	N160	20.18	20.81	21.44	22.13	22.82
Security Guard	P528	12.75	13.15	13.56	14.00	14.42
Senior Cashier	N130	18.35	18.91	19.51	20.12	20.74
Senior Field Auditor	N180	21.49	22.15	22.84	23.57	24.30
Sr. Recreation Assistant	P810	12.55	12.93	13.30		
Stock Clerk	P068	13.34	13.76	14.18	14.64	15.09
Summer Program Clerk	N303	9.90				
Summer Program Clerk	P454	9.90				
Summer Program Coordinator	N325	17.61				
Summer Program Coordinator	P338	17.61				
Vending Inspector	P359	13.99				
Water Maintenance Worker	P598	14.67	15.13	15.59		
Watershed Quality Aide	P453	9.56	10.64			
Youth Intervention Specialist	N180	21.49	22.15	22.84	23.57	24.30
Youth Worker - BiWeekly	N400	7.70				
Youth Worker - Weekly	P353	7.70				





## District-Wide Summary Budget

**Budget Summary**  
**Revenue and Expenditures Charts**  
**Assumptions and Priorities**  
**Revenue Summary and Analysis**  
**Expenditure Summary and Analysis**  
**Position Summary**  
**Explanation of Changes to Budget**  
**Multi-Year Projection**

THIS PAGE INTENTIONALLY LEFT BLANK

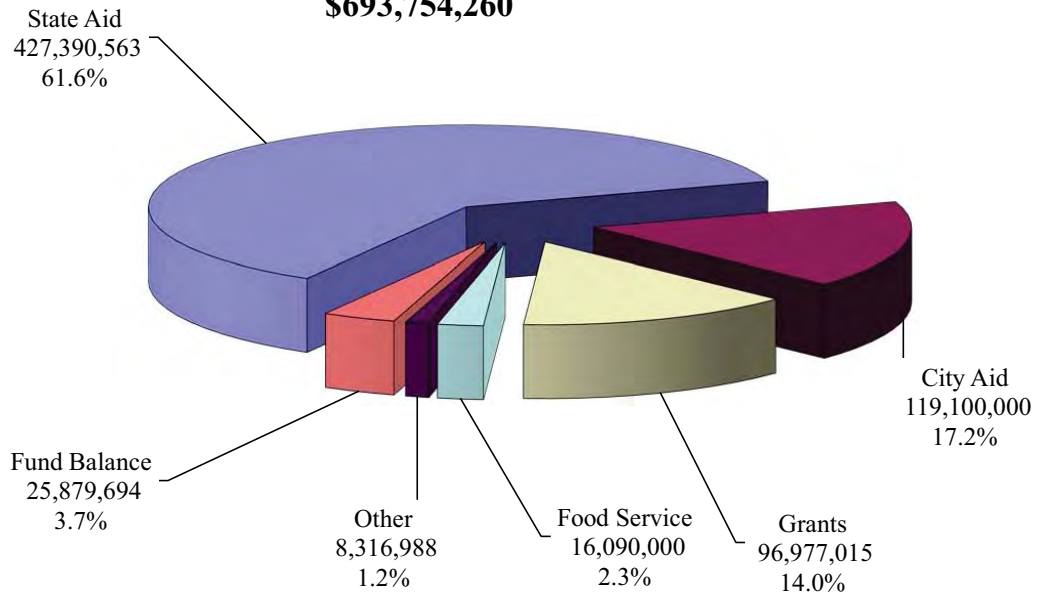
## District-Wide Summary Budget 2010-11 Final Budget

### BUDGET SUMMARY

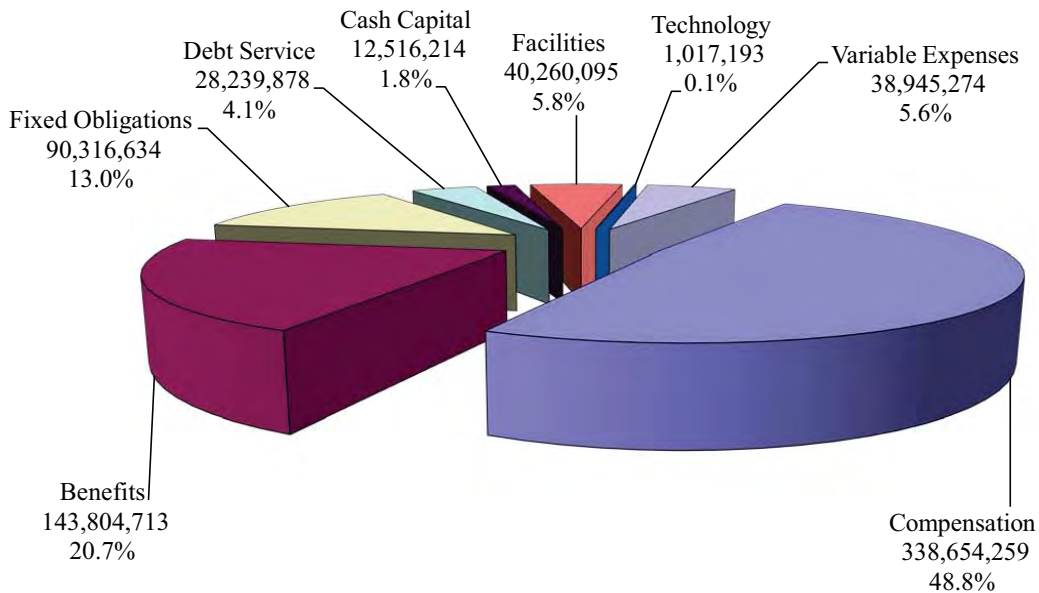
Revenue Summary				
Revenue Category	2008-09 Actual	2009-10 Amended	2010-11 Proposed	\$ Variance Fav/(Unfav)
<b>GENERAL FUND</b>				
State				
Recurring State Aid	423,743,856	429,006,059	408,763,001	(20,243,058)
Building Aid	20,252,498	21,298,673	20,783,878	(514,795)
Other State Revenues	1,000,000	250,000	-	(250,000)
Prior Year State Aid Adjustments	1,410,949	(2,156,316)	(2,156,316)	-
Total - New York State Revenue	446,407,303	448,398,416	427,390,563	(21,007,853)
City	119,100,000	119,100,000	119,100,000	-
Federal Medicaid	1,059,891	750,000	1,000,000	250,000
Local - Other	9,834,271	9,535,784	7,316,988	(2,218,796)
Appropriated Fund Balance for General Fund	-	8,132,941	25,879,694	17,746,753
Total - GENERAL FUND Revenue	576,401,465	585,917,141	580,687,245	(5,229,896)
<b>GRANT &amp; SPECIAL AID FUNDS</b>				
State Sources	27,325,713	29,756,145	28,494,881	(1,261,264)
Federal Sources	59,712,416	80,712,301	65,896,912	(14,815,389)
Local Sources	2,552,776	3,086,792	2,585,222	(501,570)
Total - GRANT & SPECIAL AID FUND Revenue	89,590,905	113,555,238	96,977,015	(16,578,223)
<b>SCHOOL FOOD SERVICE FUND Revenue</b>	<b>15,987,282</b>	<b>16,241,311</b>	<b>16,090,000</b>	<b>(151,311)</b>
<b>GRAND TOTAL REVENUE - ALL FUNDS</b>	<b>681,979,652</b>	<b>715,713,690</b>	<b>693,754,260</b>	<b>(21,959,430)</b>
Expenditure Summary				
Expenditure Category	2008-09 Actual	2009-10 Amended	2010-11 Proposed	\$ Variance Fav/(Unfav)
Salary Compensation	327,746,571	337,825,067	322,825,739	14,999,328
Other Compensation	16,536,710	18,414,259	15,828,520	2,585,739
Employee Benefits	121,609,078	133,304,372	143,804,713	(10,500,341)
Total Compensation and Benefits	465,892,359	489,543,698	482,458,972	7,084,726
Fixed Obligations With Variability	87,113,378	87,374,479	90,316,634	(2,942,155)
Debt Service	26,232,243	25,451,873	28,239,878	(2,788,005)
Cash Capital Outlays	14,006,233	15,839,530	12,516,214	3,323,316
Facilities and Related	43,230,711	43,206,040	40,260,095	2,945,945
Technology	1,575,885	1,557,521	1,017,193	540,328
All Other Variable Expenses	33,990,079	46,949,155	38,945,274	8,003,881
Total Non Compensation	206,148,529	220,378,597	211,295,288	9,083,309
Sub Total	672,040,888	709,922,295	693,754,260	16,168,035
Fund Balance Reserve	-	5,791,395	-	5,791,395
Grand Total Expenditures	672,040,888	715,713,690	693,754,260	21,959,430

# District-Wide Summary Budget 2010-11 Final Budget

## Revenue Summary - All Funds \$693,754,260



## Expenditure Summary - All Funds \$693,754,260



## **District-Wide Summary Budget 2010-11 Final Budget**

### **ASSUMPTIONS AND PRIORITIES: FACTORS RELATED TO THE BALANCING OF THE 2010-11 BUDGET**

Once again the District has faced many challenges in developing a balanced budget for 2010-11. Due to the growing deficit in New York State, political changes in State legislative branches, an unsettled financial market, the instability of the Federal and State revenues, the downturn in the local economy and declining enrollment numbers, RCSD is once again faced with the task of reducing staff and programs in order to obtain a balanced budget. At the same time, the District has started a multi-year project of a financial redesign to enable Principals and schools to strategically manage resources in support of their academic improvement plans.

To begin the budget process, a series of planning assumptions were made. Some were short term, such as assumed revenue amounts for the year. Others were part of a longer term horizon like reduction of the structural deficit over a three-year period. Some of the key assumptions are provided below. The objective was to build as conservative a plan as possible, not relying on “soft” revenue or “possible” savings. As additional information becomes available, some of the planning assumptions will prove to be accurate while others will require additional modifications to the plan. Budget amendments will be presented as we continue to refine the budget and execute our plan.

#### **REVENUE**

##### **State Funding – Deficit Reduction – Federal Stabilization**

We start the budget process with reduced revenue from the State. This is the second year of reductions. At this time we have no indication of when a final budget will be passed by the Governor and legislative branches or what the amount of our reduction will be. As the State deficit continues to grow we may be faced with less revenue than proposed in January.

The Governor’s Deficit Reduction Assessment (DRA) for 2010-11 was reduced from our 2009-10 allocation. This was due to the shifting of money from the 2010-11 year to cover mid-year cuts in education proposed by the Governor. The DRA for 2010-11 is approximately \$9.8M. This funding is part of the Federal government’s American Recovery and Reinvestment Act (ARRA) which flows from the Federal government to the State and then to the individual Districts. Strict guidelines for the accountability of the use of funds have been given with stringent reporting requirements on a quarterly basis to the State. This funding is scheduled to end September, 2011.

##### **Federal Stimulus Funds – Title I and IDEA**

Various economic stimulus packages have given some relief to education. As with the funding awarded us in 2009-10 we use the stimulus dollars for temporary or one-time issues as much as possible. It has become necessary to use some of this funding to save District jobs. At the present time it is estimated that the stimulus funds to be given to us through Title I and IDEA is approximately \$16M. This will also be the last of a two year funding source from the Federal government. We are starting to see several new Federal grants becoming available for the restructuring of schools, as well funds to increase science, technology, math, and training. RCSD is applying for many of these sources. Since we are still in the application process we cannot include these funds into the 2010-11 budget projection. We are hopeful that some of these funds will be given to us directly from the Federal government and/or as pass-throughs from the State.

We again are cautioned to be careful and avoid expenditures that we may not be able to sustain once the recovery funds are spent. Guidelines have been given for both the Title I and the IDEA portions of the package. The District will need to track and account for the spending of these funds to comply with Federal regulations.

## **District-Wide Summary Budget 2010-11 Final Budget**

### **Structural Deficit**

Each year we are faced with increasing costs due to rising cost in salaries, employee benefits, contractual requirements, fuel, utilities, inflation and increased mandates from Federal and State agencies. These costs normally cause an increase in expenses of approximately \$35-40M. In other words, we would need an increase in revenue of this amount just to maintain current expenses. Without this increase we have a structural deficit. This year, not only did we not receive an increase to offset increasing expenses, but we received a decrease in general fund resources of approximately \$21M. The combination of the two – rising costs and decrease revenue caused a \$61.1M deficit for the District to balance for the 2010-11 budget. The reduction in revenues does not allow the District to fully fund its priorities and has caused reductions in staffing and our educational programs. We hope that as the year continues that we will be able to support the reduction in programs as grant funding is approved.

### **Declining Enrollment**

Projections still show a continued decline in District overall enrollment. This is another consideration that needs to be reviewed as we restructure our schools and the budget. This will continue to have a negative impact on further State funding and will cause corresponding reductions in school staffing. Reduction in staff started with the 2009-10 budget and has continued in our 2010-11 projection. The restructuring of our schools and curriculum will also have an effect on the types of teachers needed to meet the needs of our students.

### **Use of District Fund Balance**

It was the intent of the Superintendent last year not to use the unappropriated fund balance to support the structural deficit. Although our amended budget did allow for the use of a portion of our fund balance, we are hopeful that we will not have to use this for the 2009-10 budget. This year we were not as fortunate. It has become necessary for the District to re-evaluate not only the unappropriated fund balance, but also our appropriated portion as well. The balancing of this budget is dependent upon the use of approximately \$25.9M of our fund balance. We will not be able to sustain this amount of usage long term. We will need to continue our restructuring efforts and work on the root causes of these increases. We need to find more effective and efficient ways of meeting the needs of our students. Restructuring of the District aligns with the initiative to “right-size” the District and create innovative ways to educate our children for the future. Budget decisions will be made with the intent to work with the long-term objective of school-based budgeting.

### **EXPENDITURES**

In addition to the decline in State funding, the District is required to pay the reimbursement of EPE funds. In prior years, the District requested a waiver for the repayment of the \$2.1M EPE reimbursement. A decision was made to not request the waiver for this year due to the economic climate in State government. This amount will be paid from our appropriated fund balance.

Alignment of expenditures to support the four goals of improving ELA scores, Math scores, graduation rates, and school safety has been provided for in the budget. We are not able to continue all the programs that we supported last year. Through a rigorous management review we eliminated support for some programs and others were reduced in support. As funding is increased through the year with additional grants we will restore programs where possible.

### **Short Term Fiscal Issues**

- Health Insurance negotiations: The District continues to look at cost savings for District health care plans. We were able to negotiate and change the health care plan this year from community rating to experience rating. As we move forward with this new plan we will

## District-Wide Summary Budget 2010-11 Final Budget

mitigate the rising insurance costs. We will continue to review for additional savings in this plan as well as the other benefits offered by the District.

- Transportation costs: Earlier in 2008-09, an RFP was successfully completed for the transportation of our children. Savings were recognized at the beginning of 2009-10, but increased spending became necessary as directives from the Board increased our expenses to reduce savings generated.
- Interest Revenue: Reduction is due to declining market conditions.

### Long Term Fiscal Issues

- Collective Bargaining: The District is in negotiations with two of our five bargaining units. The Rochester Teachers Association (RTA) was given a one-year extension and the Board of Education Non-Teaching Employees (BENTE) contract expires on June 30, 2010. Negotiations are in process.
- Future funding will depend on the recovery of our economic system. Continual reductions will be passed to Districts if the State continues its structural deficit. The impact will have a negative affect on the growth of our programs.
- Some programs, which are currently supported fully or partially by Special Aid or grants, will be underfunded as general funds are decreased.
- Decreased funding will lead to slightly increased class size, which remains at or below contract and state averages.
- The Special Education program analysis continues. A multi-year program redesign and improvement process has started.
- Reimbursement rates in some State and Federal reimbursements are lagging behind actual cost increases.
- The cost of textbooks and other instructional supplies continue to increase.
- Fuel and utilities costs continue to rise at rates higher than expected.
- Double digit increases in employee benefits is anticipated.

The Budget is balanced, targeted to the needs of our students, and allows for the continued support of the goals of the District and the policies of the Board of Education. We still face many challenges, both at the State level and within the District itself. New academic initiatives, academic program flexibility and the collective bargaining process will need to be addressed as revenue sources are confirmed. This budget is the first glimpse at a fundamental change in the strategic management and resourcing of our schools. It addresses tough fiscal realities while continuing to resource critical education needs.

Sincerely,

Deputy Superintendent of Administration

## District-Wide Summary Budget    2010-11 Final Budget

Revenue Category	2008-09 Actual Revenues	2009-10 Amended Budget	2010-11 Proposed Budget	\$ Variance Fav/(Unfav)
<b>GENERAL FUND</b>				
<b>&gt;&gt;&gt;&gt; STATE &lt;&lt;&lt;&lt;&lt;</b>				
Foundation Aid	351,317,169	330,973,435	322,388,792	(8,584,643)
NYS Stabilization Stimulus Funding	-	20,343,734	9,821,791	(10,521,943)
Special Services Aid	9,690,231	11,532,068	11,797,608	265,540
Special Education - Public High Cost Aid	3,947,293	4,015,481	3,003,745	(1,011,736)
Special Education - Private Excess Cost Aid	9,080,623	9,299,158	9,519,645	220,487
Transportation Aid	44,042,427	47,315,377	44,402,644	(2,912,733)
Computer Hardware Aid	786,052	768,611	772,090	3,479
Textbook Aid	2,246,761	2,170,920	2,153,678	(17,242)
Software Aid	559,279	541,887	542,485	598
Library Aid	209,057	226,087	226,337	250
Charter School Transitional Aid	1,864,964	1,819,301	4,134,186	2,314,885
<b>Subtotal - Recurring State Aid</b>	<b>423,743,856</b>	<b>429,006,059</b>	<b>408,763,001</b>	<b>(20,243,058)</b>
<b>&gt;&gt;&gt;&gt; Building Aid &lt;&lt;&lt;&lt;&lt;</b>				
Building Aid	20,252,498	21,298,673	20,783,878	(514,795)
<b>Subtotal - Building Aid</b>	<b>20,252,498</b>	<b>21,298,673</b>	<b>20,783,878</b>	<b>(514,795)</b>
<b>&gt;&gt;&gt;&gt; State - Other State Revenues &lt;&lt;&lt;&lt;&lt;</b>				
NYS Legislative Grant	-	250,000	-	(250,000)
After School Program Aid	1,000,000	-	-	-
<b>Subtotal - Other State Revenues</b>	<b>1,000,000</b>	<b>250,000</b>	<b>-</b>	<b>(250,000)</b>
<b>&gt;&gt;&gt;&gt; State Aid Adjustments &lt;&lt;&lt;&lt;&lt;</b>				
Prior Year Aid Advance - Bond Bank	1,449,000	1,362,000	1,362,000	-
Prior Year Aid - Chapter 47 Tuition	202,040	236,505	236,505	-
Prior Year Aid - \$20M Spin Up Loan Payment	-	(667,000)	(667,000)	-
Prior Year Aid - 1998-99 Excess Cost Aid Adj	619,432	-	-	-
Local Share Deduction for Certain Students	(859,523)	(958,880)	(958,880)	-
Prior Year Aid Adjustment - EPE	-	(2,128,941)	(2,128,941)	-
<b>Subtotal - Prior Year State Aid Adjustments</b>	<b>1,410,949</b>	<b>(2,156,316)</b>	<b>(2,156,316)</b>	<b>-</b>
<b>Total - New York State Revenue</b>	<b>446,407,303</b>	<b>448,398,416</b>	<b>427,390,563</b>	<b>(21,007,853)</b>
<b>&gt;&gt;&gt;&gt; CITY &lt;&lt;&lt;&lt;&lt;</b>				
City of Rochester Aid	119,100,000	119,100,000	119,100,000	-
<b>Total - City</b>	<b>119,100,000</b>	<b>119,100,000</b>	<b>119,100,000</b>	<b>-</b>
<b>&gt;&gt;&gt;&gt; Other Revenue Sources &lt;&lt;&lt;&lt;&lt;</b>				
Federal - Medicaid	1,059,891	750,000	1,000,000	250,000
<b>Subtotal - Other Revenue Sources</b>	<b>1,059,891</b>	<b>750,000</b>	<b>1,000,000</b>	<b>250,000</b>
<b>&gt;&gt;&gt;&gt; Local - Other &lt;&lt;&lt;&lt;&lt;</b>				
Indirect Costs	2,375,830	2,531,811	2,242,959	(288,852)
Nonresident Tuition	577,832	700,000	575,000	(125,000)
Health Services Revenue	752,462	650,000	700,000	50,000
Rental and Use of Buildings	136,977	150,000	150,000	-
Sale of Obsolete Equipment	5,000	25,000	25,000	-
Prior Years Refunds	1,970,929	1,150,000	1,150,000	-
E-Rate Revenue	1,024,218	3,443,944	1,589,000	(1,854,944)
Student and Other Fees	54,070	75,000	75,000	-
Earnings - Capital Fund Investments	1,376,962	300,000	300,000	-
Earnings - General Fund Investments	934,408	250,000	250,000	-
Miscellaneous Revenue	477,233	180,029	180,029	-
Curriculum Based Programs	148,350	80,000	80,000	-
<b>Total - Local Other</b>	<b>9,834,271</b>	<b>9,535,784</b>	<b>7,316,988</b>	<b>(2,218,796)</b>
Appropriated Fund Balance for General Fund	-	8,132,941	25,879,694	17,746,753
<b>GENERAL FUND Revenue</b>	<b>576,401,465</b>	<b>585,917,141</b>	<b>580,687,245</b>	<b>(5,229,896)</b>



## District-Wide Summary Budget    2010-11 Final Budget

Revenue Category	2008-09 Actual Revenues	2009-10 Amended Budget	2010-11 Proposed Budget	\$ Variance Fav/(Unfav)
<b>GRANT &amp; SPECIAL AID FUNDS</b>				
<b>&gt;&gt;&gt;&gt; State Sources &lt;&lt;&lt;&lt;&lt;</b>				
Universal Pre-Kindergarten	10,498,092	10,706,165	10,706,165	-
Other State Source Grants	16,827,621	19,049,980	17,788,716	(1,261,264)
<b>Total - State Grant Sources</b>	<b>27,325,713</b>	<b>29,756,145</b>	<b>28,494,881</b>	<b>(1,261,264)</b>
<b>&gt;&gt;&gt;&gt; Federal Sources &lt;&lt;&lt;&lt;&lt;</b>				
Formula (Recurring)	47,007,472	45,652,748	44,254,369	(1,398,379)
Federal Stimulus	-	15,361,664	16,247,325	885,661
One-Time Grants (Competitive)	12,704,944	13,093,304	5,395,218	(7,698,086)
Roll-Over Grants	-	6,604,585	-	(6,604,585)
<b>Total - Federal Sources</b>	<b>59,712,416</b>	<b>80,712,301</b>	<b>65,896,912</b>	<b>(14,815,389)</b>
<b>&gt;&gt;&gt;&gt; Local Sources &lt;&lt;&lt;&lt;&lt;</b>				
<b>GRANT &amp; SPECIAL AID FUND Revenue</b>	<b>2,552,776</b>	<b>3,086,792</b>	<b>2,585,222</b>	<b>(501,570)</b>
<b>GRANT &amp; SPECIAL AID FUND Revenue</b>	<b>89,590,905</b>	<b>113,555,238</b>	<b>96,977,015</b>	<b>(16,578,223)</b>
<b>SCHOOL FOOD SERVICE FUND</b>				
NYS Free & Reduced Price Reimbursement	522,856	658,130	508,000	(150,130)
Federal Free & Reduced Price Reimbursement	13,286,752	13,905,450	14,004,000	98,550
Federal Surplus Food Revenue	925,780	795,000	818,000	23,000
Summer Food Service Revenue	337,859	311,534	-	(311,534)
Other Cafeteria Sales	914,035	507,947	760,000	252,053
Appropriation from Food Service Fund Balance	-	63,250	-	(63,250)
<b>SCHOOL FOOD SERVICE FUND Revenue</b>	<b>15,987,282</b>	<b>16,241,311</b>	<b>16,090,000</b>	<b>(151,311)</b>
<b>GRAND TOTAL REVENUE - ALL FUNDS</b>	<b>681,979,652</b>	<b>715,713,690</b>	<b>693,754,260</b>	<b>(21,959,430)</b>

## District-Wide Summary Budget 2010-11 Final Budget

### STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the 2010-11 Governor's Budget proposal.

#### **FOUNDATION AID** **\$322,388,792**

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.

#### **STATE STABILIZATION STIMULUS** **\$9,821,791**

New York State is using one-time federal funding to partially offset reductions to Foundation Aid that was included in the Governor's Budget Proposal. This funding will only be available through the end of the 2010-11 fiscal year.

#### **SPECIAL SERVICES AID** **\$11,797,608**

This aid supports certain occupational, marketing and business programs, in grades 10-12 and for approved data processing expenses pursuant to Regulations of the Commissioner.

#### **SPECIAL EDUCATION – PUBLIC HIGH COST AID** **\$3,003,745**

Public High Cost Aid is provided for students with disabilities placed in a special education program by the Committee on Special Education (CSE) in public settings in the Rochester City School District and at BOCES. This aid is based upon approved costs, attendance and level of service.

#### **SPECIAL EDUCATION – PRIVATE EXCESS COST AID** **\$9,519,645**

Excess Cost Aid is provided for students with disabilities placed in a special education program by the Committee on Special Education (CSE) in private settings such as St. Joseph's Villa and Crestwood Children's Center. This aid is based upon approved costs, attendance and level of service.

#### **TRANSPORTATION AID** **\$44,402,644**

This aid provides up to 90% of the District's approved transportation expenses. Non-allowable expenses include: the transportation of non-handicapped pupils who live 1 1/2 miles or less from the school attended, and transportation for extra activities such as field trips, athletic trips, etc.

#### **HARDWARE AND TECHNOLOGY AID** **\$772,090**

Computer Hardware and Technology Equipment Aid provides funding for the purchase and lease of micro and/or mini computer equipment; technology equipment; repair of equipment for instructional purposes; and training and staff development for instructional purposes.

#### **SOFTWARE, TEXTBOOK AID AND LIBRARY MATERIALS** **\$2,922,500**

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.

## District-Wide Summary Budget 2010-11 Final Budget

**CHARTER SCHOOL TRANSITIONAL AID** **\$4,134,186**

This aid partially offsets the cost of tuition that the District must provide for students attending Charter Schools.

**BUILDING AID** **\$20,783,878**

This aid supports expenses associated with the construction of new buildings, additions, and alterations or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

**OTHER STATE REVENUES** **\$0**

This category represents state funding that the local delegation in Albany has secured for the district.

**STATE AID ADJUSTMENTS** **(\$2,156,316)**

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 incarcerated youth detention centers, intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

**GRAND TOTAL STATE** **\$427,390,563**

**REVENUES FROM CITY** **\$119,100,000**

The City of Rochester funding includes the State funded STAR program.

**MEDICAID REVENUE** **\$1,000,000**

The District receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The District receives 25% of the approved billable amount per service. The State recoups 75% of all federal Medicaid monies received by the District.

**OTHER LOCAL REVENUES**

**INDIRECT COSTS** **\$2,242,959**

Many grant-funded programs provide revenue to offset overhead costs, which the District incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc.

**NON-RESIDENT TUITION FROM OTHER DISTRICTS** **\$575,000**

The District provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.

## **District-Wide Summary Budget    2010-11 Final Budget**

**HEALTH SERVICES REVENUE** **\$700,000**

The District provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The District bills these costs back to the student's home districts.

**RENTAL AND USE OF BUILDINGS** **\$150,000**

This represents the fees charged to various groups for the use of buildings in accordance with District policy.

**SALES OF OBSOLETE EQUIPMENT** **\$25,000**

This is revenue from sales of obsolete equipment and vehicles, in accordance with District policy.

**PRIOR YEARS REFUNDS** **\$2,739,000**

This revenue is derived from several sources including federal E-Rate monies, BOCES refunds and refunds of prior year expense from vendors.

**STUDENT AND OTHER FEES** **\$75,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

**EARNINGS - CAPITAL FUND INVESTMENTS** **\$300,000**

This revenue is earned primarily through two sources: Interest earned on authorized capital funds which have not yet been expended, and any unused capital fund authorizations.

**EARNINGS - GENERAL FUND INVESTMENTS** **\$250,000**

This revenue from investments is earned by the District's cash management program.

**PREMIUM – RAN** **\$0**

This represents the premium associated with the issuance of a Revenue Anticipation Note (RAN).

**MISCELLANEOUS REVENUE** **\$180,029**

This represents revenues that do not fit in any other categories and are non-recurring.

**CURRICULUM BASED PROGRAMS** **\$80,000**

Revenue generated by student curriculum programs such as the Work Experience Program.

**TOTAL LOCAL REVENUES** **\$7,316,988**

**APPROPRIATIONS FROM FUND BALANCE** **\$25,879,694**

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

**GRAND TOTAL GENERAL FUND REVENUE** **\$580,687,245**

## District-Wide Summary Budget    2010-11 Final Budget

### GRANT REVENUE

Grant Title	2009-10 Amended	2010-2011 Budget	\$ Change Fav/(Unfav)
<u>&gt;&gt;&gt;&gt;STATE SOURCES&lt;&lt;&lt;&lt;</u>			
COORDINATED SCHOOL HEALTH EDUCATION	10,500	-	(10,500)
EMPLOYMENT PREPARATION EDUCATION	2,953,064	2,748,458	(204,606)
EXTENDED SCHOOL DAY/SCHOOL VIO	691,993	-	(691,993)
FAMILIES NATURALIZATION (FANS)	14,667	-	(14,667)
INCARCERATED YOUTH	2,277,514	2,277,514	-
REFUGEE SCHOOL IMPACT GRANT	21,338	-	(21,338)
SCHOOL LIBRARY SYSTEM - AUTOMATION	89,375	89,375	-
SCHOOL LIBRARY SYSTEM - OPERATING	8,938	8,938	-
SCHOOL HEALTH SERVICES	6,292,705	6,292,705	-
SCHOOLS UNDER REGISTRATION REVIEW (SURRE)	318,160	-	(318,160)
SUMMER PROGRAM SPECIAL ED.	5,393,926	5,393,926	-
TEACHERS OF TOMORROW	977,800	977,800	-
UNIVERSAL PRE-K	10,706,165	10,706,165	-
<b>SUBTOTAL - STATE</b>	<b>29,756,145</b>	<b>28,494,881</b>	<b>(1,261,264)</b>

## District-Wide Summary Budget    2010-11 Final Budget

### GRANT REVENUE

Grant Title	2009-10 Amended	2010-2011 Budget	\$ Change Fav/(Unfav)
<b>&gt;&gt;&gt;&gt;FEDERAL SOURCES&lt;&lt;&lt;&lt;&lt;</b>			
ADVANCED PLACEMENT INCENTIVE GRANT	803,066	766,310	(36,756)
ARRA CHILD NUTRITION	315,577	-	(315,577)
CAROL WHITE PHYSICAL EDUCATION	120,621	-	(120,621)
COPS SECURE OUR SCHOOLS GRANT	50,000	-	(50,000)
DICA AUDIT GRANT	3,005,078	-	(3,005,078)
FOREIGN LANGUAGE ASSISTANCE PR	148,480	-	(148,480)
IDEA 611 FEDERAL STIMULUS	5,111,102	5,111,102	-
IDEA 619 FEDERAL STIMULUS	233,657	233,657	-
IDEA PRESCHOOL SERVICES & SECT	494,164	494,164	-
IDEA SUPPORT SERVICES & SECTIO	10,518,922	9,706,391	(812,531)
IMLS LAURA BUSH 21ST CEN LIBRA	100,980	-	(100,980)
IMPACT AID	23,095	19,110	(3,985)
IMPROVING LITERACY THROUGH LIBRARY	300,000	-	(300,000)
MENTOR INTERN PROGRAM	65,000	65,000	-
NYSOTDA EDUCATIONAL RESOURCES	225,000	-	(225,000)
NYSOTDA FOOD STAMP EMPLOYMENT	300,000	300,000	-
PERKINS ADULT BASIC	204,819	195,985	(8,834)
PERKINS CORRECTIONAL	40,000	40,000	-
PERKINS SECONDARY	557,187	500,000	(57,187)
READINESS & EMERGENCY MGMT	322,328	-	(322,328)
READING FIRST	341,313	-	(341,313)
ROCHESTER TEACHER CENTER	579,000	-	(579,000)
SAFE SCHOOLS/HEALTHY STUDENTS	2,256,101	1,494,576	(761,525)
SED HOMELESS CHILDREN AND YOUT	125,000	125,000	-
SETRC	456,103	469,786	13,683
SMALLER LEARNING COMMUNITIES	237,329	-	(237,329)
TEACHING AS HISTORIANS	791,226	634,546	(156,680)
TITLE I	31,947,236	27,920,752	(4,026,484)
TITLE I FEDERAL STIMULUS	9,701,328	10,902,566	1,201,238
TITLE I SQR	179,997	-	(179,997)
TITLE II D COMPETITIVE	700,000	700,000	-
TITLE II D TECHNOLOGY GRANT	264,807	-	(264,807)
TITLE IIA RECRUITMEN	5,425,360	4,803,129	(622,231)
TITLE IIB MATH/SCIENCE PARTNER	799,999	-	(799,999)
TITLE III BILINGUAL	564,838	564,838	-
TITLE III IMMIGRANT EDUCATION	71,303	-	(71,303)
TITLE I-IMPROVEMENT/CHOICE	1,810,000	-	(1,810,000)
TITLE IV SAFE & DRUG FREE SCHO	387,107	-	(387,107)
TITLE VII-NATIVE AMERICAN RESO	59,798	50,000	(9,798)
U OF R NAT'L INSTITUTE OF MENT	133,539	-	(133,539)
URBAN LEAGUE YOUTH BUILD	141,769	-	(141,769)
WIA-ADULT LITERACY EDUCATION	125,072	125,000	(72)
WIA-ELL POST SECONDARY	100,000	100,000	-
WIA LITERACY ZONE	325,000	325,000	-
WORKFORCE INVESTMENT ACT-TITLE	250,000	250,000	-
<b>SUBTOTAL - FEDERAL</b>	<b>80,712,301</b>	<b>65,896,912</b>	<b>(14,815,389)</b>

## District-Wide Summary Budget    2010-11 Final Budget

### GRANT REVENUE

Grant Title	2009-10 Amended	2010-2011 Budget	\$ Change Fav/(Unfav)
<b>&gt;&gt;&gt;&gt;LOCAL SOURCES&lt;&lt;&lt;&lt;&lt;</b>			
CFC CUBAN HAITIAN ENTRANTS	30,500	30,000	(500)
COHESIVE LEADERSHIP GRANT	120,000	-	(120,000)
COMMUNITY PRE-SCHOOL RELATED S	468,088	468,088	-
DOLLAR GENERAL LITERACY NARC	3,000	-	(3,000)
EXPEDITIONARY LEARNING	33,000	-	(33,000)
GREATER ROCHESTER HEALTH FITNESS STATIONS	21,620	-	(21,620)
MONROE COUNTY CAREERS	466,000	466,000	-
MONROE COUNTY TRANSITION SERV	85,000	-	(85,000)
NCFL TOYOTA FAMILY LITERACY	118,200	93,200	(25,000)
NEA FOUNDATION SCHOOL #54	5,000	-	(5,000)
PRE-SCHOOL ADMINISTRATION/COUNTY	369,055	369,055	-
PRE-SCHOOL INTEGRATED/HANDICAPPED	902,268	902,268	-
RAC CENTER FOR MATH & SCIENCE	48,000	-	(48,000)
SPECIAL EDUCATION/ITINERANT TE	132,611	132,611	-
SUMMER OF OPPORTUNITY	149,950	-	(149,950)
THE PRIMARY PROJECT	99,000	99,000	-
UNICON CONSTRUCTION AT EDISON	8,500	-	(8,500)
VIRTUAL ENTERPRISE	27,000	25,000	(2,000)
<b>SUBTOTAL - LOCAL</b>	<b>3,086,792</b>	<b>2,585,222</b>	<b>(501,570)</b>
<b>TOTAL - GRANT REVENUE</b>	<b>113,555,238</b>	<b>96,977,015</b>	<b>(16,578,223)</b>

## District-Wide Summary Budget 2010-11 Final Budget

### STATE GRANT REVENUES

**UNIVERSAL PRE-KINDERGARTEN** **\$10,706,165**

This grant supports the District's efforts to provide environments and experiences in socialization, early literacy and motor skill development to all eligible four-year old children, including those with disabilities and children whose home language is other than English. It also provides aid for the education of three-and four-year-old children from disadvantaged environments and supports the pre-kindergarten program at various District sites.

**SCHOOL HEALTH SERVICES** **\$6,292,705**

This grant provides reimbursement to the District for the cost of providing nursing services.

**SUMMER PROGRAM** **\$5,393,926**

State aid supports the District's Special Education programs during the months of July and August.

**EMPLOYMENT PREPARATION EDUCATION AID** **\$2,748,458**

This aid supports employment preparation programs such as: adult education, GED preparation, ESOL and career education for pupils age 21 and older.

**INCARCERATED YOUTH** **\$2,277,514**

This aid provides funding for instructional services to resident students in the Monroe County Jail.

**TEACHERS OF TOMORROW** **\$977,800**

This grant provides a variety of incentives that encourage prospective teachers to teach in a school district that is experiencing a teacher shortage or subject area shortage.

**OTHER STATE GRANT REVENUES** **\$98,313**

**GRAND TOTAL STATE GRANT REVENUE** **\$28,494,881**



## **District-Wide Summary Budget 2010-11 Final Budget**

### **FEDERAL GRANT REVENUES**

**CONSOLIDATED APPLICATION (TITLE I, IIA, III) \$33,288,719**

The NYSED consolidated application includes three grants that are bundled together for the application process but fund distinctly different programs. The Title I Basic grant supports academic intervention programs, supplemental educational services, and support services for economically disadvantaged. Title IIA provides for the recruitment and training of teachers and administrators, and Title III supports bilingual, LEP and ELL education.

**FEDERAL STIMULUS FUNDING \$16,247,325**

The Federal Government is providing additional funding to assist schools under the American Recovery and Reinvestment Act of 2009 (ARRA). This is the second and final year of ARRA funding.

**CHILDREN WITH IDENTIFIED EDUCATIONAL DISABILITIES \$10,200,555**

These grants provide a variety of supplemental aid to students with disabilities ages 3 to 21. Among the largest grants are the IDEA Section 611 and Section 619 grants. IDEA grants are based upon a State-approved count of District resident handicapped students. These Pre-school and School-Age grants are designed to help defray the additional costs to the District for educating handicapped students. Funding is also intended to ensure compliance with State mandates and guidelines. These grants also support instructional positions including special education teachers, paraprofessionals, supplies, materials, and purchased services.

**REGIONAL SPECIAL EDUCATION TECHNICAL ASSISTANCE SUPPORT CENTERS (RSE-TASC) \$469,786**

As a network, all RSE-TASCs will work in partnership with VESID's Special Education Quality Assurance (SEQA) offices, and other VESID and NYSED supported initiatives to provide directed technical assistance and professional development to improve instructional practices and outcomes of students with disabilities.

**WORKFORCE PREPARATION/CAREER AND TECHNICAL EDUCATION \$1,070,985**

Workforce Preparation activities are designed for moving all students to higher levels of academic and work standards by developing the skills necessary for success in the workplace, post-secondary education, technical training and lifelong learning, including obtaining employability skills documented by the Certificate of Employability and other industry-recognized credentials. Career and Technical Education provide learning experiences where students become aware of a broad spectrum of careers and develop skills that are applicable and necessary to personal and career roles. Successful programs will prepare students for employment in specific career areas or post-secondary study and for life as productive members of society. Federal grants that support Workforce Preparation and Career and Technical Education include the Workforce Investment Act and Perkins IV Career and Technical Education.

**TITLE II D COMPETITIVE \$700,000**

The Ed Tech Program (EETT) is designed to improve student academic achievement through expanded learning opportunities, innovative teaching and learning environment, effective teaching and learning process as a result of integrative use of technology by teachers and students.

**OTHER FEDERAL GRANT REVENUE \$3,919,542**

**GRAND TOTAL FEDERAL GRANT REVENUE \$65,896,912**

## District-Wide Summary Budget 2010-11 Final Budget

### LOCAL REVENUES

**PRESCHOOL SPECIAL EDUCATION - SECTION 4410** **\$1,872,022**

Section 4410 provides resources for Preschool Special Education programs and services.

- Pre-School Integrated/Handicapped
- Pre-School Related Services
- Special Education/Itinerant Teachers (S.E.I.T.)
- CPSE Administration

**OTHER LOCAL GRANT REVENUE** **\$713,200**

**GRAND TOTAL LOCAL GRANT REVENUES** **\$2,585,222**

**GRAND TOTAL - ALL GRANTS** **\$96,977,015**

## District-Wide Summary Budget    2010-11 Final Budget

### Expenditure Summary (All Funds)

	2008-2009	2009-2010	2010-2011	Var Bud vs Amend
	Actual	Amended	Proposed	Fav/(Unfav)
<b>EXPENDITURES BY ACCOUNT</b>				
<b>Salary Compensation</b>				
Teachers' Salaries	205,078,478	206,524,875	202,780,462	3,744,413
Civil Service Salaries	61,253,501	65,046,499	61,239,256	3,807,243
Administrator's Salaries	29,153,744	31,006,292	28,462,498	2,543,794
Hourly Teachers	16,841,270	17,022,808	13,120,870	3,901,938
Teaching Assistants	3,598,409	4,437,936	5,219,694	(781,758)
Paraprofessionals Salary	11,821,170	13,786,657	12,002,959	1,783,698
<b>Sub Total Salary Compensation</b>	<b>327,746,571</b>	<b>337,825,067</b>	<b>322,825,739</b>	<b>14,999,328</b>
<b>Other Compensation</b>				
Substitute Teacher Cost	10,589,249	12,808,797	11,013,264	1,795,533
Overtime Non-Instructional Sal	4,193,413	2,982,671	3,119,394	(136,723)
Teachers In Service	1,754,047	2,622,791	1,695,862	926,929
<b>Sub Total Other Compensation</b>	<b>16,536,710</b>	<b>18,414,259</b>	<b>15,828,520</b>	<b>2,585,739</b>
<b>Total Salary and Other Compensation</b>	<b>344,283,281</b>	<b>356,239,326</b>	<b>338,654,259</b>	<b>17,585,067</b>
<b>Employee Benefits</b>	<b>121,609,078</b>	<b>133,304,372</b>	<b>143,804,713</b>	<b>(10,500,341)</b>
<b>Total Compensation and Benefits</b>	<b>465,892,359</b>	<b>489,543,698</b>	<b>482,458,972</b>	<b>7,084,726</b>
<b>Fixed Obligations With Variability</b>				
Special Education Tuition	26,895,559	27,130,900	27,785,678	(654,778)
Contract Transportation	45,874,948	43,457,116	44,666,267	(1,209,151)
Charter School Tuition	13,067,972	15,477,032	16,542,958	(1,065,926)
Health Service Other Districts	728,890	575,000	575,000	-
Insurance Non-employee	546,009	734,431	746,731	(12,300)
<b>Sub Total Fixed Obligations</b>	<b>87,113,378</b>	<b>87,374,479</b>	<b>90,316,634</b>	<b>(2,942,155)</b>
<b>Debt Service</b>				
<b>Sub Total Debt Service</b>	<b>26,232,243</b>	<b>25,451,873</b>	<b>28,239,878</b>	<b>(2,788,005)</b>
<b>Cash Capital Outlays</b>				
Cash Capital Expense	6,973,261	9,793,500	7,615,000	2,178,500
Textbooks	2,635,527	2,408,417	2,391,570	16,847
Equipment Other Than Buses	1,279,999	1,619,982	947,425	672,557
Equipment Buses	911,329	-	-	-
Computer Hardware - Instructional	1,228,896	1,137,388	1,056,134	81,254
Computer Hardware - Non Instructional	515,204	504,291	282,362	221,929
Library Books	462,017	375,952	223,723	152,229
<b>Sub Total Cash Capital Outlays</b>	<b>14,006,233</b>	<b>15,839,530</b>	<b>12,516,214</b>	<b>3,323,316</b>

## District-Wide Summary Budget    2010-11 Final Budget

### Expenditure Summary (All Funds)

	2008-2009	2009-2010	2010-2011	Var Bud vs Amend
	Actual	Amended	Proposed	Fav/(Unfav)
<b>Facilities and Related</b>				
Utilities	11,554,608	12,135,605	11,254,581	881,024
Instructional Supplies	8,660,210	6,692,419	6,388,205	304,214
Equip Service Contr & Repair	3,687,814	3,755,205	3,980,093	(224,888)
Facilities Service Contracts	1,853,458	1,650,849	1,952,878	(302,029)
Rentals	3,688,027	5,398,612	4,241,281	1,157,331
Maintenance Repair Supplies	1,300,495	978,971	1,176,769	(197,798)
Postage Printing & Advertising	1,413,715	1,450,100	1,370,218	79,882
Auto Supplies	963,060	1,025,762	886,280	139,482
Supplies and Materials	9,023,115	8,894,186	7,951,353	942,833
Custodial Supplies	510,027	642,814	577,085	65,729
Office Supplies	576,181	581,517	481,352	100,165
<b>Sub Total Facilities and Related</b>	<b>43,230,711</b>	<b>43,206,040</b>	<b>40,260,095</b>	<b>2,945,945</b>
<b>Technology</b>				
Computer Software - Instructional	1,221,339	716,619	767,621	(51,002)
Computer Software - Non Instructional	354,546	840,902	249,572	591,330
<b>Subtotal Technology</b>	<b>1,575,885</b>	<b>1,557,521</b>	<b>1,017,193</b>	<b>540,328</b>
<b>All Other Variable Expenses</b>				
Miscellaneous Services	4,541,614	1,918,035	2,075,930	(157,895)
Professional & Technical Serv	24,488,360	31,756,979	24,013,407	7,743,572
Agency Clerical	1,852,983	1,624,294	1,031,294	593,000
Judgments and Claims	(5,432,906)	1,000,000	1,000,000	-
Grant Disallowances	(242,652)	1,401,338	1,270,000	131,338
Departmental Credits	(2,372,468)	(2,628,463)	(1,728,624)	(899,839)
Indirect Costs Grants	2,249,352	3,470,859	3,260,895	209,964
BOCES Services	6,976,333	6,476,136	6,528,709	(52,573)
Professional Development	1,929,463	1,929,976	1,493,663	436,313
<b>Subtotal of All Other Variable Expenses</b>	<b>33,990,079</b>	<b>46,949,155</b>	<b>38,945,274</b>	<b>8,003,881</b>
<b>Total Non Compensation</b>	<b>206,148,529</b>	<b>220,378,597</b>	<b>211,295,288</b>	<b>9,083,309</b>
<b>Sub Total</b>	<b>672,040,888</b>	<b>709,922,295</b>	<b>693,754,260</b>	<b>16,168,035</b>
<b>Fund Balance Reserve</b>	-	5,791,395	-	5,791,395
<b>Grand Total</b>	<b>672,040,888</b>	<b>715,713,690</b>	<b>693,754,260</b>	<b>21,959,430</b>

#### EXPENDITURES BY DEPARTMENT

<b>Rochester City School District - RCSD</b>	<b>672,040,888</b>	<b>715,713,690</b>	<b>693,754,260</b>	<b>21,959,430</b>
--	--------------------	--------------------	--------------------	-------------------

# District-Wide Summary Budget    2010-11 Final Budget

## Position Summary

	2008 - 2009 Actual	2009 - 2010 Amended	2010-2011 Proposed	Var Bud vs Amend Fav/(Unfav)
<b>POSITIONS BY ACCOUNT</b>				
<b>Salary Compensation</b>				
Teachers' Salaries	3,765.98	3,603.03	3,440.94	162.09
Civil Service Salaries	1,656.04	1,647.21	1,501.27	145.94
Administrator's Salaries	306.00	312.50	276.00	36.50
Teaching Assistants	180.00	182.00	191.68	(9.68)
Paraprofessionals Salary	564.20	565.45	519.05	46.40
Hourly Teachers	0.00	0.00	0.00	0.00
<b>Total Salary Compensation</b>	<b>6,472.22</b>	<b>6,310.19</b>	<b>5,928.94</b>	<b>381.25</b>
<b>Other Compensation</b>				
Substitute Teacher Cost	0.00	65.00	25.00	40.00
Overtime Non-Instructional Sal	0.00	0.00	0.00	0.00
Teachers In Service	0.00	0.00	0.00	0.00
<b>Total Other Compensation</b>	<b>0.00</b>	<b>65.00</b>	<b>25.00</b>	<b>40.00</b>
<b>Total Salary and Other Compensation</b>	<b>6,472.22</b>	<b>6,375.19</b>	<b>5,953.94</b>	<b>421.25</b>
<b>Employee Benefits</b>				
Catastrophic Illness-C.S.	9.08	8.00	8.00	0.00
Catastrophic Illness-Tch.	6.00	4.00	4.00	0.00
Paid Illness Leave-C.S.	1.00	0.00	0.00	0.00
Paid Illness Leave-T.P.	4.00	5.00	5.00	0.00
<b>Total</b>	<b>20.08</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>
<b>Grand Total</b>	<b>6,492.30</b>	<b>6,392.19</b>	<b>5,970.94</b>	<b>421.25</b>

### POSITIONS BY DEPARTMENT

<b>Rochester City School District - RCSD</b>	<b>6,492.30</b>	<b>6,392.19</b>	<b>5,970.94</b>	<b>421.25</b>
--	-----------------	-----------------	-----------------	---------------

## District-Wide Summary Budget 2010-11 Final Budget

### Explanation of Changes to the Budget

The proposed 2010-11 Rochester City School District Budget decreases to \$693.8M from the 2009-2010 Budget of \$715.7M. This represents a decrease of \$21.9M or 3.1%. The overall budget decrease was dictated largely by reductions in New York State Aid. The 2010-11 Budget was balanced by a significant staffing reduction and district-wide operating budget reductions.

The District projects Salary and Other Compensation costs to decrease to \$338.7M in 2010-11 from \$356.2M in 2009-10. This represents a reduction of \$17.5M or 4.9%. Contractual salary increases that average 3.5% were offset by a reduction of 421.25 FTEs along with savings from district-wide Substitute Teacher and Overtime cost reductions.

Costs for Employee Benefits continue to rise. Overall, benefit costs increase to \$143.8M in 2010-11 from \$133.3M in 2009-10. This represents an increase of \$10.5M or 7.9%. Retirement System costs are expected to increase by \$7.5M due to rate increases in both the New York State Retirement System and the Teachers Retirement System. Unemployment costs are projected to rise by \$3.6M related to staffing reductions. Social Security costs will increase by \$1.0M due to an overall increase in projected salaries. These cost increases are offset by a net reduction of \$1.5M in Health & Dental Insurance, which reflects a combination of staffing reductions and rate increases. The remaining items in this category show a net decrease of \$0.1M.

Fixed Obligations with Variability, which includes Contract Transportation, Special Education Tuition and Charter School Tuition, will increase by \$2.9M to \$90.3M in 2010-11. Contract Transportation will grow by \$1.2M to \$44.7M due to contractual rate increases with the primary carriers, RTS and First Student. Special Education Tuition will increase by \$0.6M to \$27.8M due to the increasing costs of educating high needs students. Charter School Tuition costs will increase by \$1.1M to \$16.5M even though the Governor has proposed freezing tuition rates. This increase is attributable to projected enrollment growth of 150 students due to the opening of a new secondary school in the fall. The remaining budgets in this category will stay flat next year.

The Debt Service budget will increase by \$2.8M to \$28.2M to reflect changes in the District's long-term debt schedule. This increase is due largely to the restructuring of short-term Bond Anticipation Notes into long-term Bonds, which resulted in additional principal and interest costs in the upcoming year.

The District anticipates Cash Capital Outlays will decrease by \$3.3M to \$12.5M in 2010-11. The Cash Capital Expense line was reduced by \$2.2M to \$7.6M. The remaining categories experienced a collective reduction of \$1.1M as part of the district-wide operating budget reductions effort.

Facilities and Related expenses will decrease by \$2.9M to \$40.3M. The largest categories with reductions are Utilities and Supplies & Materials, both of which are decreasing by \$0.9M. The Utility budget decrease reflects ongoing efforts to become more energy efficient, while the Supplies & Materials decrease is a part of the district-wide operating budget reduction. The remaining items in this category show a net decrease of \$1.1M due largely to the operating budget reduction effort.

All Other Variable Expenses will decrease by \$8.0M to \$38.9M due largely to a \$7.7M reduction in Professional & Technical Services. This reduction reflects a combination of both grant funding and operating budget cuts. The remaining items in this category show a net decrease of \$0.3M due largely to the operating budget reduction effort.

The balance of the District's 2010-11 Budget shows a decrease of \$0.5M. Once again, the remaining budget categories experienced reductions as part of the district-wide operating budget reductions effort to balance the budget.

## District-Wide Summary Budget    2010-11 Final Budget

### 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 deficit years.

Given the State’s fiscal situation, the projected revenues in this analysis anticipate that State Aid will not increase in the next few years. In addition, the one-time NYS Stabilization and Federal Stimulus funding will end in 2010-11, resulting in a \$26.1M revenue reduction in 2011-12. Finally, the analysis assumes that the District will be unable to appropriate a significant amount of Fund Balance in future years, resulting in an additional \$23.7M revenue reduction in 2011-12.

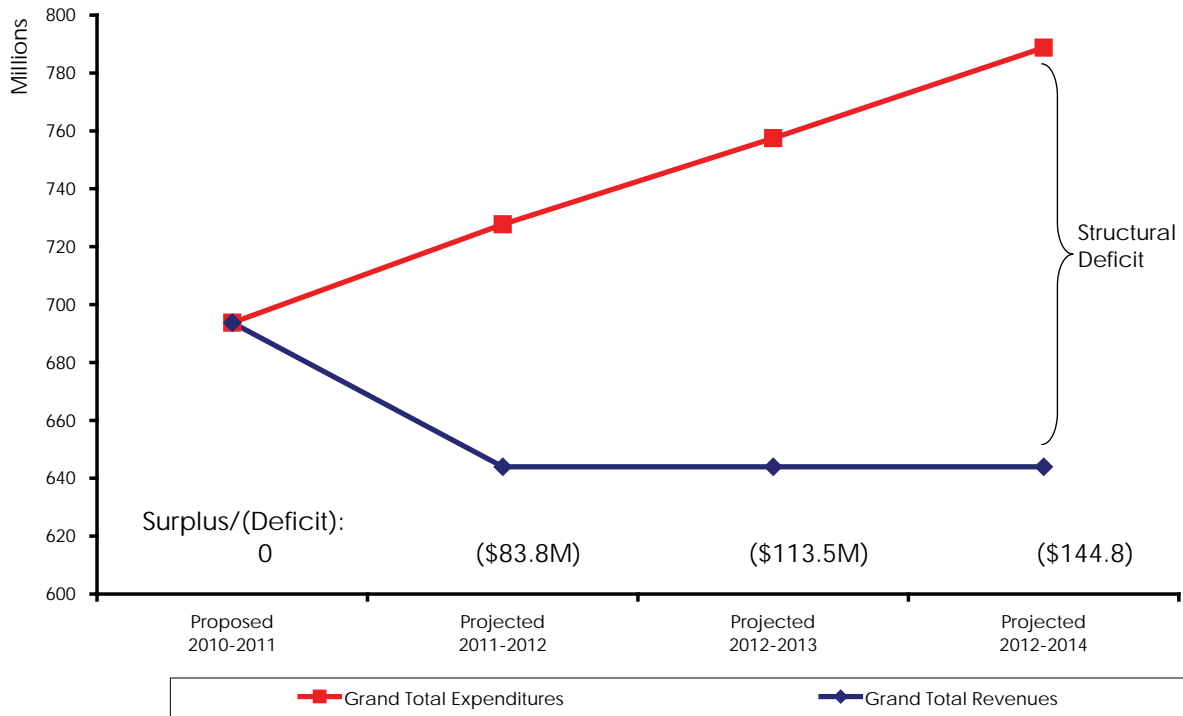
#### **ASSUMPTIONS:**

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of change to develop the projections:

<b>Assumptions</b>	<b>Projected 2011-2012</b>	<b>Projected 2012-2013</b>	<b>Projected 2012-2014</b>
<b>Revenues:</b>			
State Aid Revenue	0.00%	0.00%	0.00%
State Stabilization Funding	-\$9,821,791	0.00%	0.00%
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	-\$23,746,753	0.00%	0.00%
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Federal Grant Stimulus Funding	-\$16,247,325	0.00%	0.00%
Food Services Revenue Increase	0.00%	0.00%	0.00%
<b>Expenditures:</b>			
Teacher Salary Increase	3.53%	3.53%	3.53%
Civil Service Salary Increase	3.95%	3.95%	3.95%
Administrative Salary Increase	3.50%	3.50%	3.50%
Teaching Assistants Salary Increase	3.95%	3.95%	3.95%
Paraprofessionals Salary Increase	3.95%	3.95%	3.95%
Other Compensation Annual Rate Increase	2.00%	2.00%	2.00%
Health & Dental Insurance Increase	9.80%	9.80%	9.80%
Employee Retirement System % of Payroll	12.00%	12.00%	12.00%
Teachers Retirement System % of Payroll	9.00%	10.00%	11.00%
Other Benefits	4.00%	4.00%	4.00%
Charter Schools Tuition Increase	2.00%	2.00%	2.00%
Transportation Contracts incl. impact of Charters	3.50%	3.50%	3.50%
BOCES ( Special Ed and Nursing Services)	4.00%	4.00%	4.00%
CPI	3.50%	3.50%	3.50%

## District-Wide Summary Budget 2010-11 Final Budget

### Projected RCSD Deficit



### CLOSING THE DEFICIT:

Based on the assumptions above, the District projects a deficit situation in future years due to stagnating revenue and rising expenses. New York State law mandates that the District maintain a balanced budget.

#### **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 continue funding proposed Foundation Aid increases
- 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.



## District-Wide Summary Budget    2010-11 Final Budget

	<b>Proposed 2010-11</b>	<b>Projected 2011-2012</b>	<b>Projected 2012-13</b>	<b>Projected 2013-2014</b>
Revenue:				
New York State Foundation Aid	322,388,792	322,388,792	322,388,792	322,388,792
New York State Stabilization Funding	9,821,791	-	-	-
New York State Aid - Formula	74,396,102	74,396,102	74,396,102	74,396,102
New York State Building Aid	20,783,878	20,783,878	20,783,878	20,783,878
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal-Medicaid	1,000,000	1,000,000	1,000,000	1,000,000
Other Local	7,316,988	7,316,988	7,316,988	7,316,988
Appropriated Fund Balance	25,879,694	2,132,941	2,132,941	2,132,941
Grant and Special Aid Fund	80,729,690	80,729,690	80,729,690	80,729,690
Federal Grant Stimulus Funding	16,247,325	-	-	-
Food Services	16,090,000	16,090,000	16,090,000	16,090,000
<b>Total Revenue</b>	<b>693,754,260</b>	<b>643,938,391</b>	<b>643,938,391</b>	<b>643,938,391</b>
Compensation	338,654,259	350,687,579	363,153,550	376,067,851
Employee Benefits	143,804,713	156,055,151	166,437,321	177,657,725
<b>Total Compensation and Benefits</b>	<b>482,458,972</b>	<b>506,742,731</b>	<b>529,590,871</b>	<b>553,725,577</b>
Fixed Obligations with Variability	90,316,634	94,677,184	99,171,084	103,802,729
Debt Service	28,239,878	28,239,878	28,239,878	28,239,878
Cash Capital Outlays	12,516,214	13,605,928	13,688,736	13,774,441
Facilities and Related	40,260,095	42,063,109	43,956,802	45,946,278
Technology	1,017,193	1,052,795	1,089,643	1,127,780
Other Variable Expenses	38,945,274	41,335,205	41,706,294	42,092,041
<b>Total Non Compensation</b>	<b>211,295,288</b>	<b>220,974,099</b>	<b>227,852,437</b>	<b>234,983,146</b>
<b>Grand Total Expenditures</b>	<b>693,754,260</b>	<b>727,716,830</b>	<b>757,443,307</b>	<b>788,708,723</b>
<b>Total Surplus/(Deficit)</b>	<b>-</b>	<b>(83,778,439)</b>	<b>(113,504,916)</b>	<b>(144,770,332)</b>

**District-Wide Summary Budget 2010-11 Final Budget**

THIS PAGE INTENTIONALLY LEFT BLANK

---

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Admin.	- Administration
Council/Clerk	- City Council and Clerk
DES	- Environmental Services
ECD	- Emergency Communications Department
DRYS	- Recreation & Youth Services
IT	- Information Technology
NBD	- Neighborhood & Business Development

311 Call Center	Central
See Management & Budget	(Library), 11-5
Accounting	Chief's Office
(Finance), 5-8	(Fire), 10-5
Administration	(Police), 9-6
(Police), 9-25	City Council & Clerk
Administrative Chargebacks	(Council/Clerk), 2-1
Duplicating, 5-27	City School District
Motor Equipment, 7-35	17-1
Postage, 5-13	Commissioner's Office
Telephone, 4-6	(DES), 7-8
Water, 7-57	(DRYS), 12-5
Workers Compensation, 13-5	(NBD), 6-5
Affirmative Action	Communications
3-1, 3-16	(Admin.), 3-21
Application of Revenue	Community
1-33	(Library), 11-10
Architecture & Engineering	Contingency
(DES), 7-12	(Contingency), 14-1
Assessment	Debt Service
(Finance), 5-17	15-14
Budget Amendments, 2009-10	Debt Services
1-41	(Capital Expense), 15-14
Business & Housing Development	Director's Office
(NBD), 6-9	(Finance), 5-5
Capital Improvement Program	Emergency Communications
See Capital Expense	(ECD), 8-1
Cash Capital	Employment Benefits-Current
15-5	(Undistributed), 13-3
Cash Capital	Employment Benefits-Non-Current
(Capital Expense), 15-4	(Undistributed), 13-8

Employment Opportunities (DRYS), 12-17	Operations & Parks-Special Services (DES), 7-27
Equipment & Facilities See Capital Expense	Operations-Investigations (Police), 9-20
Expenditure Changes - Summary 1-37	Operations-Patrol (Police), 9-14
Fire Personnel Summary 10-3	Other (Undistributed), 13-12
General Risk Management (Undistributed), 13-10	Organization Chart xiii
Glossary X	Parking & Municipal Violations (Finance), 5-21
Human Resource Management (Admin.), 3-15	Planning & Zoning (NBD), 6-16
Information Technology (IT), 4-1	Police Personnel Summary 9-4
Inspection & Compliance (NBD), 6-25	Position Summary 16-4
Law Department (Admin.), 3-27	Property Tax 1-4
Legal Services See Law Department	Property Tax (computation) 1-22
Local Government Exemption Impact Report RP495 1-31	Purchasing (Finance), 5-26
Management & Budget (Admin.), 3-9	Reader's Guide viii
Mayor's Office (Admin.), 3-4	Recreation (DRYS), 12-9
Multi-Year Projection 1-51	Revenue Changes - Summary 1-3
Neighborhood Preservation (NBD), 6-21	Sales Tax 1-6
Operations (Police), 9-11 (Fire), 10-9	School Tax Relief Program (STAR) 1-26
Operations & Parks-Building Services (DES), 7-31	STAR Program See School Tax Relief Program (STAR)
Operations & Parks-Director's Office (DES), 7-45	State Aid 1-10
Operations & Parks-Equipment Services (DES), 7-34	Strategic Initiatives vii
Operations & Parks-Parks, Forestry & Open Spaces (DES), 7-38	Support (Fire), 10-16
Operations & Parks-Solid Waste Collection (DES), 7-24	Treasury (Finance), 5-12
	War Memorial See Blue Cross Arena at the War Memorial

---

Water-Director's Office  
(DES), 7-49  
Water-Engineering  
(DES), 7-48  
Water-Upland Operations  
(DES), 7-51  
Water-Water Distribution  
(DES), 7-54  
Water-Water Fixed Charges  
(DES), 7-57  
Youth Services  
(DRYS), 12-23